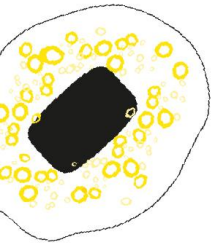
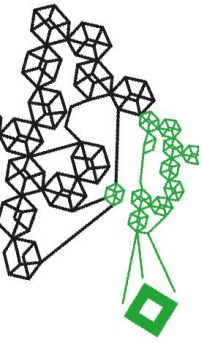
UNIVERSITY OF TWENTE.



Programme-specific part to the Education and Examination Regulations (EER) 2026-2027

For the Master of Science programme

Business Administration



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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. All admission requests are processed on an individual basis. 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. No more than two attempts are permitted to sit the corresponding exam per course.

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 10th Edition test score of at least 600 OR a GMAT Exam test score of at least 550 OR a GRE test result equivalent to GMAT 600 is required. For both GMAT and GRE a test result no older than 5 years 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 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 (202600155) Qualitative Research and Business Skills (2.5EC, 202600156) Quantitative and Design Methods in Business Research (2.5EC, 202600328) Business Valuation & Corporate Governance (202600157)	Table 1B
Elective courses	20	Elective courses are specialisation-specific. All elective courses that can be followed are listed in Table 1C per specialisation. Students can exchange one non-specialisation-specific elective course of 5EC with any other course offered in Table 1C. For elective courses that are not 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
Master thesis	25	BA Master Thesis Research Proposal (201500101) BA Master Thesis Research Project (201500102)	

Table 1B: Curriculum MSc BA (Sept 2026 and Feb 2027 intake)			
Course code	**Course name**	**EC**	**Quartile**
202600155	Entrepreneurial Leadership & Responsible Organisational Design	5	Q1
	Elective*	5	Q1/Q3
	Elective*	5	Q1/Q3
202600156	Qualitative Research and Business Skills	2.5	Q2/Q4
202600328	Quantitative and Design Methods in Business Research	2.5	Q2/Q4
201500101	BA Master Thesis Research Proposal	10	Q2/Q4
202600157	Business Valuation & Corporate Governance	5	Q3
	Elective*	5	Q3/Q1
	Elective*	5	Q3/Q1
201500102	BA Master Thesis Research Project	15	Q4/Q2
Total EC		**60**	

* In the Academic year 2026/2027, 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 2026-2027 (July/August 2024) in the Education and Examination Regulations (EER), MSc BA programme specific part .

Specialisations:

Table 1C: List of Electives 2026-2027. Students choose **four elective courses of 20 EC**.
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
Specialisation: Digital Business & Analytics (DBA)			
202600158	Smart Industry (mandatory)	5	Q1
202600340	Data Science 4ALL* (mandatory)	5	Q1/Q3
192340101	Implementation of IT in Organisations**	5	Q3
202600160	Information Systems for the Financial Services Industry	5	Q3
Specialisation: Entrepreneurship, Innovation & Strategy (EIS)			
202600161	International Entrepreneurship – a Strategic Technology Perspective	5	Q1
201600012	Management and Governance of Innovation and Creativity	5	Q1
202600163	Strategic Technology Management and Innovation	5	Q3
202600170 201700089	Global Strategy and Business Development[1], OR Circular Sustainable Business Development***	5 5	Q3 Q3
202600329	Entrepreneurial Finance	5	Q3
Specialisation: Financial Management (FM)			
202600164	Corporate Finance (for BA)	5	Q1
202600165	Investments & Risk Management	5	Q1
202600329	Entrepreneurial Finance	5	Q3
202600160	Information Systems for the Financial Services Industry	5	Q3
Specialisation: People, Organisations & the Future of Work (POW)			
202600166	Global Talent Management	5	Q1
202600167	Leading & Organising Employee-Driven Innovation	5	Q3
192340101 202500252	Implementation of IT in Organisations**, OR Lifelong learning in a changing society****	5	Q3
Specialisation: International Management & Consultancy (IMC)			
202600161	International Entrepreneurship – a Strategic Technology Perspective	5	Q1
202600168	Change Management and Consultancy in a Global Context	5	Q1
202600166	Global Talent Management	5	Q1
202600169	Cross-Cultural Behaviour	5	Q3
202600170	Global Strategy and Business Development[1]	5	Q3
Specialisation: Purchasing & Supply Management (PSM)			
202600171	Strategic Procurement in the Public and Healthcare Sectors	5	Q1
202600172	Purchasing Strategy and Systems	5	Q1
191820160	Purchasing Management*** (recommended for students who have no prior purchasing knowledge (e.g. you did not follow SUM (202400074) at the IBA programme of UT)*****	5	Q1
202600173	Global Sourcing and Organisation	5	Q3
202600174	Strategic Sourcing: Societal and Technological Trends	5	Q3
Specialisation: Strategic Marketing & Servitisation (SMS)			
202600175	B2B Marketing	5	Q1
202600158	Smart Industry	5	Q1
202600177	Advanced Topics in Digital Marketing	5	Q3
202600170	Global Strategy and Business Development [1]	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 Educational Science and Technology are applicable
*****Please consider choosing this course if you have no prior knowledge in Purchasing & Supply Management. If you have prior knowledge, know that this course can contain content overlap. Please make an appointment with your study advisor if you consider choosing this course.

