

Programme-specific appendix to the TER 2016-2017

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 (subdivided in 1A till and included 1H) 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 tables represent the regular curriculum (Table 1A, 1B, 1C), the double degree programme organized with Lappeenranta University of Technology (LUT) (Table 1E, 1F) and the double degree programme organized with Technical University of Berlin (TUB) (Table 1G, 1H). (Table 1D is left out for more clarity towards prior draft versions of the study programme.)

Tables 1A – 1C represent the standard, single diploma curriculum for University of Twente students who start their Master's programme in September 2016 or February 2017. In this standard curriculum (Table 1B) students will take core courses (3 x 5 EC) developed in line with the three roles the programme prepares students for: designer, researcher, and organizer (see Intended Learning Outcomes). Students can choose for their elective space in the programme (4 x 5EC) four electives, three of which must be from the Specialization Track (the MScBA Specialization Tracks are listed in section 4d; the electives are listed in Table 1C). The fourth elective can also be from the Specialization Track (if available), but essentially can be a free choice also from any other course mentioned in Tables 1A-1H. A course from another programme can be chosen, if the course fits the programme goals and content, to be assessed by the Programme Director and the track coordinator. By choosing a specialization track and carrying out a Master's project in the same field, the student can set a distinctive profile for himself within the programme. For a schematic overview of the programme requirements, please see Table 1A.

Tables 1E, 1F, 1G, and 1H 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 in question: to Supply Management at the Lappeenranta University of Technology, and to Innovation and Entrepreneurship for the partner department at TU Berlin (see section 4c). This allows for a two-way interchange of students, which is to say that the programmes presented in these tables (1E-1H) are also valid for students from the partner department at TU Berlin and Lappeenranta University of Technology who enroll in the Twente Business Administration programme in order to obtain a double diploma. In both cases a limited number of electives are offered to fill in the elective space.

Requirements for diploma

Table 1A shows the requirements students need to meet to successfully earn the MSc in Business Administration diploma.

Table 1A: Summary of programme requirements MSc BA			
Requirement	EC's	Courses	See Table
Core courses	15	Entrepreneurial Leadership & Responsible Organizational Design (201600002) Business Research (201500082) Finance & Corporate Governance (201600010)	Table 1B
Track-specific courses	15	One of five tracks. Courses that can be followed as track-specific are listed in Table 1C per track.	Table 1C
Elective course	5	One elective course, e.g. fourth track-specific course or Change Management & Consultancy, or any other from Table 1C*.	Table 1C (under conditions Table 1 in total, see *)
Master thesis	25	Master Thesis BA Part 1 (201500101) Master Thesis BA Part 2 (201500102)	

* All courses listed in Table 1C can be followed to meet this requirement. For elective courses that are not mentioned in Table 1C, explicit approval of the programme director and track coordinator is needed.

Table 1B: Curriculum MSc in Business Administration (September 2016 and February 2017 intake, please note the quartile in final column for the courses to take in 2016-2017)

Course code	Course name	EC	Quartile
201600002	Entrepreneurial Leadership & Responsible Organizational Design	5	Q1
	<i>Elective**</i>	5	Q1/Q3
	<i>Elective**</i>	5	Q1/Q3
201500082	Business Research	5	Q2/Q4
201500101	Master's thesis BA (part 1)	10	Q2/Q4
201600010	Finance & Corporate Governance	5	Q3
	<i>Elective**</i>	5	Q3/Q1
	<i>Elective**</i>	5	Q3/Q1
201500102	Master's thesis BA (part 2)	15	Q4/Q2
Total EC		60	

** In the Academic year 2017/2018 in principle the same electives will be offered per Specialisation Track as mentioned in the Table 1C. The programme will timely communicate transition rules should any changes occur.

Table 1C: List of Electives 2016-2017. *Students choose at least 3 electives from their Specialization Track.*
The diploma supplement that students receive upon completion of the programme will mention the specialization track. The diploma itself will mention the MSc title and the name of the full programme: Business Administration.

