

Programme-specific appendix to the TER 2015-2016

for the Master of Science programme

Business Administration

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1. Structure and content of the programme

1a. Composition of the programme

Table 1 shows the units of study (courses) making up the MSc. programme in Business Administration and the study load in EC (1 EC = 28 hours) per unit. The periods in which these units of study are offered are marked by Q1 up to Q4 (Q=Quartile). The table is divided in four parts (A-D), each followed by an overview of the course options for the elective space.

The first and second part of the table represent the standard, single diploma curriculum for University of Twente students who start their Master's programme in September 2015 or February 2016 respectively. In both cases students will take core courses (4 x 5 EC) in the fields of accounting & financial management, human resource management and change leadership, marketing & strategy and organization, innovation and entrepreneurship, supplemented with the preparatory course for the Master's project/thesis. They can fill the elective space in the programme (2 x 5 EC) choosing two electives freely from a list which groups the electives at offer in the eight fields covered by the Twente Business Administration research chairs. By choosing two electives from the same field, or "Profile", and carrying out a Master's project in the same field, the student can set a distinctive profile for himself within the programme. Lastly, for most courses one or several alternatives are allowed, that facilitate flexible planning and/or strengthening the profile chosen by the student.

The third and fourth part of the table show the University of Twente's BA curriculum for students who opt for deepening their knowledge and extending their expertise via a double-diploma with one of the partners in other European countries. In this case the programme is geared content-wise to the distinctive profile of the partner is question:

- to Innovation and Entrepreneurship for the partner department at TU Berlin, and
- to Supply Management at the Lappeenranta University of Technology

This allows for a two-way interchange of students, which is to say that the programmes presented in the third and fourth part of the table are also valid for students from the partner department at TU Berlin and the Lappeenranta University of Technology who enroll in the Twente Business Administration programme in order to obtain a double diploma. In both cases a number of electives are offered to fill in the elective space.

Table 1 Curriculum 2015-2016, MSc in Business Administration

A.: Curriculum MSc in Business Administration, start September 2015			
Course code	Course name	EC	Alternative(s) allowed (to strengthen profile or for flexible planning)
Q1			
201200008	Accounting & Financial Management	5	201000087 Entrepreneurial Finance (Q3)
201500086	Global Talent Management	5	201500083 Change Management and Consultancy (Q1)
	<i>Elective</i>	5	
Q2			
201500082	Business Research	5	
201500101	Master Thesis BA Part 1	10	
Q3			
201300075	MOOTI (Management, Organization, Operations, Technology & Innovation)	5	
201200010	Global Strategy & Marketing	5	201500092 Strategic HR Analytics (Q1), or 201500091 Purchasing Strategy & Systems (Q1)
	<i>Elective</i>	5	
Q4			
201500102	Master Thesis BA Part 2	15	
Total EC		60	

B: Curriculum MSc in Business Administration, start February 2016			
Course code	Course name	EC	Alternative(s) allowed (to strengthen profile or for flexible planning)
Q3			
201300075	MOOTI (Management, Organization, Operations, Technology & Innovation)	5	
201200010	Global Strategy & Marketing	5	201500092 Strategic HR Analytics (Q1), or 201500091 Purchasing Strategy & Systems (Q1)
	<i>Elective</i>	5	
Q4			
201500082	Business Research	5	
201500101	Master Thesis BA Part 1	10	
Q1 '16-/17			
201200008	Accounting & Financial Management	5	201000087 Entrepreneurial Finance (Q3)
201500086	Global Talent Management	5	201500083 Change Management and Consultancy (Q1)
	<i>Elective</i>	5	
Q2 '16-/17			
201500102	Master Thesis BA Part 2	15	
Total EC		60	