Alternatives

[1] The course Global Strategy and Business Development can only be followed by students from the EIS, IMC and SMS specializations.

Alternative electives

Regular MSc BA students are not allowed to add elective courses from one of the double degree programmes to their Individual Learning Agreement unless approval is granted by the Programme Director. If students want to participate in a course outside of the MSc BA programme with the approval from the offering programme, the course will be registered among the "Other Courses", which is not counted as an elective.

B. Double degree and Joint Education programmes

We offer five Double Degree programmes with partner universities and two Joint Education Programmes 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 (201400018) 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 **September 2026**/UT students who start September 2025 and go to Berlin for MSc IMES double degree in April 2026[2]
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		
202600155	Entrepreneurial Leadership & Responsible Organisational Design	5
	Elective (see Table 1Db)	5
	Elective (see Table 1Db)	5
Q2		
202600157	Business Valuation & Corporate Governance	5
	Elective (see Table 1Db)	5
	Elective (see Table 1Db)	5
Q3/Q4 (TUB) or Upon return (UT)		
201400018 (Q3)	Master Class BA	5
194100040	Master Thesis BA	25
Total EC		**60**

Table 1Db: Electives MSc-IMES double degree programme

Course code	Course name	EC
Q1	Choose 2 of the following Q1 courses:	5+5=10
202600161	International Entrepreneurship - a Strategic Technology perspective	5
201600012	Management and Governance of Innovation and Creativity	5
202600175	B2B Marketing	5
202600158	Smart Industry	5
Q2	Choose 2 of the following Q2 courses:	5+5/6=10/11
202600178	Supply Chain Management and Innovation	5
192320501	E-Commerce**	5

[2] The programme parts to be followed at TU Berlin start in April.

201800525	I&E Study EIT***	6
202600488	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

Table 1Ea: Curriculum for UT students who start **February 2027** and go to Berlin for MSc IMES double degree in October 2027[3]
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		
202600157	Business Valuation & Corporate Governance	5
	Elective (see Table 1Eb)	5
	Elective (see Table 1Eb)	5
Q4		
202500010	Consumer psychology, marketing, and behavioural change*	5
202500011	Future of Work*	5
202500012	Digital Life Unpacked*	5
Q1/Q2 (TUB) or Upon return (UT)		
201400018 (Q1)	Master Class BA	5
194100040	Master Thesis BA	25
Total EC		**60**

* The Teaching and Assessment regulations of the EER for the MSc programme Communication Science 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
202600163	Strategic Technology Management and Innovation	5
202600170	Global Strategy and Business Development	5
202600329	Entrepreneurial Finance	5
201700089	Circular Sustainable Business Development*	5

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

<u>EIS specialisation:</u> Joint Education Programme with UT's MSc in Philosophy of Science Technology & Society (PSTS)

Table 1F: **Joint Education 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			
202600163	Strategic Technology Management and Innovation	5	Q3
	MSc PSTS programme[4]	55	
Second year			
202600155	Entrepreneurial Leadership & Responsible Organisational Design	5	Q1

[3] Limited to 5 students, selection procedure may be applied.