Course code	Course name	EC	Quartile
Track: Entrepreneurship, Innovation and Strategy			
201600011	International Entrepreneurship – a Strategic Technology perspective	5	Q1
201600012	Management and Governance of Innovation and Creativity	5	Q1
201600015	Strategic Technology Management and Innovation	5	Q3
201600155	Global Strategy and Business Development	5	Q3
Track: Strategic Marketing and Business Information			
192350200	E-Strategizing	5	Q1
201500081	Business-to-Business Marketing	5	Q1
201500080	Advanced topics in Digital Marketing	5	Q1
201500147	IT-based Knowledge Management for Business Innovation	5	Q3
Track: Purchasing and Supply Management			
201500091	Purchasing Strategy and Systems	5	Q1
191820160	Purchasing Management (only for those who did not do SUM (201400109))	5	Q1
	Or		
201500081	Business-to-Business Marketing		
201500085	Global Sourcing and Organization	5	Q3
201600014	Seminar Purchasing	5	Q3
Track: Human Resource Management			
201500092	Strategic HR Analytics	5	Q1
201500086	Global Talent Management	5	Q1
201500087	HRM and Innovation	5	Q3
201500088	HRM and Technology Design	5	Q3
Track: Financial Management			
194110070	Corporate Finance (for BA)	5	Q1
201600013	Investments & Risk Management	5	Q1

201000087	Entrepreneurial Finance	5	Q3
Strengthen your profile: Change Management			
Not track specific, but can be used by all students to strengthen their profile, as long as all programme requirements are met (see Table 1B)			
201500083	Change Management and Consultancy	5	Q1

Double degree programmes

We offer Double Degree programmes with partner universities. These programmes are established with the partner universities after comparison of the programmes that students need to follow. Two Double Degree programmes are agreed upon and are stated in the Tables 1E-1H. When new Double Degree programmes are developed, these will be based on the programme comparison against the Intended Learning Outcomes (see Table 2) and on the format of the programmes stated below. Therefore (future) Double Degree programmes may deviate from the format of Tables 1A and 1B, as to be decided by the programme director.

Table 1E: Curriculum for UT students going to LUT for MSc-MSM double diploma in January/February 2017 / LUT students coming to UT September 2016 ^{1,2} . The diploma supplement that students receive upon completion of the programme will mention the specialization track: 'Purchasing and Supply Management'.		
Course code	Course name	EC
Q1		
201600002	Entrepreneurial Leadership & Responsible Organizational Design	5
201500091	Purchasing Strategy & Systems	5
201500081	<i>Business-to-Business Marketing</i>	5
Q2		
201000087	Entrepreneurial Finance	5
201100054	Supply Chain Management and Innovation	5
	<i>Elective</i>	5
Upon return		
201400018	Master class BA	5
194100040	Master's thesis	25
Total EC		60

Table 1F: 2016-2017 Electives LUT double diploma programme		
Course code	Course name	EC
Q2	<i>Choose 1 of the following Q2 courses:</i>	
201100051	Information Services	5
194108040	Business Development in a Network Perspective	5
191864610	Organization and Strategy	5

¹ For UT students started in September 2016 going to Lappeenranta per 1 January 2017 distance exams for Q2 exams will be facilitated.

² The programme in Lappeenranta only starts per 1 January each year. For students started in February an individual arrangement will be made and documented in the Individual Learning Agreement.

