2e. Programme-specific appendix to the TER 2014-2015

for the Master of Science programme

Public Administration (PA)

1. Objectives (TER article. 3.1, subject 1 NVAO accreditation system)
1a Profile of the programme
1b Final attainment targets of the programme (TER, art. 3.1)
1c Level of the programme (facet 2 NVAO accreditation system; TER, article. 3.1 and 3.2, par. 2c)

2. Composition of the programme (TER, art. 3.2)
-   The content of the programme and its associated examination (TER, article 3.2, par. 2a)
-   Nature of the programme (TER, article 3.2, par. 2g)
-   Study load of the programme and of each of the study units making up the programme (TER, article 3.2, par. 2e)
-   The exam formats (TER, article 3.2, par. 2h)
-   Number and sequence of exams and practical exercises (TER, article 3.2, par. 2f)
-   Required sequence of exams (TER, article 3.2, par. 2i)
-   Content of the specializations (TER, article 3.2, par. 2b)

3 Organization of the programme (TER, article 3.2, par. 2m)
3a Coherence and didactic concept
3b Elective options
3c Requirements related to electives (TER, article 3.2, par 2j)
3d Content of practical exercises (TER, article 3.2, par. 2d)

4. General information
4a Admission to the programme (TER Article 2.1 - 2.3)
4b Language of teaching and exams (TER article 3.3 and 3.2, par. 2.l)
4c Programme committee (OLC) and Examination Board

5. Transitional arrangements (TER, article 3.2, par.2k; TER, article 8.5)

1.   Objectives

1a. Profile of the programme

The objective of the Master's in Public Administration is to train students for management-supporting and policy-advising positions within public administration in the broadest sense of the word. In this broad sense, the term 'public administration' refers to both government organizations and social organizations, companies and institutions that play a role in the collective decision-making on the administration and structuring of our society and the implementation of decisions made in that context.

1b. Final attainment targets

The final attainment targets of the Master's programme in Public Administration have been specified in a set of 'learning outcomes'. The complete set of learning outcomes is as follows.

Competence in choosing and using Public Administration approaches and skills.
The student is familiar with the existing knowledge base and is able to increase its width and depth trough study. He/she…
- is familiar with relevant theories, methods, techniques and current questions regarding problem-oriented and interactive policy analysis
- has knowledge and understanding of political, administrative and societal relations as well as of the legal preconditions for policy making, guidance, planning and control of political and administrative processes
- acknowledges the importance of democracy and the constitutional principles for the functioning of public institutions
- can judge the appropriateness and effectiveness of a problem approach, based on ex ante and ex post evaluations
- has the ability to comprehend and master a given policy area and to use policy-oriented skills.

Competence in doing research
The student has the competence to acquire new scientific knowledge through research. For this purpose, research means: the development of new knowledge and new insights and understanding in a purposeful and methodical way. He/she…
- is able to assess the usability and validity of assignments for applied research
- is able to monitor the usability and validity in assignments for applied research
- is able to perform research in the field of public administration.

Competence in designing
The student has the competence for design. Designing is a synthetic activity aimed at the realisation of new approaches, solutions and the sensible use of measures in the public domain. He/she …
- is to use disciplinary knowledge in coherent ways in the design of solutions for societal problems
- is able to use disciplinary knowledge in coherent ways in the design of approaches regarding the dynamics of political and administrative problems
- is able to critically reflect on the usability of disciplinary knowledge
- is to involve research findings in the design of (new) policies, political and administrative processes and structures
- is able to design an appropriate and effective problem approach based on theoretical insight and research findings.

Competence regarding a scientific approach
The student has a systematic approach characterised by the development and use of theories, models and coherent interpretations. They have a critical attitude and insight in the nature of scientific work. He/she…
- is able to use disciplinary knowledge in coherent ways at the interpretation and analysis of societal developments and their backgrounds

- is able to use disciplinary knowledge in coherent ways at the interpretation and analysis regarding the dynamics of political and administrative problems and their backgrounds
- is to critically reflect on the validity of (inter-) disciplinary knowledge.

Competence regarding intellectual skills
The student is competent in reasoning, reflection and forming a judgement in the context othe discipline. He/she…
- is able to independently keep up with developments in the field of Public Administration
- is able to critically assess disciplinary approaches in the field of study
- can critically reflect on one's own analytic competences; draw conclusions and identify fields and strategies for one's own improvement
- is able to take a critical stance regarding the validity of (inter-) disciplinary knowledge.