[4] Please refer to the Programme-specific part for the MSc PSTS programme for the curriculum of the 1st year.

202600161	International Entrepreneurship – a Strategic Technology perspective	5	Q1
201600012	Management of Governance and Innovation and Creativity	5	Q1
202600157	Business Valuation & Corporate Governance	5	Q2
	MSc PSTS programme	10	
201400018	Master Class BA	5	Q3
201900178	Master Thesis in the framework of the PSTS-BA Joint Education Programme	25	Q3/Q4

POW 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 2027 and going to L'Aquila for AEF double degree in September 2027 / L'Aquila students coming to UT September 2026
The diploma supplement that students receive upon completion of the programme will state the specialisation: 'People, Organisations & the Future of Work'.

Course code	Course name	EC
Q3		
202600157	Business Valuation & Corporate Governance	5
202600167	Leading & Organising Employee-Driven Innovation	5
192340101 202500252	Implementation of IT in Organisations*, OR Lifelong learning in a changing society**	5
Q4		
202600156	Qualitative Research and Business Skills	2.5
202600328	Quantitative and Design Methods in Business Research	2.5
201500101	Master Thesis BA Research Proposal	10
Q1/Q2 or Upon return (UT)		
202600155	Entrepreneurial Leadership & Responsible Organisational Design	5
202600158	Smart Industry	5
202600166	Global Talent Management	5
201500102	Master Thesis BA Research Project	15
Total EC		**60**

* 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 Educational Science and Technology are applicable

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

Table 1H: Curriculum for Trento students coming to UT **September 2026**
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		
202600155	Entrepreneurial Leadership & Responsible Organisational Design	5
202600161	International Entrepreneurship	5
202600168 202600166	Change Management & Consultancy in a Global Context or Global Talent Management	5
Q2		
202600156	Qualitative Research and Business Skills	2.5
202600328	Quantitative and Design Methods in Business Research	2.5
201500101	Master Thesis BA Research Proposal	10

Q3		
202600170	Global Strategy & Business Development	5
202600169	Cross-Cultural Behaviour	5
202600173 202600329 202600163	Choose 1: Global Sourcing & Organisation (IMC specialisation) or Entrepreneurial Finance (EIS specialisation) or Strategic Technology Management & Innovation (EIS specialisation)	5
Q4		
201500102	Master Thesis BA Research Project	15
Total EC		**60**

Table 1I: Curriculum for UT students started **September 2026** and going to Trento for MSc IM double degree in February 2027
The diploma supplement that students receive upon completion of the programme will state the specialisation: 'International Management & Consultancy.

Course code	Course name	EC
Q1		
202600155	Entrepreneurial Leadership & Responsible Organisational Design	5
202600161	International Entrepreneurship	5
202600168 202600166	Change Management & Consultancy in a Global Context or Global Talent Management	5
Q2		
202600157	Business Valuation & Corporate Governance	5
201800525	I&E Study EIT	6
202600178	Supply Chain Management & Innovation	5
Upon return (UT)		
201400018 (Q3)	Master Class BA	5
194100040	Master Thesis BA	25
Total EC		**61**

Table 1J: Curriculum for UT students started **February 2027** and going to Trento for MSc IM double degree in September 2027
The diploma supplement that students receive upon completion of the programme will state the specialisation: 'International Management & Consultancy'.

Course code	Course name	EC
Q3		
202600157	Business Valuation & Corporate Governance	5
202600170	Global Strategy & Business Development	5
202600169	Cross-Cultural Behaviour	5
Q4		
202500010	Consumer Psychology, Marketing, and Behavioural Change *	5
202500011	Future of Work*	5
202500012	Digital Life Unpacked*	5
Upon return (UT)		
201400018 (Q1)	Master Class BA	5
194100040	Master Thesis BA	25
Total EC		**60**