A + B: Electives single diploma programme (start September 2015 or February 2016) Students are FREE to choose 2 electives from any of the profiles.			
Course code	Course name	EC	Quartile
Profile: Human Resource Management (core course: Global Talent Management)			
201500092	Strategic HR Analytics	5	Q 1
201500087	HRM and Innovation	5	Q 3
201500088	HRM and Technology Design	5	Q 3
Profile: Financial Management (core course: Accounting and Financial Management)			
194110070	Corporate Finance (for BA)	5	Q 1
201000087	Entrepreneurial Finance	5	Q 3
Profile: (Service and) Change Management			
201500083	Change Management and Consultancy	5	Q 1
193190000	Managing Service Organizations*	5	Q 2*
192340101	Implementation of IT in Organizations	5	Q 3
Profile: Innovation & Technology Management (Core course: MOOTI)			
194111500	Innovation & Technology Dynamics	5	Q 1
NEW	IT based Knowledge Management for Business Innovation	5	Q 3
201500087	HRM and Innovation	5	Q 3
Profile: Innovative Entrepreneurship			
194108030	Principles of Entrepreneurship	5	Q 1
194108040	Business Development from a Network Perspective	5	Q 1
201000087	Entrepreneurial Finance	5	Q 3
201500084	Entrepreneurial Leadership	5	Q 3
Profile: Marketing and Strategy (Core course: Global Strategy and Marketing)			
194108040	Business Development from a Network Perspective	5	Q 1
201500081	Business-to-Business Marketing	5	Q 2**
201500080	Advanced topics in Digital Marketing	5	Q 3
Profile: (Business) Information Management			
192350200	E-Strategizing	5	Q 1
New	IT based Knowledge Management for Business Innovation	5	Q 3

Profile: Purchasing and Supply Management			
201500091	Purchasing Strategy and Systems	5	Q 1
201500085	Global Sourcing and Organization	5	Q 3
201500090	Public Procurement	5	Q 3

* this course is offered for the last time in 2015-2016 in Q2, but only with a minimum number of 10 participants, and specifically for those students who were already in the premaster programme or UT's IBA bachelor in the academic year 2014-2015. See also the transitional arrangements.

** this new course is offered specifically for TUB and LUT Double Diploma students. Other BA students can also follow this course as part of the transitional arrangements.

C: Curriculum for TUB students coming to UT September 2015 / UT students going to Berlin for MSc- IME double diploma		
Course code	Course name	EC
Q1		
201200008	Accounting & Financial Management	5
194108030	Principles of Entrepreneurship	5
	<i>Elective</i>	5
Q2		
	<i>Elective</i>	5
	<i>Elective</i>	5
	<i>Elective</i>	5
Q3/Q4 (TUB) or Upon return (UT)		
201400018	Master class BA	5
194100040	Master Thesis BA	25
Total EC		60

The end-terms of the MSc BA programme in Twente are covered, as established by a programme check of the partner university's programme: students that follow the described programme will follow checked alternatives for core courses.

C: Electives MSc-IME double diploma programme		
Course code	Course name	EC
Q1		
<i>Choose 1 of the following Q1 courses:</i>		
201500086	Global Talent Management	5
201500083	Change Management and Consultancy	5
194110070	Corporate Finance (for BA)	5
194111500	Innovation & Technology Dynamics	5
194108040	Business Development from a Network Perspective	5
192350200	E-Strategizing	5
201500091	Purchasing Strategy and Systems	5
Q2		
<i>Choose 3 of the following Q3 courses:</i>		
193190000	Managing Service Organizations*	5
201500081	Business-to-Business Marketing	5
191864610	Organization and Strategy	5
201100051	Information Services	5
201100054	Supply Chain Management and Innovation	5

* this course is offered for the last time in 2015-2016 in Q2, but only with a minimum number of 10 participants.

D: Curriculum for UT students going to LUT for MSc-MSM double diploma in February 2016		
Course code	Course name	EC
Q1		
201500083	Change Management and Consultancy	5
201200008	Accounting and Financial Management	5
201500091	Purchasing Strategy and Systems	5
Q2		
201500081	Business-to-Business Marketing	5
201100054	Supply Chain Management and Innovation	5
	<i>Elective</i>	5
Upon return		
201400018	Master class BA	5
194100040	Master Thesis BA	25
Total EC		60

The end-terms of the MSc BA programme in Twente are covered, as established by a programme check of the partner university's programme: students that follow the described programme will follow checked alternatives for core courses.

D: Electives MSc-MSM double diploma programme		
Course code	Course name	EC
Q2	Choose 1 of the following Q2 courses:	
193190000	Managing Service Organizations*	5
191864610	Organization and Strategy	5
201100051	Information Services	5

* this course is offered for the last time in 2015-2016 in Q2, but only with a minimum number of 10 participants.