Competence in co-operation and communicating
The student has the competence of being able to work with and for others. This requires adequate interaction, a sense of responsibility, leadership and communication with colleagues and non-colleagues. The student has competences to participate in scientific or public debate. He/she…
- is able to present societal issues, their backgrounds, disciplinary perspectives and views regarding political and administrative issues in oral and written form (in English)
- is able to present research ideas and – findings for various audiences
- is able to involve professionals and laymen in the analysis, (design for a) solution and evaluation of societal problems
- is able to advice various groups of professionals and laymen regarding legal and judicial aspects.

Competence to take the temporal and social context into account
Beliefs and methods have their origin and decisions have social consequences in time. The students is aware of the temporal and social context of their work and have the competence to integrate these insights into their work. He/she…
- is able to locate a societal problem against the temporal and contextual background
- is to take ethics and history into account in the definition, analysis and solution of societal problems.

1c. Level of the programme

The curriculum and final attainment targets of the Public Administration programme have recently been renewed, in order to make them more competence-based and even better adjusted to public administratiion practice. To this end, the 3TU "*Criteria for academic Bachelor's and Master's curricula*" were used as an important guideline and source of inspiration. The seven areas of competence distinguished in this framework have been related to the key competences of the public administration professional as described above in par. 1b.

2.   Composition of the programme

The Master's programme consists of 60 EC (1 year, 1680 hours) and has four specializations:
- Policy and Governance (PG)
- Public Safety (PS)
- Public Management (PM)
- Regulation and Innovation (RI)

The tables below show the courses in each specialization and the exam format and study load for each course.
In all specializations it is possible to start in Quartile (Q) 1 = September or in Quartile 3 = February.
During Quartile 2 (or Quartile 4 if you started in February) there will be special Research Methods classes to help you start with your master thesis.

Specialization: Policy & Governance

Q	Code	Course	EC	Exam format
1	201100077	Policy Analysis in Public and Technological Domains	5	PSS
1	201100073	Economic Methods of Sustainability Assessment	5	PSS
1		*Choose between:*	5	
	194106090	Social Problems		PSS
	194114060	Issues and Approaches in Higher Education Policy		PSS
	194106100	Environmental Policy		PSS
	201000089	Public Management Theories and Tools		PSS
2&4	194119040	Methodology for Public Administration	5	PSS
2&4	194128030	Master Thesis I	10	BAM
3	194111240	Public Governance and Policy Networks	5	PS
3	194101070	Public Governance and Legitimacy	5	PSS
3	201100076	Deliberative Governance of Knowledge & Innovation	5	PS
4&2	194128030	Master Thesis II	15	BAM
			total: 60 EC	

Specialization: Public Safety

Q	Code	Course	EC	Exam format
1	201100077	Policy Analysis in Public and Technological Domains	5	PSS
1	201100079	Public and private Policing	5	PSS
1	194106090	Social Problems	5	PSS
2&4	194119040	Methodology for Public Administration	5	PGI
2&4	194128030	Master Thesis I	10	BAM
3	194111240	Public Governance and Policy Networks	5	PS
3	194101070	Public Governance and Legitimacy	5	PSS
3	201100081	Public Safety and Public Safety Governance	5	PSS
4&2	194128030	Master Thesis II	15	BAM
			total: 60 EC	

Specialization: Public Management

Q	Code	Course	EC	Exam format
1	201400089	Public management: Research and applications	5	PSS
1	194107040	Public Sector Reform	5	PSS
1	201200009	Managing Change & Human Resources	5	PSS
2&4	194119040	Methodology for Public Administration	5	PGI
2&4	194128030	Master Thesis I	10	BAM
3	192340101	Implementation of IT in organizations	5	PSS
3	194101070	Public Governance and Legitimacy	5	PSS
3	194111240	Public Governance and Policy Networks		PS
4&2	194128030	Master Thesis II	15	BAM
		total:	*60 EC*	

Specialization: Regulation & Innovation

Q	Code	Course	EC	Exam format
1	201400192	Regulatory Theory, Strategy and Tactics	5	PGI
1	201100077	Policy Analysis in Public and Technological Domains	5	PSS
1	201200040	Risk regulation	5	
2&4	191763160	Regulatory Design	5	PGI
2&4	194128030	Master Thesis I	10	BAM
3	201200042	Current affairs in advanced technology	5	PSS
3	201200039	Smart rules and regimes	5	PSS
3		*Choose two out of:*	10	
	194111240	Public Governance and Policy Networks		
	194101070	Public Governance and Legitimacy		
	201100081	Public Safety and Public Safety Governance		
4&2	194128030	Master Thesis II	15	BAM
			total: 60 EC	

Key to exam formats:

S = written exam
M = oral exam
PGI = group practical exercise, including a written group report and (in so far as possible) individual assessment of the manner in which the student participated in the group exercise

PS = practical exercises, including a written report
PSS = practical exercises or assignments, including a written and/or oral report, and a written exam; the student may sit the written exam only after satisfactorily completing the practical exercises and the written and/or oral report
PSM = similar to PSS, however, an oral exam will be sat
BAM = reviewed in accordance with the procedures laid down in the regulations applicable to the Master's assignment.