* 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 2027 / LUT students coming to UT September 2026[5] 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		
202600155	Entrepreneurial Leadership & Responsible Organisational Design	5
202600172	Purchasing Strategy and Systems	5
202600171	Strategic Procurement in the Public and Healthcare Sectors	5
Q2		
202600157	Business Valuation & Corporate Governance	5
202600178	Supply Chain Management and Innovation	5
201600025	Finance and Healthcare Purchasing* (students that followed SUM (202400074) at the IBA programme of UT have to choose 1 elective from table 1Kb instead of this elective)	5/6
Upon return (UT)		
201400018 (Q3)	Master Class BA	5
194100040	Master Thesis BA	25
Total EC		**60/61**

Table 1Kb: 2026-2027 Electives LUT double degree programme MSM		
Course code	**Course name**	**EC**
Q2	Choose 1 of the following Q2 courses:	
201800525	I&E Study EIT**	6
192320501	E-Commerce***	5
202600488	Human Centred Design****	5

* The Teaching and Assessment regulations of the EER for the MSc programme Health Science 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 Business & IT are applicable
**** The Teaching and Assessment regulations of the EER for the MSc programme Interaction Technology are applicable

Table 1Kc: Curriculum for UT students going to LUT for MSc-MSM double degree in September 2027 / LUT students coming to UT in February 2026[6] The diploma supplement that students receive upon completion of the programme will state the specialisation: 'Purchasing and Supply Management'.		
Course code	**Course name**	**EC**
Q3		
202600157	Business Valuation & Corporate Governance	5
202600173	Global Sourcing and Organisation	5
202600174	Strategic Sourcing: Societal and Technological Trends	5
Q4		
202600156	Qualitative Research and Business Skills	2.5
202600328	Quantitative and Design Methods in Business Research	2.5
201500101	Master Thesis BA Research Proposal	10
Q1 (Upon return UT)		
202600155	Entrepreneurial Leadership & Responsible Organisational Design	5

[5] For UT students who start in September 2026 and go to LUT in January 2027, distance exams will be arranged.

[6] For UT students who start in September 2024 and go to LUT in January 2024, distance exams will be arranged.

202600171	Strategic Procurement in the Public and Healthcare Sectors	5
202600172	Purchasing Strategy and Systems	5
Q2		
201500102	Master Thesis BA Research Project	15
Total EC		**60**

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 2026 / UT students started September 2026 and going to LUT for MIMM double degree in January 2027[5]
The diploma supplement that students receive upon completion of the programme will state the specialisation: 'Strategic Marketing & Servitisation'.

Course code	Course name	EC
Q1		
202600155	Entrepreneurial Leadership & Responsible Organisational Design	5
201600012	Management of Governance and Innovation and Creativity	5
202600175	B2B Marketing	5
Q2		
202600157	Business Valuation & Corporate Governance	5
	Elective (see Table 1Lb)	5/6
	Elective (see Table 1Lb)	5/6
Q3/Q4 or Upon return (UT)		
201400018 (Q3)	Master class BA	5
194100040	Master Thesis BA	25
Total EC		**60/61**

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

Course code	Course name	EC
Q2	Choose 2 of the following Q2 courses:	
201800525	I&E Study EIT	6
192320501	E-Commerce**	5
202600178	Supply Chain Management and Innovation	5
202600488	Human Centered Design***	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
***The Teaching and Assessment regulations of the EER for the MSc programme Interaction Technology are applicable

Table 1Lc: Curriculum for UT students going to LUT for MSc-MIMM double degree in September 2027 / LUT students coming to UT in February 2026[7]
The diploma supplement that students receive upon completion of the programme will state the specialisation: 'Strategic Marketing & Servitisation'.

Course code	Course name	EC
Q3		
202600157	Business Valuation & Corporate Governance	5
202600177	Advanced Topics in Digital Marketing	5
202600170	Global Strategy and Business Development	5
Q4		
202600156	Qualitative Research and Business Skills	2.5
202600328	Quantitative and Design Methods in Business Research	2.5
201500101	Master Thesis BA Research Proposal	10

[7] For UT students who start in September 2024 and go to LUT in January 2024, distance exams will be arranged.

