

Programme-specific appendix to the EER 2018-2019

for the Master of Science programme

Business Administration

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1. Structure and content of the programme

1a. Composition of the programme

Before starting with the MSc Business Administration programme, the student has to choose between one of six specialization tracks, or for a Double Degree Programme.

Table 1 (subdivided in 1A till and included 1M) 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 four double degree programmes organized with our partners from Technical University of Berlin (TUB) (Table 1E, 1F), Lappeenranta University of Technology (LUT) (Table 1J, 1K, 1L, 1M), University of L'Aquila (Table 1H), and the double degree programme organized with University of Twente's MSc programme PSTS (Table 1G).

Tables 1A – 1C represent the standard, single diploma curriculum for University of Twente students who start their Master's programme in September 2018 or February 2019. In this standard curriculum (Table 1B) students will take core courses (15 EC in total) 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-1M. A course from another programme can be chosen, if the course fits the programme goals and content, to be assessed by the Programme Board 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 – 1M 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 (four options) or with another UT programme (one option). In this case the programme is geared content-wise to the distinctive profile of the partner in question: to Supply Management and International Marketing Management at the Lappeenranta University of Technology, to Innovation, Entrepreneurship and Sustainability for the partner department at TU Berlin, to Administration, Economics and Finance at the University of L'Aquila (see section 4c) and to Philosophy of Science, Technology and Society. This allows for a two-way interchange of students, which is to say that the programmes presented in these tables (1E-1M) are also valid for students from the partner departments at TU Berlin, Lappeenranta University of Technology, and University of L'Aquila who enroll in the Twente Business Administration programme in order to obtain a double degree. In these 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) Qualitative Methods in Business Research (2EC, 201700035) Quantitative and Design Methods in Business Research (3EC, 201700036) Business Valuation & Corporate Governance (201800089)	Table 1B
Electives (Track-specific)	15	One of six tracks. Elective courses that can be followed as track-specific are listed in Table 1C per track*.	Table 1C
Elective (Free)	5	One elective course, e.g. fourth track-specific course 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 Board and track coordinator is needed via the Individual Learning Agreement (ILA)/ study advisor.

Table 1B: Curriculum MSc BA (Sept 2018 and Feb 2019 intake)			
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
201700035	Qualitative Methods in Business Research	2	Q2/Q4
201700036	Quantitative and Design Methods in Business Research	3	Q2/Q4
201500101	Master Thesis BA Part 1	10	Q2/Q4
201800089	Business Valuation & Corporate Governance	5	Q3
	<i>Elective**</i>	5	Q3/Q1
	<i>Elective**</i>	5	Q3/Q1
201500102	Master Thesis BA Part 2	15	Q4/Q2
Total EC		60	

** In the Academic year 2019/2020 in principle the same electives will be offered per Specialization Track as mentioned in the Table 1C. The programme will timely communicate transition rules should any changes occur.

Table 1C: List of Electives 2018-2019. <i>Students choose at least 3 electives from their Specialization Track.</i> 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 ¹			
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
201000087	Entrepreneurial Finance	5	Q3
Track: Financial Management			
194110070	Corporate Finance (for BA)	5	Q1
201600013	Investments & Risk Management	5	Q1
201000087	Entrepreneurial Finance	5	Q3
Track: Human Resource Management¹			
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: International Management			
201600011	International Entrepreneurship – a Strategic Technology perspective	5	Q1
201500086	Global Talent Management	5	Q1
201500083	Change Management and Consulting in a Global Context	5	Q1
201600155	Global Strategy and Business Development	5	Q3
201500085	Global Sourcing and Organization	5	Q3
Track: Purchasing and Supply Management¹			
201500091	Purchasing Strategy and Systems	5	Q1
191820160	Purchasing Management** (only for those who did not do follow the BSc IBA programme at the UT) Or	5	Q1
201500081	Business-to-Business Marketing		
201500085	Global Sourcing and Organization	5	Q3
201600014	Seminar Purchasing	5	Q3

¹ Please see the option of following a Double Degree programme linked to this track later this paragraph.