Content of the specializations

The programme has four specializations, also referred to as "tracks". Students can choose a special direction for their studies by means of the selection of a track, by selecting the electives in the track (if available) and in their choice of the Master's assignment.

Policy and Governance
The track Policy & Governance prepares students for careers in public governance, in policy-related advisory and staff functions in both public and private organizations. To this end it focuses on two main themes: Policy, aimed at the design of effective public policies, and Governance, with special attention for legitimacy and feasibility issues. The master thesis consists of a research project on a problem related to public policy and governance. In two of the obligatory courses, the policy aspects of especially *Sustainability* and *Knowledge and innovation* are highlighted. The optional course has four choices, of which three are aimed at a specific policy field.

Public Safety
De track Public Safety shares courses with the track Policy & Governance. Complementing these generic courses on public governance and policy, the remaining courses pay special attention to subjects that offer insight and academic knowledge in the core of (governing) public safety. In addition, the Master's project in this track will concentrate on a subject related to the field of safety.

Regulation and Innovation
In this specialisation we focus on the relation between regulation and technological innovation. You will especially address the legal side of governance of regulation, to promote technological innovation in balance with checking the risks of technological innovation.
You will learn to understand the main issues in technology with the course Current Affairs in Advanced Technology, and you are offered the opportunity to choose two courses of interest on this topic, e.g. health care, sustainability, energy sector, food industry or ICT.

Public management
This specialization focuses on implementing government policy. More specifically, it aims to provide you with the competencies that enable academics to support public managers, integrating key insights from both public administration and business administration. It not only equips you with a toolkit of instrumental competencies – partly borrowed from general managerial approaches in the private sector – but also teaches you to take into account the particular context of the public sector, including political influences on managerial decisions and other governance issues.

3.   Coherence and didactic concept

The Public Administration master programme has four important starting points:
   o   The programme familiarises students, on the basis of various disciplinary perspectives, with a Policy & Governance, a Public Management and a Legal Governance approach to tackling public problems under conditions of governance; all this combined with thorough knowledge of research concepts and methods;
   o   The programme allows students to focus on particular fields/domains of application or a particular professional approach; the Public Management and Legal Governance

specializations provide such opportunities, as well as the Public Safety specialization; without such theme-based specialisations, the Policy & Governance specialization leads to generic professional and academic qualifications in policy research and policy advice;

- o The programme is doable; especially data on average duration of study for students on a scholarship demonstrate that the one-year master programme is doable;
- o The programme is (partly) oriented towards professional activity; all tracks were decided upon only after an analysis of job advertisements for the public domain as a basis for extended consultations with our Practitioners' Board and discussions in the Programme Committee.

The specialisations are internally coherent, especially through the concentration on particular fields of application/professional approaches. Given the fact that we have chosen to allow students to enter the programme at the beginning of each semester, we have limited possibilities to build up complexity in the programme. The two thesis-work quartiles, however, provide excellent opportunities for splitting up between the logical steps in research: choice of topic, problem formulation, theoretical approach and research design, first; data collection, analysis and reporting, second.

The master is a training to perform research, but also a test of competences. The aim is that students demonstrate that they are able to integrate theoretical perspectives and research skills in an applied scientific context. For this the students need to show in their papers, and especially in their MSc thesis, their ability:

- o to formulate a problem definition that suits the problem at hand including research questions, sub-questions, methodology and time-frame;
- o to use concepts and theories of the public domain, preferably those that figure prominently in their selected track/specialisation;
- o to make educated choices regarding:
  - o units of research;
  - o choice of variables;
  - o choice of analysis – or design strategy;
  - o choice of research – design methods;
- o to formulate research – design findings and link them to the research – design questions;
- o to devote attention to the social embedding and ethical aspects of the research at hand;
- o to give a clear, structured presentation, comprehensible for audiences of different level and (professional or disciplinary) background.

3b. Elective options

See part 3.

3c. Requirements related to electives and student's individual choice

No special requirements are in place.

3d. Content of practical exercises

A practical exercise is a study unit or a component of a study unit in which the emphasis is on the student's activity, such as:

- preparing a literature review, paper or experimental design, thesis, article, or position paper, or delivering a public presentation;
- a design or research assignment, tests and experiments, practical exercises, skills practice;
- work placement, fieldwork or excursions;

- participation in other required learning activities aimed at achieving the desired 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 beginning of the programme.

