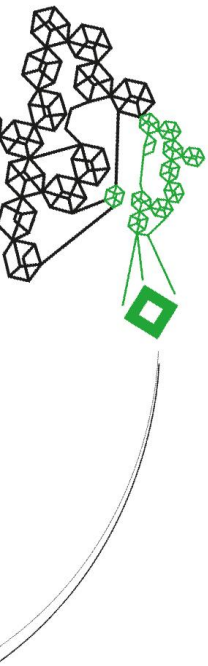


Programme-specific appendix to the  
Education and Examination Regulations (EER)  
2022-2023



For the Master of Science programme

**Business Administration**



## Contents

1.	General provisions .....	3
1.1	Admission to the programme .....	3
1.2	Language of the programme .....	5
1.3	Connecting Master's programme .....	5
1.4	Rights, duties and composition of the programme committee .....	5
2.	Contents and structure of the programme.....	6
2.1	Contents and structure of the programme .....	6
2.2	Study workload .....	15
2.3	Programme-specific characteristics.....	15
2.4	Honours programme .....	16
2.5	Elective options.....	16
2.6	Joint/double degrees and/or international cooperation and agreement(s).....	17
2.7	Pre-Master's programme .....	18
3.	Programme objectives and intended learning outcomes.....	19
3.1	Programme objectives .....	19
3.2	Intended learning outcomes.....	20
4.	Assessment/examination.....	21
4.1	Final examination.....	21
4.2	Assessment format examinations/tests .....	21
4.3	Period of validity of test results.....	22
4.4	Maximum number of attempts for tests/examinations.....	22
4.5	Specific pass-fail regulations.....	22
4.6	Prerequisites/required sequence of examinations .....	23
4.7	Examination board.....	23
5.	Transitional arrangements.....	24
6.	Other topics .....	24
6.1	(Binding) recommendation on continuation of studies (BSA).....	24
6.2	Graduation with distinction .....	24
6.3	Special regulations relating to the Master Thesis .....	25
6.4	Delay declaring final examination as successfully completed.....	25

## 1. General provisions

### 1.1 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. 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 (measured by research skills and mathematics at the level of (equivalent to the) Dutch pre-university level mathematics).
- English proficiency, equivalent to the Dutch pre-university level.

The regulations for the different educational backgrounds are:

#### **Dutch Research University Degree**

##### 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. Other 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's is appointed and depending on the bachelor's 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. No more than two attempts are permitted to sit the corresponding exam per course. If the student fails to successfully complete the pre-master's programme on time, they will not be admitted to the master's programme.

##### c. Other 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.

#### **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

A student 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.

- No more than two attempts are permitted to sit the corresponding exam per course. If the student fails to successfully complete the pre-master's programme on time, they will not be admitted to the master's Programme. The admissions committee determines whether or not a pre-master's is appointed, based on:
  - Academic record:
    - content of the bachelor's programme and the institution;
    - proficiency in mathematics demonstrated by a sufficient grade for either Mathematics A or B (at least HAVO level 6.0 or equivalent), or an equivalent level of mathematics in the bachelor's programme, or the successful completion of a relevant deficiency programme (to be evaluated by the admissions committee);
    - proficiency in English demonstrated by at least a sufficient grade for English (at least HAVO level 6.0 or equivalent), or an equivalent level of English in the bachelor's programme, or another proof of a sufficient level of English (to be evaluated by the admissions committee);
  - curriculum vitae;
  - 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;
- proficiency in mathematics demonstrated by a sufficient grade for either Mathematics A or B (at least HAVO level 6.0 or equivalent), or an equivalent level of mathematics in the bachelor's programme, or the successful completion of a relevant deficiency programme (to be evaluated by the admissions committee);
- proficiency in English demonstrated by at least a sufficient grade for English (at least HAVO level 6.0 or equivalent), or an equivalent level of English in the bachelor's programme, or another proof of a sufficient level of English (to be evaluated by the admissions committee);
- curriculum vitae;
- letter of motivation.

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

## International 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, scientific research knowledge and research methodology;

- English language requirements: please consult the [admissions website](#) for the up-to-date requirements.
- analytical skills, i.e. mathematical skills, which need to be at least Mathematics A or B at pre-university level (Dutch: VWO) for candidates that received their bachelor's degree in a country that ratified the Lisbon Convention; for other countries or if the level of mathematics cannot be established, a GMAT test score of at least 600 is required;
- curriculum vitae;
- a letter of motivation;
- names and addresses of two referees.

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

## 1.2 Language of the programme

The BA programme is taught in English. This means all teaching and assessment is offered in English, as well as course materials (textbooks, readers, etc.)

## 1.3 Connecting Master's programme

Not applicable

## 1.4 Rights, duties and composition of the programme committee

In line with article 9.18 WHW, each programme has a programme committee, which has the duty of providing advice to programme management on improving and safeguarding the quality of the programme. It has a right of consent regarding several topics in the Education and Examination Regulations (EER), e.g. the goals and intended learning outcomes of the programme in terms of knowledge, insight and skills that a student should have acquired at the end of the programme; where necessary the layout of practical exercises; the study load of the programme and its study units. In addition, the programme committee evaluates every year the manner in which the EER has been carried out and has the right to advise programme management and the dean – invited or uninvited – on all matters relating to the teaching in the programme.

The composition of the current programme committee can be found on this [webpage](#).