Track: Strategic Marketing and Digital Business ^{1,2}			
192350200	E-Strategizing*	5	Q1
201500081	Business-to-Business Marketing	5	Q1
201500080	Advanced topics in Digital Marketing	5	Q3
201800205	Smart Industry	5	Q3
201600155	Global Strategy and Business Development	5	Q3

* These courses are organized by another educational programme than MSc Business Administration (i.e. MSc Business & IT), and therefore the regulations regarding tests and exams might differ, please check the EER of the relevant programme.

** These courses are organized by another educational programme than MSc Business Administration (i.e. MSc Industrial Engineering and Management), and therefore the regulations regarding tests and exams might differ, please check the EER of the relevant programme.

Alternatives

- Entrepreneurial Leadership & Responsible Organizational Design (201600002)

Only after explicit approval of the Programme Board 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).

Digital Business Marketing line for SMDB track

Students choose Strategic Marketing & Digital Business specialization track that want to strengthen their profile in the field of Digital Business Marketing can choose in their (track) electives some courses that are part of the MSc Communication Studies (COM) programme. The study programme is shown in the Table 1C.2.

Table 1C.2: Full study programme for the Digital Business Marketing Line in the SMDB specialization track				
Course code	Course name		EC	Quartile
Core obligatory courses: 40 EC				
201600002	Entrepreneurial Leadership & Responsible Organizational Design		5	Q1
201400018	Master Class BA		5	Q2
201800089	Business Valuation & Corporate Governance		5	Q2
201500101	Master Thesis BA Part 1		10	Q3
201500102	Master Thesis BA Part 2		15	Q4
Mandatory elective: 5 EC				
201500080	Advanced Topics in Digital Marketing		5	Q3
Electives: Choose 15 EC				
201800093	Network Business Communication**	COM	5	Q1
192350200	E-Strategizing*	BA	5	Q1
201800096	Advanced Big Data Analytics**	COM	5	Q2
201400188	Innovative Digital Public Services**	COM	5	Q2
201800205	Smart Industry	BA	5	Q3
201400191	Social Implications of the Internet**	COM	5	Q3

* These courses are organized by another educational programme than MSc Business Administration (i.e. MSc Business & IT), and therefore the regulations regarding tests and exams might differ, please check the EER of the relevant programme.

** These courses are organized by another educational programme than MSc Business Administration (i.e. MSc Communication Studies), and therefore the regulations regarding tests and exams might differ, please check the EER of the relevant programme.

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. Four Double Degree programmes are agreed upon and are stated in the Tables 1E-1M. 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.

² This track has three lines: the regular programme, the double degree programme and the 'Digital Business Marketing' line. For this latter option, please see later this paragraph.

Therefore (future) Double Degree programmes may deviate from the format of Tables 1A and 1B, as to be decided by the Programme Board.

Linked to EIS track; Double Degree Programme with Technical University of Berlin IMES

Table 1E: Curriculum for TUB students coming to UT September 2018 / UT students started September 2018 and going to Berlin for MScIMES double degree in April 2019³

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		
20160002	Entrepreneurial Leadership & Responsible Organizational Design	5
	<i>Elective</i>	5
	<i>Elective</i>	5
Q2		
201800089	Business Valuation & Corporate Governance	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

Table 1F: Electives MSc-IMES double degree programme

Course code	Course name	EC
Q1		
...	Free: any other elective from the Q1 list	5+5=10
Q2	<i>Choose 2 of the following Q2 courses:</i>	5+5=10
201100051	Information Services	5
201100054	Supply Chain Management and Innovation	5
194108040	Business Development in a Network Perspective	5
201400174	Data Science	5

Linked to EIS track: Double Degree Programme with UT's MSc in PSTS

Table 1G: **Double degree programme** Philosophy of Science, Technology & Society (PSTS)

Students that combine the 2yr PSTS MSc programme with the 1yr MSc BA programme need to fulfill both MSc PSTS and MSc BA requirements. This means that the following courses and electives need to be taken:

Course code	Course name	EC	Quartile
First year			
201800205	Smart Industry	5	Q3
	MSc PSTS programme	55	
Second year			
201600002	Entrepreneurial Leadership & Responsible Organizational Design	5	Q1
201600011	International Entrepreneurship – a Strategic Technology perspective	5	Q1
201600012	Management of Governance and Innovation and Creativity	5	Q1
201800089	Business Valuation & Corporate Governance	5	Q2
	MSc PSTS programme	10	
201400018	Master Class BA	5	Q3
194100040	Master Thesis BA	25	Q3/Q4

³ The starting moment for the programme parts to be followed at TU Berlin is April.

Linked to HRM track: Double Degree Programme with University of L'Aquila AEF

Table 1H: Curriculum for UT students started February 2019 and going to L'Aquila for 'Administration, Economics and Finance' double degree in September 2019 / L'Aquila students coming to UT September 2019
The diploma supplement that students receive upon completion of the programme will mention the specialization track: 'Human Resource Management'.

Course code	Course name	EC
Q3		
201800089	Business Valuation & Corporate Governance	5
201500087	HRM and Innovation	5
201500088	HRM and Technology Design	5
Q4		
201700035	Qualitative Methods in Business Research	2
201700036	Quantitative and Design Methods in Business Research	3
201500101	Master Thesis BA Part 1	10
2019-2020 Q1/Q2 or Upon return (UT)		
201600002	Entrepreneurial Leadership & Responsible Organizational Design	5
201500092	Strategic HR Analytics	5
201500086	Global Talent Management	5
201500102	Master Thesis BA Part 2	15
Total EC		60

Linked to PSM track: Double Degree Programme with Lappeenranta University of Technology MSM

Table 1J: Curriculum for UT students going to LUT for MSc-MSM double degree in January/February 2019 / LUT students coming to UT September 2018^{4, 5}.

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 and Systems	5
201500081	<i>Business-to-Business Marketing</i>	5
Q2		
201800089	Business Valuation & Corporate Governance	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

Table 1K: 2018-2019 Electives LUT double degree 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

⁴ For UT students started in September 2018 going to Lappeenranta per 1 January 2019 distance exams for Q2 exams will be facilitated.

⁵ The programme in Lappeenranta only starts per 1 January each year.

Linked to SMDB track: Double Degree Programme with Lappeenranta University of Technology MIMM

Table 1L: Curriculum for LUT students coming to UT September 2018 / UT students started September 2018 and going to Lappeenranta for MIMM double degree in January 2019⁶
The diploma supplement that students receive upon completion of the programme will mention the specialization track: 'Strategic Marketing and Digital Business'.

Course code	Course name	EC
Q1		
201600002	Entrepreneurial Leadership & Responsible Organizational Design	5
201600012	Management of Governance and Innovation and Creativity	5
	<i>Elective</i>	5
Q2		
201800089	Business Valuation & Corporate Governance	5
201100051	Information Services	5
	<i>Elective</i>	5
Q3/Q4 or Upon return (UT)		
201400018	Master class BA	5
194100040	Master Thesis BA	25
Total EC		60

Table 1M: Electives MSc-MIMM (LUT) double degree programme

Course code	Course name	EC
Q1	<i>Choose 1 of the following Q1 courses:</i>	
201500081	Business-to-Business Marketing	5
192350200	E-Strategizing	5
Q2	<i>Choose 1 of the following Q2 courses:</i>	
194108040	Business Development in Network Perspective	5
201100054	Supply Chain Management and Innovation	5

Alternatives Double Degree Programme's courses

- Master Class BA (201400018)

Students from all cohorts that have 'Master Class BA' (201400018) (5EC) in their study programme can replace this course, after consulting the study advisor and written approval of the Programme Board, by the two courses:

- Qualitative Methods in Business Research (201700035) (2EC);
- Quantitative and Design Methods in Business Research (201700036) (3EC).

Content of practical exercises/ Master Thesis

The Master's thesis (or Master's project or Master's assignment) is not examined 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 Guidelines 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 assesses 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.