The Master's assignment (or Master's project or Master's thesis) is not supervised by a single responsible instructor; instead, a Master's committee is assembled for each assignment. The Master's project is an individual project, and is evaluated on an individual basis. The Master's project 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. Further information on the Master's assignment is found in the Master's project manual, which can be found through the blackboard site of the course *194128030 Masterthesis PA*.

4. General information

4a. Admission to the programme

A request to be admitted to the programme is assessed by an admission committee that consists of the programme directors

In addition to the general criteria*,* Public Administration distinguishes two types of (inter)national education;
- Research Universities (primarily responsible for research-oriented programs)
- Universities (college) for professional education (prepares students particular for more practical professions)

The assessment of all applicant's skills is based on academic background, as outlined below.

1. Dutch Degrees of Research Universities

a. *A Bachelor's degree in Public Administration awarded by a Dutch university*
   Applicants with a Bachelor's degree in Public Administration awarded by a Dutch university will be admitted to the program. With regard to proficiency in English, the admission committee decides whether additional requirements should be set or a diagnostic test should be taken.

b. *Another Bachelor's degree awarded by a Dutch university*
   Applicants with a Bachelor's degree in a related field awarded by a Dutch research university will be admitted after completion of a 20 EC pre-Master's programme. The admissions committee determines whether or not a pre-Master is awarded and determines the content of the pre-Master's programme. The applicant must have successfully completed the entire pre-Master's programme within 12 months[1] before being admitted to the Master's degree programme.

c. *Another Bachelor's degree awarded by the University of Twente*
   Applicants with a Bachelor's degree other then PA awarded by the University of Twente may be admitted to the program after completion of a pre-Master's programme. The admissions committee determines whether or not a pre-Master is awarded and determines the content of the pre-Master's programme. The applicant must have successfully completed the entire pre-Master's programme within 12

---

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

months[2] before being admitted to the Master's degree programme. For information concerning the admission go to: www.graduate.utwente.nl.

Students of one of the Bachelor's programmes offered by the School of MG who have already attained 170 EC's of that programme and have also successfully completed their pre-Master (if awarded), can provisionally start Public Administration Master's courses in the year 2011/2012 but not the Master's thesis. After having been awarded the Bachelor's degree students will be registered as Master's student.
Students who do not meet these requirements can submit a request to the Examination Board with a plan and an advice from the study adviser, according to OER Bachelor of Science art. 18a.3.

2. Degree by a Dutch college for higher professional education (HBO)

a. *A Bachelor's degree in a related field awarded by a Dutch University (college) for higher professional education*
Students with a Bachelor's degree in a related field awarded by a Dutch University (college) for higher professional education will be admitted if:
- they have successfully completed the 30 EC pre-Master's programme within a period of twelve months[3]. The admissions committee determines the content of the pre-Master's programme.
- their proficiency in Mathematics is at pre-university level (Dutch VWO A1, 2 or HAVO Wiskunde B).

Students who have had a higher professional education (HBO) are assumed to be sufficiently proficient in the English language at the start of the Master's phase[4]. It is the responsibility of the student to attain this level of English.

The following degrees are currently considered degrees in a related field:
- Management Economics and Law (in Dutch: MER)
- Public Administration (in Dutch: Bestuurskunde)
- Public Safety (in Dutch: Integrale Veiligheidskunde)
- Business Economics (in Dutch: Bedrijfseconomie)
- Marketing (in Dutch: Commerciële Economie)
- Business Administration (in Dutch: Bedrijfskunde).

b. *Another Bachelor's degree awarded by a Dutch University (college) for higher professional education*
Applicants with a degree in a non-related field are judged on an individual basis. In specific cases and on the recommendation of a track coordinator, the admission committee may grant exemptions, entirely or partly, from the domain-specific part of the pre-Master's programme. The applicant must have successfully completed the entire pre-Master's programme within 12 months[5] before being admitted to the Master's degree program.

3. Bachelor's degrees from a non-Dutch university

The admissions committee assesses international applicants with a Bachelor's degree awarded by a non-Dutch Research University or University (college) for higher professional education on an individual basis. The assessment of the applicant's skills is based on:
- a NUFFIC credential evaluation;
- a letter of motivation;

---

[2] Idem (as the previous note)
[3] Idem (as the previous note)
[4] Their proficiency in the English language is at pre-university education level (Dutch: VWO) or at academic IELTS level with overall band score of 6.5 or higher, or a TOEFL internet based (TOEFL-iBT) score of at least 90.
[5] as note 23

- proof of sufficient mastery of the English language (an IELTS overall band score of 6.5 or higher, or a A TOEFL internet-based (TOEFL-iBT) score of at least 90)
- any additional information required by the admissions committee.