Table 1G: Curriculum for TUB students coming to UT September 2016 / UT students started September 2016 and going to Berlin for MScIME double diploma in April 2017 ³		
The diploma supplement that students receive upon completion of the programme will mention the specialization track: 'Entrepreneurship, Innovation and Strategy'.		
Course code	Course name	EC
Q1		
201600002	Entrepreneurial Leadership & Responsible Organizational Design	5
201600011	International Entrepreneurship – A Strategic Technology Perspective	5
	<i>Elective</i>	5
Q2		
201000087	Entrepreneurial Finance	5
194108040	Business Development in a Network Perspective	5
	<i>Elective</i>	5
Q3/Q4 (TUB) or Upon return (UT)		
201400018	Master class BA	5
194100040	Master's thesis	25
Total EC		60

Table 1H: Electives MSc-IME double diploma programme		
Course code	Course name	EC
Q1		
...	Free: any other elective from the Q1 list	5
Q2	<i>Choose 1 of the following Q2 courses:</i>	
201100051	Information Services	5
201100054	Supply Chain Management and Innovation	5
191864610	Organization & Strategy	5

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 of two examiners is formed for each individual assignment (for rules on examiners, please see Rules and Regulations of the Examination Board and the Thesis Manual). 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. In the (Appendix B of the) MSc BA Thesis Student Manual the thesis assessment matrix is included with all assessment criteria.

A special regulation on the duration, procedures in case of major problems, and termination of the Master's thesis is included in section 6b. below. Additional rules and regulations are stipulated in the Rules and Regulations of the Examination Board. 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 and via www.utwente.nl/BA/Master.

Transition rules

All transition rules are mentioned in section 5 of this programme specific TER.

Individual Learning Agreements

At the start of their programme all students participating in the programmes mentioned in section 1 should fill in an 'Individual Learning Agreement' (ILA) via an online tool. The ILA includes their choice of Specialisation Track, electives and requires a study plan, about which students can consult the

³ The preferred starting moment for the programme parts to be followed at TU Berlin is April. UT students started in February 2017 can go to Berlin in October 2017 by following the regular one year programme of Table 1B. Distance exams for Q3 will be facilitated. Individual planning will be made and documented in the Individual Learning Agreement.

study advisor. The ILA deadline is within two weeks (10 working days) after the formal starting moment of the student's first quartile. In this ILA the students' individual programme is documented in terms of Table 1A-1H (section 1). Deviations from Table 1A-1H can only be documented in an ILA after approval from the Programme Director. The Programme Director will assess this based on the ILO's and fit with programme goals and content. Any request to change the ILA after the deadline should be addressed to the Programme Director and needs a positive advice from the study advisor.

Bridging programme

For those students that apply for admission to the MSc Business Administration programme (see section 4a), deficiencies may be present that need to be eliminated before admission to the MSc BA programme can be granted. If these deficiencies can be eliminated within 30EC, as assessed by the Admission Committee, a bridging programme is appointed to the candidates, which is called a pre-master programme. The main objective of such a pre-master programme is to qualify and prepare students for the MSc BA programme. The Admission Committee will send each pre-master candidate a letter or e-mail consisting of the specific courses that need to be finalized within certain conditions (for these conditions, please see section 4a). In general, most individual pre-master programmes will consist of up to 30EC of courses that are listed here:

Course name	Course code	Study load (EC)	Block	Exam format
Research Methodology and Descriptive Statistics	201300063	5	1A or 2A	Written test, assignments
Inferential Statistics	201300064	5	1B or 2B	Written test, assignments
Academic Writing	192412240	5	1A or 2A	Assignments
Organization Theory and Design	201000157	5	1A or 2A	Written tests, assignments
Accounting & Finance	201400016	5	1B or 2B	Written tests
Strategy & Marketing	201400014	5	1B or 2B	Group assignments, individual assignment.
Strategy, Marketing and Economics	201400064	15	1A	***
New Technology Business Development	201500065	15	1B	***

*** Following the principles of the Twente Educational Model (TEM) , the exam format of each of the IBA modules and the modules offered at the UT for the minor consists of a mixture of assessment methods. These may include individual and group assessment, (various forms of) practical exercises, written tests and reports, different forms of presentations (poster, verbal, paper). For each TEM module a test plan is in place, which is published on Blackboard before the start of the module in question. This test plan includes, amongst others, information on when tests will be scheduled and in what format.

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). For double-diploma students a different academic year structure may apply (see Table 1e-1H).