Content of practical exercises

The Master's thesis (or Master's project or Master's assignment) is not supervised by a single responsible instructor; instead, a Master's committee is assembled for each assignment. The Master's thesis is an individual project, and is evaluated on an individual basis. The Master'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.

A special regulation on the duration, procedures in case of major problems, and termination of the Master's thesis is included in paragraph 6b. below. More practical information on the Master's assignment is available in the Master's thesis manual, which can be found through the Blackboard site of the Master's assignment BA.

1b. Study load of the programme and of each of the units of study

The Master of Science programme in Business Administration at the University of Twente has a study load of 60 EC (1 year, 1680 hours) (see also section 7.4a, paragraph 2, Higher Education and Research Act).

The study load of each of the study units making up the programme is listed in table 1 above, in the column "EC" (1 EC = 28 hours).

1c. Other programme-specific characteristics

Nature and structure of the programme

The Master of Science programme in Business Administration is a fulltime programme. It

consists of two primary components:

- Required (compulsory) and elective courses. In the standard programme students take these courses in the first and third quartile of their programme (Q1 and Q3 for students who start in September, Q3 and Q1 for students who start in February). Students aspiring for a double-diploma with one of the partners in Berlin and Lappeenranta take these courses in the first semester (Q1 and Q2)
- The in-depth phase of the programme: students carry out their Master's project and write their thesis in preparation for graduation. In the standard programme students do this in the second and fourth quartile (Q2 and Q4 for students who start in September, Q4 and Q2 for students who start in February). Double-diploma students do their project and write their thesis in the second semester (Q3 and Q4).

Please note: at the University of Twente, each semester is divided into two quartiles. In general in every quartile three courses of 5 EC (3 * 140 hours) are scheduled. Every quartile is closed with two exam weeks. Further information on the academic schedule can be found on the University of Twente's Academic Calendar 2015-2016 [here](#).

Coherence and didactic concept

The MSc BA programme is committed to providing students with a learning environment that facilitates them in achieving the learning objectives and induces a critical and analytical approach that enables them to find solutions to complex problems.

The MSc BA programme views it as extremely important that MSc. students develop skills that enable them to work independently and to enhance their personal development. The programme aims to apply teaching methods that are built on a teaching philosophy that emphasizes the role of students as active processors and applicators of knowledge.

Students are thus encouraged to take responsibility for their own learning and development. The role of instructors is therefore to create a developmental learning environment that activates students and facilitates the learning process.

Faculty members offer a diversity of teaching methods (e.g. lectures, tutorials, case studies, group work, seminars) and appropriate methods are chosen to correspond with the aims of the individual courses and the Programme. Further, the diversity of the student population in terms of their learning styles and preferences are taken into account. The staff seek to actively engage students in their learning experiences across all modes of teaching.

1d. Honours programmes

For excellent students the University of Twente offers three different extra-curricular Master's honours programmes of 15 EC. Each of these programs has a distinctive profile, which allows the student to develop himself in one of three roles: as an organizer, designer or researcher. These programmes are:

- MSc Change Leaders
- MSc Design Honours
- MSc Research honours.

More information about these programs and the corresponding selection procedure can be found at the [UT honours programmes website](#).

2. Aims and final attainment targets

2a. Aims of the programme

The graduate of the MSc Business Administration programme at the University of Twente is an entrepreneurial, academically trained and globally oriented middle(-level) management specialist, competent in independently conducting multidisciplinary research, designing complex innovative business solutions and organizing management and change processes in high tech human touch

(HTHT) contexts. He/she is specialized content wise in one or a combination of the HTHT Twente fields: Human Resource Management, Financial Management, Change Management, Innovation and Technology Management, Innovative Entrepreneurship, Marketing and Strategy, Business Information Management, Purchasing and Supply Management.

2b. final attainment targets of the programme

The final attainment targets of the programme are described below as a two-layered set of intended learning outcomes (ILO).