## 2. Contents and structure of the programme

### 2.1 Contents and structure of the programme

Before starting the MSc Business Administration programme, students must choose one of seven specialisations, or opt for a Double Degree Programme. If a specialisation within the regular one-year programme is chosen, please consult the information under Section A below; if a Double Degree programme is chosen, please consult the information under Section B below.

#### A. MSc BA 60 EC programme, one year

Table 1A shows the requirements students need to meet to successfully earn the MSc BA diploma.

Table 1A: Summary of programme requirements MSc BA			
Requirement	EC	Courses	See Table
Core courses	15	Entrepreneurial Leadership & Responsible Organisational Design (201600002) Qualitative Research and Business Skills (2.5EC, 202001446) Quantitative and Design Methods in Business Research (2.5EC, 202001447) Business Valuation & Corporate Governance (201800089)	Table 1B
Electives (Specialisation-specific)	15	One of seven specialisations. Elective courses that can be followed as specialisation-specific are listed in Table 1C per specialisation.	Table 1C: chosen specialisation
Elective (Free)	5	One elective course, e.g., any course from Table 1C. For elective courses that are <b>not</b> mentioned in Table 1C, explicit approval of the Programme Director is needed via the Individual Learning Agreement (ILA)/ study advisor, including a motivation.	Table 1C: in total
Master thesis	25	BA Master Thesis Research Proposal (201500101) BA Master Thesis Research Project (201500102)	

Table 1B: Curriculum MSc BA (Sept 2022 and Feb 2023 intake)			
Course code	Course name	EC	Quartile
201600002	Entrepreneurial Leadership & Responsible Organisational Design	5	Q1
	Elective*	5	Q1/Q3
	Elective*	5	Q1/Q3
202001446	Qualitative Research and Business Skills	2.5	Q2/Q4
202001447	Quantitative and Design Methods in Business Research	2.5	Q2/Q4
201500101	BA Master Thesis Research Proposal	10	Q2/Q4
201800089	Business Valuation & Corporate Governance	5	Q3
	Elective*	5	Q3/Q1
	Elective*	5	Q3/Q1
201500102	BA Master Thesis Research Project	15	Q4/Q2
<b>Total EC</b>		<b>60</b>	

\* In the Academic year 2023/2024, in principle the same electives will be offered per Specialisation as mentioned in Table 1C. The programme will communicate transition rules should any changes occur before the start of the first semester of 2023-2024 (July/August 2023) in the Education and Examination Regulations (EER), MSc BA programme specific appendix.

## Specialisations:

Table 1C: List of Electives 2022-2023. Students choose **at least 3 of their 4 electives (20 EC)** from their Specialisation. The diploma supplement that students receive upon completion of the programme will state the specialisation. The diploma itself will state the MSc title and the name of the full programme: Business Administration.

Course code	Course name	EC	Quartile
<b>Specialisation: Digital Business &amp; Analytics (DBA)</b>			
201800205	Smart Industry (mandatory)	5	Q1
201400174	Data Science* (mandatory)	5	Q1/Q3
192360021	ICT Management**	5	Q3
192340101	Implementation of IT in Organisations**	5	Q3
194105070	Information Systems for the Financial Services Industry	5	Q3
<b>Specialisation: Entrepreneurship, Innovation &amp; Strategy (EIS)</b>			
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, OR	5	Q3
201700089	Circular Sustainable Business Development***	5	Q1
201000087	Entrepreneurial Finance	5	Q3
<b>Specialisation: Financial Management (FM)</b>			
194110070	Corporate Finance (for BA)	5	Q1
201600013	Investments & Risk Management	5	Q1
201000087	Entrepreneurial Finance	5	Q3
194105070	Information Systems for the Financial Services Industry	5	Q3
<b>Specialisation: Human Resource Management (HRM)</b>			
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
<b>Specialisation: International Management &amp; Consultancy (IMC)</b>			
201600011	International Entrepreneurship – a Strategic Technology Perspective	5	Q1
201500083	Change Management and Consultancy in a Global Context	5	Q1
201500086	Global Talent Management	5	Q1
202001448	Cross-Cultural Behaviour	5	Q3
201600155	Global Strategy and Business Development	5	Q3
<b>Specialisation: Purchasing &amp; Supply Management (PSM)</b>			
191820160	Purchasing Management*** (recommended for students who did not follow SUM in the IBA programme at UT)	5	Q1
201500081	Business-to-Business Marketing	5	Q1
202001449	Public Sector and Healthcare Procurement	5	Q1
201500091	Purchasing Strategy and Systems	5	Q1
201500085	Global Sourcing and Organisation	5	Q3
201600014	Seminar Purchasing	5	Q3
<b>Specialisation: Strategic Marketing &amp; Servitisation (SMS)</b>			
201500081	Business-to-Business Marketing	5	Q1
201800205	Smart Industry	5	Q1
201500080	Advanced Topics in Digital Marketing	5	Q3
201600155	Global Strategy and Business Development	5	Q3
202001492	Design Thinking for Service and Business Innovation****	5	Q3

\* The Teaching and Assessment regulations of the EER for the MSc programme Computer Science are applicable

\*\* The Teaching and Assessment regulations of the EER for the MSc programme Business & IT are applicable

\*\*\* The Teaching and Assessment regulations of the EER for the MSc programme Industrial Engineering & Management are applicable

\*\*\*\* The Teaching and Assessment regulations of the EER for the MSc programme Industrial Design Engineering are applicable

## Alternatives

### Entrepreneurial Leadership & Responsible Organisational Design (201600002)

This course can only be replaced by Vision, Strategy & Leadership (201500386) only after the approval of the Programme Director after receiving positive advice from the study advisor, and formalised in the Individual Learning Agreement.