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 2016-2017 [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

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 MSc BA

Course name	Course code	Exam format
Accounting & Financial Management	201200008	Group assignment & paper, written test
Advanced Topics in Digital Marketing	201500080	Group assignments, individual research paper
B-B Marketing	201500081	Group assignments, individual research proposal
Business Development from a Network Perspective	194108040	Group assignments, written test
Business Research	201500082	Group assignments, individual written test, in-class participation
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 & Responsible Organizational Design	201600002	Group assignments, individual essay
E-Strategizing	192350200	Group assignment, individual assignments
Finance and Corporate Governance	201600010	Group assignment, written test
Global Sourcing and Organization	201500085	Group assignments, written test
Global Strategy & Business Development	201600155	Group assignments, individual research paper
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
Information Services	201100051	Group assignment and article, written test
International Entrepreneurship – A Strategic Technology Perspective	201600011	Group assignments, individual assignment, written test
IT-Based Knowledge Management for Business Innovation	201500147	Group assignment, group presentation/participation, written exam
Investments and Risk Management	201600013	Group assignment, written test
Management and Governance of Innovation and Creativity	201600012	Individual assignment, weekly statements
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
Purchasing Management (only for those who did not do SUM (201400109))	191820160	Group assignments, written test
Purchasing Strategy and Systems	201500091	Group assignments, written test
Seminar Purchasing	201600014	Group assignment, written test
Strategic HR Analytics	201500092	Group research project report and presentation, written open test
Strategic Technology Management and Innovation	201600015	Group project assignment, written test
Supply Chain 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 Tables 4A and 4B for the prerequisites per course.

Table 4A: Prerequisites per course for the standard curriculum

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 and actively participated in the course 'Business Research 201500101'
Master Thesis BA Part 2	201500102	Obligatory: Total EC's earned of 35EC, including Business Research and Master's Thesis Part 1.

Table 4B: Prerequisites per course for the Double Degree programmes only

Course name	Course code	Prerequisites
Master class BA	201400018	Recommended: 20EC
Master Thesis BA	194100040	Obligatory: 20EC + Students are only allowed to start with this course if they are enrolled in the course 'Master Class 201400018'

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 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 months⁴
- c. *Another Bachelor's degree awarded by the University of Twente*
Applicants with a Bachelor's degree other than Business Administration awarded by the University of Twente may be admitted to the programme after completion of a pre-Master's programme. The admissions committee determines the content of the pre-Master's programme, depending on the Bachelor's programme. The applicant must have successfully 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 months⁵. 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

⁴ 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.

⁵ *ibid*.

- 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).

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.

Section 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 section 1a, Table 1. Starting per 1 September 2016 the MSc Business Administration programme has tracks, which are coherent sets of electives in an business administration related research field provided by research chairs. Students can set a distinctive profile by means of choosing a track and the choice of the Master's thesis. Furthermore, students can strengthen their profile by choosing one free elective, such as in Change Management (elective: Change Management and Consultancy).

The following tracks are offered in academic year 2016-2017:

- Entrepreneurship, Innovation and Strategy (EIS);
- Strategic Marketing and Business Information (SMBI);
- Human Resource Management (HRM);
- Purchasing and Supply Management (PSM);
- Financial Management (FIN).

Please notice: tracks will be mentioned on the diploma-supplement, not on the diploma itself.

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 u.wandt@utwente.nl.

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 section 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 examcommissieBMS@utwente.nl. For more information contact the Registry on (053 489) 1049 / 2402.

5. Transitional arrangements

All students starting per September 2016 and February 2017 need to follow the study programme as described in section 1. These transitional arrangements are for those students who started their study programme in previous academic years. See also transitional arrangements in 'Programme-specific appendix to the TER 2015-2016' and before. These transitional arrangements from prior academic years may be applied to all students started before September 2016.

Please see section 1 of this document to check in which quartile (replacement) courses mentioned in this transitional arrangements will be given in academic year 2016-2017.

For all questions regarding study planning, please contact your study advisor!