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

<p>1. The UT MSc BA graduate is competent in business research, as he/she is able to deal with research issues based on an analytical and conceptual approach to contribute to the existing body of knowledge and to create new knowledge in HTHT business contexts.</p> <p><i>The graduate is:</i></p> <p>1.1 able to develop relevant interdisciplinary research questions and formulate problem statements</p> <p>1.2 able to critically reflect on business models and theories to build a clear theoretical framework and fitting research design</p> <p>1.3 able to analyse qualitative and quantitative data and interpret findings related to the research question/problem statement</p> <p>1.4 able to draw and discuss conclusions and to formulate recommendations for future research</p>
<p>2. The UT MSc BA graduate is competent in business design, as he/she is able to independently apply an iterative design cycle to create/generate innovative/research based solutions to business problems and challenges in HTHT business contexts.</p> <p><i>The graduate is:</i></p> <p>2.1 able to relate academic insights/theories to people, business and societal and identify criteria and constraints</p> <p>2.2 able to combine theoretical and practical insights to design and develop solutions/interventions</p> <p>2.3 able to implement business solutions/ intervene</p> <p>2.4 able to critically evaluate alternative solutions/interventions</p>
<p>3. The UT MSc BA graduate is competent in organizing, managing and taking a leading role in change processes in global HTHT business contexts, using (inter-) cultural entrepreneurial business skills.</p> <p><i>The graduate is:</i></p> <p>3.1 able to organize and manage through the use of communication skills, project management skills, and an entrepreneurial attitude</p> <p>3.2 able to potentially lead and manage change processes, by using consultancy skills to create added-value for practice out of scientific knowledge</p> <p>3.3 able to reflect on both the process and the content, also on the ethical aspects, and use this as input for decision making and professional development. Furthermore the graduate has organizational and cross-cultural sensitivity and is able to recognize the impact and consequence of decisions and actions within an organization and across cultures.</p>

3. Examination and exams

3a. Examination

The programme has one examination, the Master's examination after 1 year. The Master's examination is deemed to have been successfully completed if the exams of the units of study, including the Master's thesis, have been taken successfully.

3b. Exam formats and the number and sequence of exams and practical exercises

The exam formats of each of the courses offered in the programme is shown in Table 3 below. The list is in alphabetical order (based on the course names). Written tests are individual tests, unless specified otherwise.

Table 3: Exam formats of the courses of the BA-programme

Course name	Course code	Exam format
Accounting & Financial Management	201200008	Group assignment & paper, written test
Advanced Topics in Digital Marketing	201500080 (CS)	Group assignments, individual research paper
Business Development from a Network Perspective	194108040	Group assignments, written test
Business-to-Business Marketing	201500081	Group assignments, individual research proposal
Business Research	201500082	T.b.a.
Change Management & Consultancy	201500083	In-class discussions, group paper, individual report
Corporate Finance for BA	194110070	Written tests (interim, final)
Entrepreneurial Finance	201000087	Group assignment, written test
Entrepreneurial Leadership	201500084	Group assignments, individual essay
E-Strategizing	192350200	Group assignment, individual assignments
Global Sourcing and Organization	201500085	Group assignments, written test
Global Strategy & Marketing	201200010	Group assignments, written test
Global Talent Management	201500086	Individual essays, group assignment & paper
HRM and Innovation	201500087	Individual assignment & report, group assignments
HRM and Technology Design	201500088	Group assignment & report and paper presentation, written test
Implementation of IT in Organizations	192340101	(group) assignments, oral test
Information Services	201100051	Group assignment and article, written test
Innovation & Technology Dynamics	194111500	Group assignments, written test
Managing Service Organizations	193190000	Individual assignments, group paper
Management of Organisation, Operations and Technological Innovation	201300075	Group assignment & paper, written test
Master Class BA	201400018	Group assignment, review of research proposal of peers, research proposal (including oral presentation)
Master's Thesis	194100040	Individual assignment and thesis-report + colloquium
Master's Thesis Part 1	201500101	Individual assignment and research proposal
Master's Thesis Part 2	201500102	Individual assignment and thesis-report + colloquium
Organization and Strategy	191864610	Group assignments, written tests

Principles of Entrepreneurship	194108030	Group presentations and practice reflections, written individual assignment
Public Procurement	201500090	Individual paper, MC test, group assignments
Purchasing Strategy and Systems	201500091	Group assignments, written test
Strategic HR Analytics	201500092	Group research project report and presentation, written open test
Supply Management and Innovation	201100054	Group assignment, written test

The sequence of the exams and practical exercises corresponds with the course sequence as shown in Table 1, which follows the division in quartiles of the UT's academic calendar.