## B. Double degree programmes

We offer five Double Degree programmes with partner universities and two Double Degrees with partner programmes at UT. These are listed in Tables 1D-1M. For those students who are not present at the UT during the regular Master Thesis Proposal and Master Thesis Project, the Master Class BA and Master Thesis BA (194100040) are offered as an alternative option.

### **EIS specialisation: Double Degree Programme with Technical University of Berlin (TUB) MSc in Innovation Management, Entrepreneurship & Sustainability (IMES)**

Table 1Da: Curriculum for TUB students coming to UT <b>September 2022</b> /UT students who start September 2022 and go to Berlin for MSc IMES double degree in April 2023 <sup>1</sup>		
The diploma supplement that students receive upon completion of the programme will state the specialisation: 'Entrepreneurship, Innovation and Strategy'.		
Course code	Course name	EC
Q1		
201600002	Entrepreneurial Leadership & Responsible Organisational Design	5
	Elective (see Table 1Db)	5
	Elective (see Table 1Db)	5
Q2		
201800089	Business Valuation & Corporate Governance	5
	Elective (see Table 1Db)	5
	Elective (see Table 1Db)	5
Q3/Q4 (TUB) or Upon return (UT)		
201400018	Master Class BA	5
194100040	Master Thesis BA	25
<b>Total EC</b>		<b>60</b>

Table 1Db: Electives MSc-IMES double degree programme		
Course code	Course name	EC
Q1	Choose 2 of the following Q1 courses:	5+5=10
201600011	International Entrepreneurship - a Strategic Technology perspective	5
201600012	Management and Governance of Innovation and Creativity	5
201700089	Circular Sustainable Business Development*	5
Q2	Choose 2 of the following Q2 courses:	5+5=10
201100054	Supply Chain Management and Innovation	5
192320501	E-Commerce**	5
201400174	Data Science***	5
201800227	Human-Centred Design****	5

\* The Teaching and Assessment regulations of the EER for the MSc programme Industrial Engineering & Management are applicable

\*\* The Teaching and Assessment regulations of the EER for the MSc programme Business & IT are applicable

\*\*\* The Teaching and Assessment regulations of the EER for the MSc programme Computer Science are applicable

\*\*\*\* The Teaching and Assessment regulations of the EER for the MSc programme Interaction Technology are applicable

<sup>1</sup> The programme parts to be followed at TU Berlin start in April.



Table 1Ea: Curriculum for UT students who start **February 2023** and go to Berlin for MSc IMES double degree in October 2023<sup>2</sup>  
 The diploma supplement that students receive upon completion of the programme will state the specialisation: 'Entrepreneurship, Innovation and Strategy'.

Course code	Course name	EC
Q3		
201800089	Business Valuation & Corporate Governance	5
	Elective (see Table 1Eb)	5
	Elective (see Table 1Eb)	5
Q4		
201500386	Vision, Strategy and Leadership*	5
201400191	Social Implications of the Internet*	5
201700008	Design & Behaviour Change**	5
Q1/Q2 (TUB) or Upon return (UT)		
201400018	Master Class BA	5
194100040	Master Thesis BA	25
<b>Total EC</b>		<b>60</b>

\* The Teaching and Assessment regulations of the EER for the MSc programme Communication Science are applicable

\*\* The Teaching and Assessment regulations of the EER for the MSc programme Industrial Design Engineering are applicable

Table 1Eb: Electives MSc-IMES double degree programme

Course code	Course name	EC
Q3	Choose 2 of the following Q3 courses:	5+5=10
201600015	Strategic Technology Management and Innovation	5
201600155	Global Strategy and Business Development	5
201000087	Entrepreneurial Finance	5

**EIS specialisation: Double Degree Programme with UT's MSc in Philosophy of Science Technology & Society (PSTS)**

Table 1F: **Double degree programme PSTS**  
 Students that combine the 2yr PSTS MSc programme with the 1yr MSc BA programme need to fulfil 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			
201600015	Strategic Technology Management and Innovation	5	Q3
	MSc PSTS programme	55	
Second year			
201600002	Entrepreneurial Leadership & Responsible Organisational 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

<sup>2</sup> Limited to 5 students, selection procedure may be applied.