General MSc BA

One major change is implemented in the MSc BA study programme per September 2016. The number of core courses is changed to three, and the number of electives is changed to four. All students from prior intakes/ cohorts are obliged to follow the study programme from their intake/cohort, which means they have to take the five prescribed core courses, complemented with the electives and master thesis. For students from prior cohorts that have special circumstances the programme management can decide, after consulting the study advisor, to grant that student's request to be transferred to the new study programme structure.

Elective courses given for the last time in 2015-2016

The following courses were electives in 2015-2016, but will be no longer given in 2016-2017. In principle any other elective course can be chosen instead of these courses. In brackets is the content-wise most related course given this academic year.

- Entrepreneurial Leadership, 201500084 (Entrepreneurial Leadership & Responsible Organizational Design, 201600002);
- Innovation and Technology Dynamics, 194111500 (Management and Governance of Innovation and Creativity, 201600012);

- Principles of Entrepreneurship, 194108030 (International Entrepreneurship – a Strategic Technology perspective, 201600011);
- Public Procurement, 201500090 (Seminar Purchasing, 201600014);
- Risk Management for BA, 201000234 (Risk Management and Investments, 201600013).

The following course is no longer part of the educational programme of MSc Business Administration per September 2016, however this course is still given in other educational programmes (at least in 2016-2017) and therefore this course can still be finalized in 2016-2017:

- Implementation of IT in Organizations, 192340101.

Entrepreneurial Leadership & Responsible Organizational Design (201600002)

Only after explicit approval of the Programme Director with a positive advice of the study advisor, and formalized in the Individual Learning Agreement, this course can be replaced by HRM and Technology Design (201500088).

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

This course will not be scheduled from the academic year 2016-2017. This is communicated early in the academic year 2015-2016, in which the course was given for the last time with two test options. Instead, students have the opportunity to take one final exam in quartile 1, in accordance to article 4.5.3 of the 'Teaching and Examination Regulations for Master programmes BMS'.

Instead of MOOTI students can take:

- Strategic Technology Management and Innovation (201600015).

Global Strategy and Marketing

This course will not be scheduled from the academic year 2016-2017. Students have the opportunity to take one final exam in quartile 3, in accordance to article 4.5.3 of the 'Teaching and Examination Regulations for Master programmes BMS'.

Instead of Global Strategy and Marketing students can take:

- Global Strategy and Business Development (201600155).

Study programme for those students that started per February 2016

The students that started per February 2016, have to follow the study programme as stated in the next Table, in alignment with the Teaching and Exam Regulations, programme specific part of 2015-2016. That means that for the academic year 2016-2017, the second part of the curriculum is still to be fulfilled. The programme for the first semester in 2016-2017 is the same as mentioned in the Table. For those courses that were planned for academic year 2015-2016 transitional rules will apply, see table for course specific transition rules and the transition rules mentioned above in this section.

Curriculum MSc in Business Administration, started February '16. The text stricken was given in the past academic year, for some courses for the final time. See above for transitional rules per course for quartile 3 and between brackets below.			
Course code	Course name (transition rule per course between brackets)	EC	Alternative(s) allowed (to strengthen profile or for flexible planning)
Q3			
201300075	MOOTI (Management, Organization, Operations, Technology & Innovation) (Exam in 2016-2017, Q1)	5	
201200010	Global Strategy & Marketing (Exam in 2016-2017, Q3)	5	201500092 Strategic HR Analytics (Q1), or 201500091 Purchasing Strategy & Systems (Q1)
	Elective	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)
	Elective	5	
Q2 '16-/17			
201500102	Master Thesis BA Part 2	15	

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 for the standard one year programme must have been completed within 15 months and for the double degree programmes within 27 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) or its successor. Please mind that this rule to register the start of the project is valid for the variant '194100040 Master Thesis BA' and for '201500102 Master Thesis BA Part 2' (thus not for Master Thesis BA Part 1).
- 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 of the performance by the

student 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.