In case students want to combine this Master Thesis BA project with master thesis projects from other UT master programmes, the usual criteria, applied for each separate UT MSc programme, need to be met. The thesis for the course 'Master Thesis BA' (either as result for 194100040 or 201500102) should be specifically written for the MSc BA examiners to assess as meeting the requirements for the Master Thesis BA. This entails the focus on a Business Administration related research question, the

⁶ For UT students started in September 2018 going to Lappeenranta per 1 January 2018 distance exams for Q2 exams will be facilitated. The programme in Lappeenranta only starts per 1 January each year.

learning objectives of the thesis course, and the size of the course in terms of study load. Guidelines for students to combine UT master's thesis projects will be mentioned in the MSc BA Thesis Manual.

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 Guidelines 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 EER.

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 Specialization Track, electives and requires a study plan, about which students can consult the 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-1J (section 1). Deviations from Table 1A-1J can only be documented in an ILA after approval from the Programme Board. The Programme Board 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 Board 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	201700037	5	1A or 2A	Written tests, assignments
Global Entrepreneurship & Business	201700039	5	1B or 2B	Written tests, assignments
Researching Strategy & Marketing	201700148	5	1B or 2B	Group assignments, individual assignment.
Strategy, Marketing and Economics	201400064	15	1A	***
High Tech Talent Management in a Global Context	201600001	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 2018-2019 [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 Intended Learning Outcomes

2a. Aims of the programme

We are committed to educate pioneering and curious graduates with an inclusive mind-set, who can research, design and organize both independently and through projects, with a profound social and economic impact, and are well-prepared to work in a specialized junior management (advisory) role in an international context or further specialize in a PhD or PDEng programme.

Core values

- *Pioneering*: we aim to be at the forefront of social and technological innovation
- *Curious*: we are open to varied experiences and embrace ambiguity
- *Inclusive*: we collaborate, we look after each other and demonstrate neighbourship
- *Proud*: we are proud of what we do, and act with integrity and responsibility

Mission

The University of Twente prides itself for being entrepreneurial since 1986. Social and economic impact are core to the mission of the university and the master program in business administration fulfils an important role for both the university, the region, and beyond by interacting with businesses and delivering graduates with an entrepreneurial attitude – which is far broader than the starting of a company.

For this purpose, our programme rests on the pillars of 'research-design-organize' professional roles, student driven learning to encourage flexibility and an entrepreneurial attitude, and project-based work. In line with the university's motto of High-Tech, Human Touch (HTHT), we acknowledge that technology is an inherent part of modern society and that human aspects are an integral part to any engineering challenge. For this purpose, we educate interdisciplinary T-shaped professionals that combine in-depth knowledge in their domain, with broad knowledge in associated domains.

Our programme focuses on designing social and/or technological innovations and bringing them to the market, while considering their wider social context and associated ethical implications. Our classroom is international and inclusive and group work forms a key part of the learning experience. Our graduates are global citizens as we provide explicit attention to intercultural skills and an open mind-set with opportunities for obtaining additional international experience– skills, mind-sets and experiences that are shared by our teachers.