## **HRM specialisation: Double Degree Programme with the University of L'Aquila MSc in Administration, Economics and Finance (AEF)**

Table 1G: Curriculum for UT students starting February 2023 and going to L'Aquila for AEF double degree in September 2023 / L'Aquila students coming to UT September 2022  
The diploma supplement that students receive upon completion of the programme will state the specialisation: '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		
202001446	Qualitative Research and Business Skills	2
202001447	Quantitative and Design Methods in Business Research	3
201500101	Master Thesis BA Research Proposal	10
Q1/Q2 or Upon return (UT)		
201600002	Entrepreneurial Leadership & Responsible Organisational Design	5
201500092	Strategic HR Analytics	5
201500086	Global Talent Management	5
201500102	Master Thesis BA Research Project	15
<b>Total EC</b>		<b>60</b>

## **IMC specialisation: Double Degree Programme with Trento University (TU) MSc in International Management**

Table 1H: Curriculum for Trento students coming to UT **September 2022**  
The diploma supplement that students receive upon completion of the programme will state the specialisation: 'International Management & Consultancy', or 'Entrepreneurship, Innovation Management & Strategy' when an EIS elective is chosen in Q3

Course code	Course name	EC
Q1		
201600002	Entrepreneurial Leadership & Responsible Organisational Design	5
201600011	International Entrepreneurship	5
201500083	Change Management & Consultancy in a Global Context or	5
201500086	Global Talent Management	
Q2		
202001446	Qualitative Research and Business Skills	2
202001447	Quantitative and Design Methods in Business Research	3
201500101	Master Thesis BA Research Proposal	10
Q3		
201600155	Global Strategy & Business Development	5
202001448	Cross-Cultural Behaviour	5
201500085	Choose 1: Global Sourcing & Organisation (IMC specialisation) or	5
201000087	Entrepreneurial Finance (EIS specialisation) or	
201600015	Strategic Technology Management & Innovation (EIS specialisation)	
Q4		
201500102	Master Thesis BA Research Project	15
<b>Total EC</b>		<b>60</b>

Table 1I: Curriculum for UT students started **September 2022** and going to Trento for MSc IM double degree in February 2023  
The diploma supplement that students receive upon completion of the programme will state the specialisation: 'International Management & Consultancy'.

Course code	Course name	EC
Q1		
201600002	Entrepreneurial Leadership & Responsible Organisational Design	5
201600011	International Entrepreneurship	5
201500083	Change Management & Consultancy in a Global Context	5
201500086	or Global Talent Management	
Q2		
201800089	Business Valuation & Corporate Governance	5
201400174	Data Science	5
201100054	Supply Chain Management & Innovation	5
Upon return (UT)		
201400018	Master Class BA	5
194100040	Master Thesis BA	25
<b>Total EC</b>		<b>60</b>

Table 1J: Curriculum for UT students started **February 2023** and going to Trento for MSc IM double degree in September 2023  
The diploma supplement that students receive upon completion of the programme will state the specialisation: 'International Management & Consultancy'.

Course code	Course name	EC
Q3		
201800089	Business Valuation & Corporate Governance	5
201600155	Global Strategy & Business Development	5
202001448	Cross-Cultural Behaviour	5
Q4		
201500386	Vision, Strategy and Leadership*	5
201400191	Social Implications of the Internet*	5
192403650	Reputation Management*	5
Upon return (UT)		
201400018	Master Class BA	5
194100040	Master Thesis BA	25
<b>Total EC</b>		<b>60</b>

\* The Teaching and Assessment regulations of the EER for the MSc programme Communication Science are applicable

## **PSM specialisation: Double Degree Programme with Lappeenranta University (LUT) MSc in Supply Management (MSM)**

Table 1Ka: Curriculum for UT students going to LUT for MSc-MSM double degree in January/February 2023 / LUT students coming to UT September 2022<sup>3</sup>  
The diploma supplement that students receive upon completion of the programme will state the specialisation: 'Purchasing and Supply Management'.

Course code	Course name	EC
Q1		
201600002	Entrepreneurial Leadership & Responsible Organisational Design	5
201500091	Purchasing Strategy and Systems	5
201500081	Business-to-Business Marketing	5
Q2		
201800089	Business Valuation & Corporate Governance	5
201100054	Supply Chain Management and Innovation	5
	Elective (see Table 1Kb)	5
Upon return (UT)		
201400018	Master Class BA	5
194100040	Master Thesis BA	25
<b>Total EC</b>		<b>60</b>

Table 1Kb: 2022-2023 Electives LUT double degree programme MSM

Course code	Course name	EC
Q2	Choose 1 of the following Q2 courses:	
201400174	Data Science*	5
192320501	E-Commerce**	5

\* The Teaching and Assessment regulations of the EER for the MSc programme Computer Science are applicable

\*\* The Teaching and Assessment regulations of the EER for the MSc programme Business & IT are applicable

## **SMS specialisation: Double Degree Programme with Lappeenranta University (LUT) MSc in International Marketing Management (MIMM)**

Table 1La: Curriculum for LUT students coming to UT September 2022 / UT students started September 2022 and going to LUT for MIMM double degree in January 2023<sup>3</sup>  
The diploma supplement that students receive upon completion of the programme will state the specialisation: 'Strategic Marketing & Servitisation'.

Course code	Course name	EC
Q1		
201600002	Entrepreneurial Leadership & Responsible Organisational Design	5
201600012	Management of Governance and Innovation and Creativity	5
201500081	Business-to-Business Marketing	5
Q2		
201800089	Business Valuation & Corporate Governance	5
	Elective (see Table 1Lb)	5
	Elective (see Table 1Lb)	5
Q3/Q4 or Upon return (UT)		
201400018	Master class BA	5
194100040	Master Thesis BA	25
<b>Total EC</b>		<b>60</b>

<sup>3</sup> For UT students who start in September 2023 and go to LUT in January 2023, distance exams will be arranged.