3c. Required sequence of exams / Prerequisites

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

Course name	Course code	Prerequisites
Business Research	201500082	Recommended: 10EC
Master Thesis BA Part 1	201500101	Obligatory: 10EC + Students are only allowed to start with this course if they are enrolled in the course 'Business Research 201500101'
Master Thesis BA Part 2	201500102	Obligatory: Business Research + Master's Thesis Part 1 + total EC's earned of 35EC
Master Class BA	201400018	Recommended: 20EC
Master Thesis BA	194100040	Master Class BA + 20EC

4. General information

4a. Admission to the programme

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

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

- Dutch Research University Degree

- a. *A Bachelor's degree in Business Administration awarded by a Dutch university*
Applicants with a Bachelor's degree in Business Administration awarded by a Dutch research university will be admitted to the programme. With regard to proficiency in English, the admissions committee decides whether additional requirements should be set or a diagnostic test should be taken.
- b. *Another Bachelor's degree awarded by a Dutch research university*
Applicants with another Bachelor's degree in a related field awarded by a Dutch research university will be admitted after completion of a pre-Master's programme. The admissions committee determines whether or not a pre-Master is awarded and depending on the bachelor programme determines the content of the pre-Master's programme. The applicant must have successfully completed the entire pre-Master's programme within 12 months¹
- c. *Another Bachelor's degree awarded by the University of Twente*
Applicants with a Bachelor's degree other than Business Administration awarded by the University of Twente may be admitted to the programme after completion of a pre-Master's

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.

programme. The admissions committee determines the content of the pre-Master's programme, depending on the Bachelor's programme. The applicant must have successfully completed the entire pre-Master's programme. For information concerning the admission: <http://master.utwente.nl/ba/toelating/doorstroom.doc/>

- Degree from 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 to the Master's programme if:

- they have successfully completed the pre-Master's programme within a period of twelve months². The admissions committee determines the content of the pre-Master's programme.

The admissions committee determines whether or not a pre-Master is awarded, based on:

- Academic Record;
 - the content of the Bachelor's programme and the institution.
 - Proficiency in Mathematics A or B at pre-university education level (*Dutch: VWO*)
 - Proficiency in English at pre-university level (*Dutch: VWO*)
- Curriculum Vitae
- a letter of motivation.

b. *A different Bachelor's degree awarded by a Dutch University (college) for higher professional education*

Applicants with a degree in a non-related field are assessed on an individual basis.

For more information about the admission criteria for Bachelor's degrees from Dutch universities for higher professional education see the [website](#).

- Non-Dutch University Degree

The admissions committee will assess Bachelor's degrees awarded by a non-Dutch university on an individual basis. The assessment of the applicant's competencies will be based on:

- Academic record
 - a [NUFFIC credential evaluation](#);
 - content of the degree (field related);
 - Courses in mathematics, statistics and scientific research knowledge
- IELTS overall band score of at least 6.5 www.ielts.org, or a TOEFL internet-based (TOEFL-iBT) score of at least 90
- Curriculum Vitae
- a letter of motivation;
- two letters of recommendation
- a GMAT test score of at least 600.

For more information about the admission criteria for Bachelor's degrees from non-Dutch universities see the [website](#).

4b. Language of teaching and exams

The MSc in Business Administration is taught in English. This means not only that courses are given in English, but also that all course materials (textbooks, readers, etc.) will be in English, as well as all tests, exams and practical exercises (specifically the Master's project/thesis).

² As note 1.

4c. International cooperation

Double-diploma programmes have been developed in cooperation with universities in Germany and Finland.

In conjunction with the Berlin University of Technology (Technische Universität Berlin) from Germany a double-diploma in Innovation Management & Entrepreneurship is offered which encompasses 120 EC and result in two Master's degrees:

- MSc in Business Administration from University of Twente
- MSc in Innovation Management & Entrepreneurship from Technische Universität Berlin.

In cooperation with Lappeenranta University of Technology from Finland a double-diploma in Purchasing and Supply Management is offered encompassing a total of 120 EC and resulting in two Master's degrees:

- MSc in Business Administration from University of Twente
- MSc in Supply Management from Lappeenranta University of Technology.