4b. Language of teaching and exams

The programme is offered in English, and the exams are taken in English. The report of the Master's project will be written and defended in English. Students are free to make a translation or summary in Dutch once this is necessary for the dissemination of the research results, but the final grade will be based on the original version in English.

To safeguard the quality of teaching and examination in the English language, MG has taken the following measures:
- An assessment is made of all MG teaching staff and examiners as to their command of the English language. If their IELTS score is slightly below the established minimum level, they will be allowed a remediation period. Failing to meet the standard after this period will lead to exclusion from the English-language programme. Any newcomers will be assessed upon their entry.
- Inclusion of specific demands on their proficiency in the English language in the admission requirements for the MG English language programmes, wherever a sufficient command is not warranted by the candidates' prior education.

4c. Program 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 uo-to-date composition of the committee can be found at the webpage of the programme committees (www.mb.utwente.nl – *education – organization)*. Correspondence with the committee goes through olcsecretaris-mb@utwente.nl. For more information contact the administration office on (053 489)3200.

Members of the Examination Board are appointed by the Dean of the faculty every two years (faculty regulations article 12). The recent composition of the Board can be found at the webpage of the Examination Boards ((www.mb.utwente.nl – *education – organization)*. Correspondence with the Boards goes through mastersgriffie-mb@utwente.nl. For more information contact the administration office on (053 489)3200.

5.   Transitional arrangements

2014-2015
The course 201100089 Public management theories and tools is changed in 'Public management: Research and applications'

The course 194101150 Theories of regulation is changed in '201400192 Regulatory Theory, Strategy and Tactics'

2013-2014
The course 201100078 Crime Science for Public Administration is changed in 'Criminal justice, law and legitimacy'

2012-2013
The course 194120100 HRM and organizational development is changed in 201200009 Managing Change & Human Resources

Since the track 'Recht en Bestuur' is changed in a new track Regulation and Innovation, for this track the courses have changed. This affects a few students only, contact the track coordinator Prof. Heldeweg.

In 2011-2012 the two specializations *Higher Education* and *Environment and Sustainability* are integrated into the specialization *Policy and Governance.* By choosing the optional course on these areas, you can highlight those aspects of the policy field.

Further changes are as follows:

Specialization Policy and Governance					
	Course 2011-2012			**Course 2010-2011**	
Q	**Code**	**Course**	**Code**	**Course**	
1	201100077	Policy Analysis in Public and Technological Domains	194111230	Public Policy Analysis	
1	201100073	Economic Methods of Sustainability Assessment	410113	Economic Methods of Policy Analysis	
1	201100073	Economic Methods of Sustainability Assessment	194107040	Public Sector reform	
3	201100076	Deliberative Governance of Knowledge & Innovation	194111250	Methods of Policy Deliberation	

1) Public Policy Analysis is renamed in Policy Analysis in Public and Technological Domains. Examinations are the same.
2) Public Sector Reform was a 2010-only substitution for Economic methods of Policy Analysis. You can still follow Public Sector Reform, see the Public Management specialization.
3) A re-examination is possible for Methods of Policy Deliberation (two opportunities will still be offered in 2011-2012). However, we advise you to follow the new course.

Specialization Public Safety				
	Course 2011-2012		**Course 2010-2011**	
Q	**Code**	**Course**	**Code**	**Course**
1	201100079	Public and private Policing	194107230	Issues and Approaches in Public Safety Policy
1	201100078	Crime Science	194107240	Policy Instruments and Evaluation in Public Safety Policy
3	201100081	Public Safety and Public Safety Governance	194107250	Issues in Public Safety Governance

These changes are limited to a change of name of the course, so last year's students can sit the exams of the equivalent course with the new name.

Earlier transitional arrangements:
In **2009-2010** the track Public management has been changed. See the following table for your new course.

Specialization Public Management					
	Course 2010-2011			**Course 2009-2010**	
Q	**Code**	**Course**		**Code**	**Course**
1	201000089	Public management Theories and Tools		411011	Public Sector Management Control
1	194107040	Public Sector Reform		410704	Public Sector Reform
1	194120100	HRM and organizational development		410509	Strategic HRM in the Public Sector
3	201000120	Public agencies and public-private partnerships		411917	Public Bureaucracies
3	192340101	Implementation of IT in organizations		410510	Public Performance Management Information Systems
3	194101070	Public Governance and Legitimacy		410107	Public Governance and Legitimacy