Table 1Lb: Electives MSc-MIMM (LUT) double degree programme		
Course code	Course name	EC
Q2	Choose 1 of the following Q2 courses:	
201400174	Data Science*	5
192320501	E-Commerce**	5
201100054	Supply Chain Management and Innovation	5

\* The Teaching and Assessment regulations of the EER for the MSc programme Computer Science are applicable

\*\* The Teaching and Assessment regulations of the EER for the MSc programme Business & IT are applicable

## SMS specialisation: Double Degree Programme with UT MSc in Communication Science (COM)

Please be aware that this is a 90EC programme, resulting in two degrees.<sup>4</sup>

Table 1M: <b>Double degree programme</b> Digital Marketing (start Sept or Feb.)				
Students that combine the 1yr MSc COM programme with the 1yr MSc BA programme need to fulfil both MSc COM and MSc BA requirements. This means that the following courses and electives need to be taken:				
Course code	Course name	EC	Quartile	BA/COM
<b>Core mandatory courses: 65EC</b>				
First year mandatory (35EC)				
201600002	Entrepreneurial Leadership & Responsible Organisational Design	5	Q1	BA
201800090	Essentials in COM***	5	Q1/Q3	COM
201800089	Business Valuation & Corporate Governance	5	Q2/Q3	BA
192320501	E-Commerce**	5	Q2	BA
201500080	Advanced Topics in Digital Marketing	5	Q3	BA
201800092	Societal Challenges in COM***	5	Q1/Q3	COM
201800091	Research Topics***	5	Q2/Q4	COM
Second year mandatory (30 EC)				
201400174	Data Science*	5	Q1/Q3	
202001494	Master Thesis BA-COM Digital Marketing***	25	Q1+Q2/ Q3+Q4	BA/COM
<b>Electives: Choose 25 EC (Q1: 5EC; Q2: 5EC; Q3: 5EC; Q4: 10EC)</b>				
201800205 201500081	Choose 1: Smart Industry	5	Q1	BA
	Business-to-Business Marketing	5	Q1	BA
201800095 201000113	Choose 1: Design and Service Experience***	5	Q2	COM
	User-Centred Design of New Media***	5	Q2	COM
201800101 201600155 201900083	Choose 1: Advertising & Consumer Psychology***	5	Q1/Q3	COM
	Global Strategy and Business Development	5	Q3	BA
	Game Studies in Social Sciences***	5	Q3	COM
201700008 192403650 201400191	Choose 2: Design & Behaviour Change****	5	Q4	COM
	Reputation Management***	5	Q4	COM
	Social Implications of the Internet***	5	Q4	COM

\* The Teaching and Assessment regulations of the EER for the MSc programme Computer Science are applicable

\*\* The Teaching and Assessment regulations of the EER for the MSc programme Business & IT are applicable

\*\*\* The Teaching and Assessment regulations of the EER for the MSc programme Communication Science are applicable

\*\*\*\* The Teaching and Assessment regulations of the EER for the MSc programme Industrial Design Engineering are applicable

<sup>4</sup> Students from a Dutch university of applied sciences are admissible to the Digital Marketing Double Degree after successfully completing the Digital Marketing Pre-Master's programme of 30EC. Students need to apply via Studielink for both the Communication Science and Business Administration programmes for this double degree programme. Please refer to this [webpage](#) for up to date admission requirements for all applicants.

## Access to courses

Courses from the MSc BA programme require prior knowledge at the academic BSc level in Business Administration. To participate, students need to be admitted to the MSc BA programme or should ask for permission.

## Alternative courses Double Degree Programmes

### Master Class BA (201400018)

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

- Qualitative Research and Business Skills (202001446) (2.5EC)
- Quantitative and Design Methods in Business Research (202001447) (2.5EC)

## Content of practical exercises/ Master Thesis

The Master Thesis is examined by a Master's committee of two examiners for each individual assignment. The Master Thesis is an individual project and is evaluated on an individual basis. The Master Thesis assesses the student's competence in the integrated application of the knowledge, comprehension and skills covered in the study units.

The regulations relating to the duration, procedures in case of major problems, and termination of the Master thesis are included in [section 6.3](#). More practical information as well as the thesis assessment matrix and assessment criteria are available in the Master Thesis Manual, which can be found on the Canvas site of the Master Thesis BA.

## Combining programmes

Students of the MSc BA programme can combine the MSc BA programme with another MSc programme from the UT. For both programmes, the diploma requirements should be fulfilled and the Intended Learning Outcomes for both programmes should be attained.

The following requirements apply to the composition of combined programmes:

1. The student must be admitted to both programmes and enrolled in both programmes.
2. Approval for the MSc BA study programme is required from the Programme Director, the following two criteria will be assessed:
  - up to a maximum of 5EC of elective courses can be filled by a course that is also registered in the study programme of the other MSc programme;
  - up to a maximum of 5EC of mandatory courses can be also registered in the study programme of the other MSc programme.
3. Thesis procedure:
  - two separate theses should be handed in, each one specifically for the MSc programme the thesis is written for;
  - students should formulate different research questions for the two separate MSc programmes;
  - the standard MSc BA assessment criteria (and form) will be applied to assess the MSc BA thesis.
4. The composition of the graduation committee must satisfy the rules of both programmes. For the MSc BA, you require two officially appointed examiners from the MSc BA.
5. It is not allowed to finalise the two programmes within a period shorter than 75% of the total nominal duration.
6. Guidelines for students wishing to combine UT Master Thesis projects are stated in the MSc BA Thesis Manual.