In cooperation with Novancia Business School Paris from France a double-diploma in HRM & International Development is offered which encompasses 120 EC and result in two Master's degrees:

- MSc in Business Administration from University of Twente
- MSc in Management from Novancia Business School Paris.

Paragraph 1a above provides the details on the programme of the MSc in Business Administration at the UT for students opting for one of these double-diploma possibilities. For more information also see the [website of the programme](#).

4d. Elective options and their related requirements

The elective options in the programme can be seen in paragraph 1a. As explained there, students can set a distinctive **profile** by means of elective courses and the choice of the Master's thesis. Though they are advised to do so, this is no formal requirement: students are free to choose elective courses from different profiles.

The following profiles are offered:

- Human Resource Management (HRM);
- Financial Management (FM);
- (Service and) Change Management (CM);
- Innovation & Technology Management (ITM)
- Innovative Entrepreneurship (ENT);
- Marketing and Strategy (M&S)
- (Business) Information Management (BIM);
- Purchasing and Supply Management (PSM).

Please notice: profiles will not be mentioned on the diploma(-supplement).

4e. Programme committee (OLC)

The members of the educational programme committee (OLC) are appointed by the Dean of the faculty. The members are recruited from students and teaching staff members of both the Bachelor's programme in International Business Administration and the Master's programme in Business Administration, on an equal basis (50% students and 50% staff members). The most up-to-date composition of the committee can be found at the webpage of the [programme committees](#).

The tasks of the program committee are:

- Giving advice on the Teaching and Examination Regulations (TER):

- Assessing, on a yearly basis, the manner in which the Teaching and Examination Regulations (TER) are carried out;
- Giving advice - invited or not invited - to the programme management and the Dean on all matters relating to the teaching in the educational programme.

Correspondence with the committee goes through m.j.m.tevaarwerk@utwente.nl. For more information contact the BMS Education Service Centre on 053-4893987 (053-4894996 if there's no reply).

4f. Examination Board

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 (TER) concerning the knowledge, comprehension and skills required to obtain a degree. Members of the Examination Board are appointed by the Dean of the faculty.

The Board's main tasks are described in paragraph 5.1 of the common elements of this TER. More information, including the most up-to-date composition of the Board can be found at the [webpage of the Examination Boards](#).

Correspondence with the Board for BA-students goes through mastersgriffie-mb@utwente.nl. For more information contact the clerks' office on (053 489) 1049 / 2402.

5. Transitional arrangements

For those students who started their study programme in previous academic years. See also transitional arrangements in 'Programme-specific appendix to the TER 2014-2015' and before.

Global Strategy & Marketing (201200010)

This course is rescheduled; in 2015-2016 this course will be scheduled in quartile 3 (2A). Those who were registered as a MSc BA student in the academic year 2014-2015 or earlier and who participated previously in the course Global Strategy & Marketing (201200010) and/or experience study delay because of the rescheduling from quartile 2 to quartile 3 can take the course Organization & Strategy (191864610) in quartile 2 (1B).

Management, Organization, Operations, Technology & Innovation (MOOTI - 201300075)

This course is rescheduled; in 2015-2016 this course will only be scheduled in quartile 3 (2A). Those who were registered as a MSc BA student in the academic year 2014-2015 or earlier and who participated previously in MOOTI and/or experience study delay because of the rescheduling from quartile 2 to quartile 3 can take the course Supply Chain Management and Innovation (201100054) in quartile 2 (1B).

Master thesis (194100040)

Those who were registered as a MSc BA student in the academic year 2014-2015 or earlier may start with their Master's Thesis (194100040) when they have obtained 20EC in courses of the MSc BA programme.

Master class (201400018)

Those who were registered as a MSc BA student in the academic year 2014-2015 or earlier have to take the course Master Class BA (201400018) as part of their study programme.

Design of Work Systems & Employment Relations (193140040)

This course will not be scheduled from the academic year 2015-2016. Instead, students can take electives of the HRM profile as listed below.

- Strategic HR analytics (201500092)
- HRM and Innovation (201500087)

- HRM and Technology Design (201500088)

International Entrepreneurship (201000156)

This course will not be scheduled from the academic year 2015-2016. Instead, students can take electives of the Innovative Entrepreneurship profile as listed below.