2b. Intended Learning Outcomes of the programme

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

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

<p>1. RESEARCH: The UT MSc BA graduate is competent in business research, as the graduate 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 High Tech Human Touch (HTHT) (international) business contexts, given a defined set of sub-disciplines.</p> <p><i>The graduate is able to, independently:</i></p> <ul style="list-style-type: none"> 1.1 formulate problem statements to develop relevant and rigorous research questions with a track-specific HTHT context 1.2 critically reflect on business concepts, models and theories to build a rigorous theoretical framework and an appropriate research design, within a track-specific HTHT context 1.3 collect and analyse qualitative and quantitative data and interpret findings related to the research question 1.4 critically evaluate findings to formulate contributions to theory, and recommendations for future research and practice, within a track-specific HTHT context
<p>2. DESIGN: The UT MSc BA graduate is competent in business design, as the graduate is able to independently apply a design cycle to create innovative and research-based solutions to business problems in (international) HTHT business contexts.</p> <p><i>The graduate is able to, independently:</i></p> <ul style="list-style-type: none"> 2.1 analyse a business problem in its context using theories to identify criteria and constraints for the solution space 2.2 design rigorous solutions for business problems, demonstrating entrepreneurial competences in theory-based practice 2.3 critically evaluate alternative solutions and their implementation 2.4 advise on and design an implementation plan
<p>3. ORGANIZE: The UT MSc BA graduate is competent in organizing, managing and taking a leading role in change processes in global HTHT business contexts, using entrepreneurial business skills.</p> <p><i>The graduate is able to, independently:</i></p> <ul style="list-style-type: none"> 3.1 organize and manage in a HTHT business context, using academic and professional skills (e.g. communication, project management, teamwork, self-management, organizational sensitivity skills) 3.2 create value for business based on academic competences 3.3 critically reflect on organizational performance including responsible, sustainable and ethical aspects of business 3.4 Identify and develop new competences for life-long professional development towards senior management (advisory) or research positions

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. Exams: format, assessment

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
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 Valuation and Corporate Governance	201800089	Group assignment(s), written test
Change Management & Consultancy in a Global Context	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
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
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
Qualitative Methods in Business Research	201700035	Group assignments, individual assignments
Quantitative and Design Methods in Business Research	201700036	Group assignments, written test
Purchasing Management**	191820160	Group assignments, written test
Purchasing Strategy and Systems	201500091	Group assignments, written test
Seminar Purchasing	201600014	Group assignment, written test
Smart Industry	201800205	Group assignment, group presentation/participation, written exam
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

* These courses are organized by another educational programme than MSc Business Administration (i.e. MSc Business & IT), and therefore the regulations regarding tests and exams might differ, please check the EER of the relevant programme.

** These courses are organized by another educational programme than MSc Business Administration (i.e. MSc Industrial Engineering and Management), and therefore the regulations regarding tests and exams might differ, please check the EER of the relevant programme.

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.

For the following courses students are allowed to follow more tests and exams than mentioned in article 4.5 in the general part of the EER, limited to the number of tests and exams scheduled and provided per academic year:

- Qualitative Methods in Business Research (201700035);
- Quantitative and Design Methods in Business Research (201700036).

The framework for assessment will be set in the 'MSc Business Administration Assessment Policy', which will be available via www.utwente.nl/ba/master before the start of each academic year. This assessment policy, combined with the rules and regulations of the full EER and the Rules and Guidelines of the Examination Boards BMS provides the framework examiners and students have to work with.

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
Qualitative Methods in Business Research	201700035	Recommended: 10EC
Quantitative and Design Methods in Business Research	201700036	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 courses 'Qualitative Methods in Business Research 201700035' and 'Quantitative and Design Methods in Business Research '201700036'.
Master Thesis BA Part 2	201500102	Obligatory: Total EC's earned of 35EC, including Qualitative Methods in Business Research, Quantitative and Design Methods in Business Research, and Master's Thesis Part 1.

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

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 Board.

The assessment of all applicant skills is based on academic background. In general assessments are done by evaluating three main criteria:

- Sufficient prior academic knowledge in the field of business administration;
- Sufficient academic, research and analytical skills;
- English proficiency.

The regulations for the different educational backgrounds are:

- Dutch Research University Degree

- a. *A Bachelor's degree in Business Administration awarded by a Dutch research 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 appointed and depending on the bachelor programme determines the content of the pre-Master's programme. The applicant must have successfully completed the entire pre-Master's programme within 12 months. 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.
- 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 within 24 months. For information concerning the admission: <http://master.utwente.nl/ba/toelating/doorstroom.doc/>

- Degree from a Dutch university of applied sciences (HBO)