## Individual Learning Agreements

At the start of their programme, all students participating in the programmes listed in section 2 should complete an 'Individual Learning Agreement' (ILA). The ILA includes their choice of specialisation, electives and requires a study plan, agreed with the study advisor. The ILA deadline is in the first week after the formal starting moment of the student's first quartile. In the ILA the students' individual programme is documented in terms of Table 1A-1N (section 2). Deviations from Table 1A-1N 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 the programme's goals and content. Any request to change the ILA after the deadline should be addressed to the Programme Director and requires positive advice from the study advisor.

Students with registered and validated personal circumstances may receive approval for special individual arrangements in their study programme. Such students must get approval from their study advisor and the Examination Board.

## 2.2 Study workload

The MSc programme in Business Administration at the University of Twente has a study workload of 60EC (1 year, 1680 hours) (see also section 7.4 Higher Education and Research Act). The study workload of each of the study units making up the programme is listed in Table 1 above, in the column "EC" (1 EC = 28 hours).

## 2.3 Programme-specific characteristics

### Nature and structure of the programme

The Master of Science programme in Business Administration is a full-time 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 degree 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 Master 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 degree students, a different academic year structure may apply (see Table 1D-1N).
- Please note: at the University of Twente, each semester is divided into two quartiles. In general, in every quartile three courses of 5EC (3 \* 140 hours) are scheduled. Every quartile is closed with two exam weeks. Further information on the academic schedule can be found on the Academic Calendar website [here](#).

## Coherence and didactic concept

The MSc BA programme is committed to providing students with a learning environment that enables them to achieve 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 emphasises 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 diverse teaching methods (e.g., lectures, tutorials, case studies, group work, seminars), on-campus or online, and appropriate methods are chosen to correspond with the aims of the individual courses and the Programme. Moreover, the diversity of the student population in terms of their learning styles and preferences is taken into account. The teachers seek to actively engage students in their learning experiences across all modes of teaching.

## 2.4 Honours programme

The Master's Honours programme is an extracurricular broadening programme of 15EC in which talented, intellectually interested and motivated students are challenged to enrich their knowledge, skills, attitude, networks, and experiences outside their own discipline. Each student follows one of the multidisciplinary tracks below:

- MSc Change Leaders
- MSc Research Honours
- MSc Great Negotiators

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

## 2.5 Elective options

The elective options in the programme can be seen in section 2.1, Table 1C. Students follow specialisations in the BA programme. These are coherent sets of electives in a business administration related research field provided by research chairs. A student can set a distinctive profile by means of choosing a specialisation and the choice of the Master Thesis. Furthermore, a student can strengthen their profile by choosing one free elective.

The following specialisations are offered in academic year 2022-2023:

- Digital Business & Analytics (DBA);
- Entrepreneurship, Innovation & Strategy (EIS);
- Financial Management (FIN);
- Human Resource Management (HRM);
- International Management & Consultancy (IMC);



- Purchasing & Supply Management (PSM);
- Strategic Marketing & Servitisation (SMS).

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

## 2.6 Joint/double degrees and/or international cooperation and agreement(s)

Double degree 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 120EC 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-Lahti University of Technology from Finland a double-degree programme in Supply Management is offered encompassing a total of 120EC 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-Lahti University of Technology from Finland a double-degree programme in International Marketing Management is offered encompassing a total of 120EC 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 Trento from Italy a double-degree programme in International Management is offered encompassing a total of 120EC and resulting in two Master of Science degrees:

- MSc in Business Administration from University of Twente
- MSc in International Management from University of Trento.

In cooperation with University of L'Aquila from Italy a double-degree programme in Administration, Economics, and Finance is offered encompassing a total of 120EC 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 2.1 above provides the details on the programme of the MSc in Business Administration at the UT for students opting for one of these double degree possibilities. For more information also see the [website of the programme](#).

## 2.7 Pre-Master's programme

For those students that apply for admission to the MSc BA programme (see section 1.1), 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's programme. The main objective of such a pre-master's programme is to qualify and prepare students for the MSc BA programme. The Admission Committee will send each pre-master's candidate a letter or e-mail consisting of the specific courses that need to be finalised within certain conditions (for these conditions, please see section 1.1). As mentioned in Article 1.1.1 of the general part of the Education and Examination Regulations, pre-master's students fall under the jurisdiction of the Master EER. In general, most individual pre-master's programmes will consist of up to 30EC of courses that are listed below.<sup>5</sup>

**Table 2: Pre-Master's courses**

Course name	Course code	Study load (EC)	Block	Exam format
Research Methodology & Descriptive Statistics*	202001402	5	1A or 2A	Written test, assignments
Inferential Statistics*	202001403	5	1B or 2B	Written test, assignments
Academic Skills Premaster	202100177	5	1A or 2A	Assignments
Organisation Theory	202000260	5	1A or 2A	Written tests, assignments
Global Entrepreneurship & Business	202000261	5	1B or 2B	Written tests, assignments
Researching Strategy & Marketing	202000262	5	1B or 2B	Group assignments, individual assignment.
Strategy, Marketing and Economics	202000560	15	1A	See course catalogue
Innovation & Entrepreneurship	202000592	15	1A	See course catalogue
High Tech Talent Management in a Global Context	202000595	15	1B	See course catalogue

\*The Teaching and Assessment regulations of the EER for the MSc programme Communication Science are applicable

<sup>5</sup> Students from a Dutch university of applied sciences are admissible to the Digital Marketing Double Degree after successfully completing the Digital Marketing Pre-Master's programme of 30EC. Please refer to the admissions [website](#) for further information and the full programme.