- Principles of Entrepreneurship (194108030)
- Entrepreneurial Finance (201000087)
- Entrepreneurial Leadership (201500084)

Managing Change & Human Resources(201200009)

Those who were registered as a MSc BA student in the academic year 2014-2015 or earlier and who participated in Managing Change & Human Resources (201200009) but did not finish or did not start at all, have to take the course Global Talent Management (201500086) from the academic year 2015-2016 onwards.

Managing Human Resource Flows (194120090)

This course will not be scheduled from the academic year 2015-2016. Instead, students can take electives of the HRM profile as listed below.

- Strategic HR analytics (201500092)
- HRM and Innovation (201500087)
- HRM and Technology Design (201500088)

Professional Service Provision (194115030)

This course will not be scheduled from the academic year 2015-2016. Instead, students can take electives of the (Service and) Change Management profile as listed below.

- Change Management and Consultancy (201500083)
- Managing Service Organizations (193190000)
- Implementation of IT in Organizations (192340101)

Transformation of HR Function with IT (194120130)

This course will not be scheduled from the academic year 2015-2016. Instead, students can take electives of the HRM profile as listed below.

- Strategic HR analytics (201500092)
- HRM and Innovation (201500087)
- HRM and Technology Design (201500088)

For those students who were already in the premaster programme or UT's IBA bachelor in the academic year 2014-2015 it is under certain conditions still possible to plan the master according to the format of 2014-2015, although we do not recommend this. This should be explicitly agreed with the programme director and written down in an Individual Learning Agreement before 1 October 2015.

The Q2 core courses available for this transitional arrangement are:

- Supply Chain Management and Innovation (201100054)
- B-B Marketing (201500081)
- Information Services (201100051)
- Managing Service Organisations (193190000)
- Organization and Strategy (191864610)

6. Additional subjects

6a. Graduation with distinction

If upon sitting the Master'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 Master's examination is at least 8.0;
- b. in the determination of this average, the study units that were not evaluated with a numerical mark or for which an exemption was granted are not considered;

- c. no study unit was evaluated as not passing, and all study units except for the Master's thesis (see sub section d.) were evaluated with a mark of 7 or higher;
- d. the mark for the study unit Master Thesis Part 2 (201500102) or Master Thesis BA (194100040) is at least a 9;
- e. the Master's programme must have been completed within 15 months. In special cases, the Examination Board may, at its discretion, permit an excess of this time period. Special cases explicitly include (but are not limited to) the circumstances recognized for the allocation of graduation support.

In exceptional cases the Examination Board may grant the designation of 'cum laude' if the conditions mentioned above have not been fully met. The rules applied by the Examination Board can be found in the Rules & Regulations of the Examination Board.

6b. Special regulation on the Master's thesis.

- 1) The Master's project (or thesis) constitutes a special form of practical exercise as meant in art. 1 (Glossary). Its duration is formally limited by the number of ECs reserved for the project in the respective Master's programme, translated into a corresponding number of weeks (1 EC= 28 hours). At the end of the period thus established, the project is evaluated using a special Master's thesis evaluation form. The project is concluded by a colloquium, where the student presents and defends the results.
- 2) At the start of the project the student draws up a time schedule for his individual project, based on the maximum duration as indicated in par. 1. This schedule has to be approved by the primary supervisor (and examiner) of the project. The start of the project is indicated on the registration form of the project in the university's Student Mobility System (SMS).
- 3) In case of major problems or unsatisfactory performance by the student or the supervisors during the project, the programme director will decide on the continuation of the project. The student can contest the programme director's decision by lodging an objection with the Examination Board.
- 4) Should the student, in spite of a demonstrably adequate level and quality of the supervision received, not succeed in completing the final thesis within the agreed period of time, he will be granted extra time to do so. The extra time to be granted will be bound by a limit of 50% of the maximum duration of the project as indicated in par.1. The project's supervisors will give clear indications of the elements of the student's work that need to be remediated and the lines along which this may be done.
- 5) The programme director will terminate the Master's project if, after the extra time conceded, the student has not yet successfully completed the final thesis or no 'green light' has been given by the supervisors for the colloquium that rounds off the project.
- 6) After termination of the project as meant in par. 5, the student must file a motivated request to the Examination Board if he wants to start a new Master's project.
- 7) Additional stipulations concerning the Master's project are included in the Rules & Regulations of the Examination Board.