- a. *A Bachelor's degree in a related field awarded by a Dutch university of applied sciences*
Students with a Bachelor's degree in a related field awarded by a Dutch university of applied sciences will be admitted to the Master's programme if:
 - they have successfully completed the pre-Master's programme within a period of twelve months. The admissions committee determines the content of the pre-Master's programme.
 - 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.The admissions committee determines whether or not a pre-Master is appointed, 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*), showing analytical skills.
 - Proficiency in English at pre-university level.
 - Curriculum Vitae
 - a letter of motivation.
- b. *A different Bachelor's degree awarded by a Dutch university of applied sciences*
Applicants with a degree in a non-related field are assessed on an individual basis. The assessment will be based on:
 - Research and academic orientation of the degree programme;
 - Prior knowledge in the field of Business Administration;
 - Analytical skills, i.e. mathematical skills;
 - English proficiency;
 - Motivation.

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

- Non-Dutch (research) University Degree

The admissions committee will assess Bachelor's degrees awarded by a non-Dutch research 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 research 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, Finland, and Italy.

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

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

In cooperation with Lappeenranta University of Technology from Finland a double-degree programme in Supply Management is offered encompassing a total of 120 EC and resulting in two Master of Science degrees:

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

In cooperation with Lappeenranta University of Technology from Finland a double-degree programme in International Marketing Management is offered encompassing a total of 120 EC and resulting in two Master of Science degrees:

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

In cooperation with University of L'Aquila from Italy a double-degree programme in Administration, Economics, and Finance is offered encompassing a total of 120 EC and resulting in two Master of Science degrees:

- MSc in Business Administration from University of Twente
- MSc in Administration, Economics and Finance of University of L'Aquila.

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.

The following tracks are offered in academic year 2018-2019:

- Entrepreneurship, Innovation and Strategy (EIS);
- Financial Management (FIN);
- Human Resource Management (HRM);
- International Management (IM);
- Purchasing and Supply Management (PSM);
- Strategic Marketing and Digital Business (SMDB).

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 Education and Examination Regulations (EER);
- Assessing, on a yearly basis, the manner in which the Education and Examination Regulations (EER) are carried out;
- Giving advice – solicited and/or unsolicited - to the programme board and the Dean on all matters relating to the teaching in the educational programme;
- To advise (the programme board) on stimulating and ensuring the quality of the degree 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 Education and Examination Regulations (EER) 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 EER. More information, including the most up-to-date composition of the Board can be found at the [webpage of the Examination Boards](#).

5. Transitional arrangements

All students starting per September 2018 and February 2019 need to follow the study programme as described in section 1. The 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 EER 2017-2018' and before. These transitional arrangements from prior academic years may be applied to all students started before September 2018.

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 2018-2019.

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

General MSc BA

Students from all cohorts that have 'Master Class BA' (201400018) (5EC) in their study programme can replace this course, after consulting the study advisor and written approval of the Programme Board, by the two courses:

- Qualitative Methods in Business Research (201700035) (2EC);
- Quantitative and Design Methods in Business Research (201700036) (3EC).

201600010 Finance and Corporate Governance

This course will not be scheduled from the academic year 2018-2019 and will be replaced by Business Valuation & Corporate Governance (201800089). In effect these are the same courses, the new name addresses better the content. Students that did not pass Finance and Corporate Governance have to take Business Valuation and Corporate Governance.

201500147 IT Based Knowledge Management for Business Innovation

This course will not be scheduled from the academic year 2018-2019 and will be replaced by Smart Industry (201800205). In effect these are the same courses, the new name addresses better the content. Students that did not pass IT Based Knowledge Management for Business Innovation have to take Smart Industry.

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 8;
- e. the length of study is maximal the nominal duration plus 25%. 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 & Guidelines 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 of the EER for Master Programmes BMS (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 examiner of the project. The start of the project is indicated on the registration form of the project in the university's 'Mobility Online' system. 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 and/or examiners during the project, the Programme Board will decide on the continuation of the project. The student can contest the Programme Board'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 examiners 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 Board 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 examiners 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 Programme Board if he wants to start a new Master's project.
- 7) Additional stipulations concerning the Master's project are included in the Rules & Guidelines of the Examination Board BMS.