## 3. Programme objectives and intended learning outcomes

### 3.1 Programme objectives

#### Mission

We are committed to educating pioneering and curious graduates who can research, design and organise through internationally-oriented interdisciplinary learning and project work that has a broad social and economic impact. Our graduates are well-prepared to work in a specialised junior management (advisory) role in an international context or further specialise 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, respect differences and demonstrate ‘neighbourship’<sup>6</sup>
- **Proud:** we are proud of what we do, and act with integrity and responsibility

#### Vision

Since 1986 the University of Twente has prided itself on being entrepreneurial. Environmental, social and economic sustainability are core to the mission of the university. The master’s programme in Business Administration fulfils an important role for both the university and the region, as well as beyond, by interacting with businesses and delivering graduates with an entrepreneurial attitude. Our programme prepares students for lifelong learning, while also laying a foundation of skills for professional adaptability and personal development.

Our programme follows the Twente Educational Model for undergraduate education, which rests on the three pillars of ‘research-design-organise’ professional roles. Incorporating module and project-based work, this model focuses on student-driven learning; encouraging self-reliance, flexibility and an entrepreneurial attitude. 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 of any engineering challenge. Our students are interdisciplinary T-shaped professionals, not only do they possess in-depth knowledge in their field of study but are also able to utilise their knowledge in a broader context, in partnership with other disciplines and wider society.

Our programme focuses on designing social and/or technological innovations and bringing them to the market, while also considering the wider ethical, social and global implications. Our classroom is international and group work forms a substantial part of the learning experience. Our graduates are global citizens with entrepreneurial, inclusive and open mindsets. They are highly adaptive, resilient and connected. These are mindsets and traits that are also shared by our teachers.

---

<sup>6</sup> Neighbourship is derived from the Twente language word ‘noaberschap’

## 3.2 Intended learning outcomes

The intended learning outcomes of the programme are aligned with the research-design-organise roles.

**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.

The graduate is able to:

- 1.1 formulate problem statements to develop relevant and rigorous research questions within a specialisation-specific international 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 specialisation-specific international 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 specialisation-specific international HTHT context

**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.

The graduate is able to:

- 2.1 analyse a business problem in its international context using theories to identify criteria and constraints for the solution space
- 2.2 design rigorous solutions for global business problems, demonstrating entrepreneurial competence within theory-based practice
- 2.3 critically evaluate alternative solutions and their implementation
- 2.4 advise on and design an implementation plan

**3. ORGANISE:** The UT MSc BA graduate is competent in organising, managing and taking a leading role in change processes in global HTHT business contexts, using entrepreneurial business skills.

The graduate is able to:

- 3.1 organise and manage in an international HTHT business context, using academic and professional skills (e.g., communication, project management, teamwork, self-management, organisational sensitivity skills)
- 3.2 create value for business based on academic competence
- 3.3 critically reflect on organisational performance including responsible, sustainable and ethical aspects of business
- 3.4 Identify and develop new competencies for lifelong professional development appropriate to senior management (advisory) or research positions

During the educational programme, the students work with and build knowledge in the programme's Business Administration sub-disciplines: Digital Business & Analytics; Entrepreneurship, Innovation & Strategy; Financial Management; Human Resource Management; International Management & Consultancy; Purchasing and Supply Management; as well as Strategic Marketing & Servitisation.

## 4. Assessment/examination

### 4.1 Final 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 Thesis, have been taken successfully.

### 4.2 Assessment format examinations/tests

The test formats of each of the courses offered in the programme are shown in Table 3 below. The list is in alphabetical order (based on the course names). Written exams are individual tests unless specified otherwise. Some courses are organised by other educational programmes, their teaching and assessment regulations will apply, please see Table 1 for identifying these courses. Exams and tests may take place online as well as on campus. For exams taken off-campus, digital surveillance may be used in the form of proctoring or online surveillance. For further information on digital surveillance see [webpage](#).

**Table 3: Test formats of the courses of MSc BA**

Course name	Course code	Test format
Advanced Topics in Digital Marketing	201500080	Group assignments, individual research paper
Advertising & Consumer Psychology	201800101	Individual written exam
B-B Marketing	201500081	Group assignments, individual research proposal
Brand Management	201700019	Group assignments, written exams
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
Circular Sustainable Business Development	201700089	Written exam
Corporate Finance for BA	194110070	Written tests (interim, final)
Cross-Cultural Behaviour	202001448	Group assignments, individual assignments
Data Science	201400174	Assignments, exam
Design & Behaviour Change	201700008	Assignment(s)
Design Thinking for Service and Business Innovation	202001492	Group assignments, individual assignments, group presentation
E-Commerce	192320501	Written exam
Entrepreneurial Finance	201000087	Individual assignment, written test
Entrepreneurial Leadership & Responsible Organisational Design	201600002	Group assignments, individual essay
Game Studies in Social Sciences	201900083	Group assignment(s), individual written exam, group presentation
Global Sourcing and Organisation	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
Human-Centred Design	201800227	Group assignment, individual written exam

ICT Management	192360021	Group assignment, written test
Implementation of IT in Organisations	192340101	Group assignment, presentations, and individual assignment
Information Systems for the Financial Services Industry	194105070	Group assignments, 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 Thesis	194100040	Individual assignment and thesis-report + colloquium
Master Thesis BA-COM Digital Marketing		Individual assignment and thesis-report + colloquium
Master Thesis BA Research Proposal	201500101	Individual assignment and research proposal
Master Thesis BA Research Project	201500102	Individual assignment and thesis-report + colloquium
Public Sector & Health Procurement	202001449	Assignments, written test
Purchasing Management**	191820160	Group assignments, written test
Purchasing Strategy and Systems	201500091	Individual test
Qualitative Research and Business Skills	202001446	Group assignments, individual assignments
Quantitative and Design Methods in Business Research	202001447	Group assignments, written test
Research Topics	201800091	Individual assignment
Seminar Purchasing	201600014	Group assignment, written test
Smart Industry	201800205	Group assignment, group presentation/participation, written exam
Social Implications of the Internet	201400191	Assignment(s)
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
Vision, Strategy and Leadership	201500386	Assignment(s)

4.3 Period of validity of test results

Not applicable

4.4 Maximum number of attempts for tests/examinations

Not applicable

4.5 Specific pass-fail regulations

Not applicable

## 4.6 Prerequisites/required sequence of examinations

### Required Sequence

The sequence of the exams and practical exercises correspond 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 participate in more tests and exams than stated in article 3.1.5 in the general part of the EER, this is however, limited to the number of tests and exams scheduled and provided per academic year:

- Qualitative Research and Business Skills (202001446)
- Quantitative and Design Methods in Business Research (202001446)

### Prerequisites

Prior knowledge prerequisites required for the methodology and the writing of the Master 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 Research and Business Skills	202001446	Recommended: 10EC
Quantitative and Design Methods in Business Research	202001447	Recommended: 10EC
Master Thesis BA Research Proposal	201500101	Mandatory: 10EC + students are only allowed to start this course if they are enrolled and have actively participated in the courses 'Qualitative Research and Business Skills 202001446' and 'Quantitative and Design Methods in Business Research 202001447'.
Master Thesis BA Research Project	201500102	Mandatory: 35EC, including Qualitative Research and Business Skills 202001446, Quantitative and Design Methods in Business Research 202001447, and Research Proposal.

**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	Mandatory: 20EC + students are only allowed to start this course if they are enrolled in the course Master Class 201400018

## 4.7 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, insight and skills required to obtain a degree. Members of the examination board are appointed by the dean of the faculty.

More information, including the most up-to-date composition of the examination board, can be found via this website: [examination boards BMS](#). All information for students, examiners and educational support staff about the examination boards of BMS is published there, including their Rules and Guidelines, and the procedures and conditions for submitting a request.

## 5. Transitional arrangements

All students starting in September 2022 and February 2023 need to follow the study programme as described in section 2. 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 2021-2022 and before. These transitional arrangements from prior academic years may be applied to all students who started before September 2022.

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

## 6. Other topics

6.1 (Binding) recommendation on continuation of studies (BSA)  
Not applicable

6.2 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 qualify for 'cum laude' if each of the following conditions is met:

- a. the average, unweighted grade 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 grade or for which an exemption was granted are not considered;
- c. no study unit was evaluated as not passed, and all study units except for the Master's thesis (see subsection d.) were evaluated with a grade of 6.5 or higher;
- d. the grade for the study unit Master Thesis BA Research Project (201500102) or Master Thesis BA (194100040) is at least 8.0;
- e. the length of study is maximal the nominal duration plus 25%. In special cases, the Examination Board may, at its discretion, permit an increase of this time period. Special cases explicitly include (but are not limited to) the circumstances recognised for the allocation of graduation support;
- f. the student has not been registered in the BMS fraud register during the entire duration of the programme and has not had sanctions applied.<sup>7</sup>

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

---

<sup>7</sup> Students registered in the BMS fraud register with a warning only, are still eligible for cum laude.



## 6.3 Special regulations relating to the Master Thesis

1. The Master's project (or thesis) constitutes a special form of practical exercise. Its duration is formally limited by the number of EC 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 their 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. This rule is applicable for '194100040 Master Thesis BA' and for '201500102 Master Thesis BA Research Project' (thus not for Master Thesis BA Research Proposal).
3. In case of major problems or unsatisfactory performance by the student or the supervisors and/or examiners 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 their performance and, quality of supervision received, not succeed in completing the final thesis within the agreed period of time, they 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 Director can terminate the Master's project if, after the expiration of extra time, the student has not yet completed the final thesis or no 'green light' has been given by the examiners for the colloquium.
6. After termination of the project as meant in par. 5, the student must file a motivated request to the Programme Director if they want to start a new Master's project.

## 6.4 Delay declaring final examination as successfully completed

The student has the right to submit a written request to the Examination board to delay declaring the final examination as successfully completed and consequently the presentation of the certificate (WHW Article 7.11 paragraph 3). In principle, the maximum duration of the delay that may be granted is 12 months. In exceptional cases,<sup>8</sup> the student may have justifiable reasons to submit a request to delay the presentation of the certificate for more than 12 months.

---

<sup>8</sup> Some examples (by way of illustration, not to exclude other situations): the student follows a double master's programme, the student needs more time for a pre-master's programme, an extensive extra-curricular activity requires more than 12 months.