Q1 (Upon return UT)		
202600155	Entrepreneurial Leadership & Responsible Organisational Design	5
202600175	B2B Marketing	5
202600158	Smart Industry	5
Q2		
201500102	Master Thesis BA Research Project	15
Total EC		**60**

SMS specialisation: Joint Education Programme with UT MSc in Communication Science (COM)
Please be aware that this is a 90EC programme, resulting in two degrees.[8]

Table 1Ma: **Joint education programme** Digital Marketing (start Sept 2026) 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**
Core mandatory courses: 65EC				
202600155	Entrepreneurial Leadership & Responsible Organisational Design	5	Q1	BA
202500002	Critical Reflection on COM*	5	Q1	COM
202600340	Data Science 4ALL**	5	Q1	BA
202600157	Business Valuation & Corporate Governance	5	Q2	BA
202600177	Advanced Topics in Digital Marketing	5	Q3	BA
202600283	Societal Challenges	10	Q3&Q4	COM
202600156	Qualitative Research and Business Skills	2.5	Q4	BA
202600328	Quantitative and Design Methods	2.5	Q4	BA
202300125	BA-COM Master Thesis Research Proposal Digital Marketing	10	Q1	BA/COM
202300126	BA-COM Master Thesis Research Project Digital Marketing	15	Q2	BA/COM
Electives: Choose 25 EC[9]				
Choose 2:				
202500005	Data-driven Design for Strategic Communication *	5	Q2	COM
202600154	The Post-Truth Society *	5	Q2	COM
202600178	Supply Chain Management and Innovation	5	Q2	BA
Choose 1:				
202600170	Global Strategy and Business Development	5	Q3	BA
202500008	Social Change Dilemmas*	5	Q3	COM
202500009	Behaviour and Technology: An Interdisciplinary Approach*	5	Q3	COM
Choose 1:				
202500010	Consumer Psychology, Marketing, and Behavioural Change*	5	Q4	COM
202500011	Future of Work*	5	Q4	COM
202500012	Digital Life Unpacked*	5	Q4	COM
Choose 1:				
202600158	Smart Industry	5	Q1	BA
202600175	B2B Marketing	5	Q1	BA
202500003	Visual Communication and Corporate Branding Strategies*	5	Q1	COM

[8] 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.

[9] In the elective space, students should choose at least one elective from BA and one elective from COM

* 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 Computer Science are applicable

Table 1Mb: **Joint education programme** Digital Marketing (start Feb 2027) 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**
Core mandatory courses: 65EC				
202500002	Critical Reflections on COM*	5	Q3	COM
202600340	Data Science 4ALL**	5	Q3	BA
202600177	Advanced Topics in Digital Marketing	5	Q3	BA
202600156	Qualitative Research and Business Skills	2.5	Q4	BA
202600328	Quantitative and Design Methods	2.5	Q4	BA
202600155	Entrepreneurial Leadership & Responsible Organisational Design	5	Q1	BA
202600283	Societal Challenges	10	Q1&Q2	COM
202600157	Business Valuation & Corporate Governance	5	Q2	BA
202300125	BA-COM Master Thesis Research Proposal Digital Marketing	10	Q3	BA/COM
202300126	BA-COM Master Thesis Research Project Digital Marketing	15	Q4	BA/COM
Electives: Choose 25 EC[10]				
Choose 2:				
202500010	Consumer Psychology, Marketing, and Behavioural Change*	5	Q4	COM
202500011	Future of Work*	5	Q4	COM
202500012	Digital Life Unpacked*	5	Q4	COM
Choose 1:				
202600158	Smart Industry	5	Q1	BA
202600175	B2B Marketing	5	Q1	BA
202500003	Visual Communication and Corporate Branding Strategies*	5	Q1	COM
Choose 1:				
202500005	Data-driven Design for Strategic Communication *	5	Q2	COM
202600154	The Post-Truth Society *	5	Q2	COM
202600178	Supply Chain Management and Innovation	5	Q2	BA
Choose 1:				
202600170	Global Strategy and Business Development	5	Q3	COM
202500008	Social Change Dilemmas*	5	Q3	BA
202500009	Behaviour and Technology: An Interdisciplinary Approach*	5	Q3	COM

* 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 Computer Science are applicable

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 (202600156) (2.5EC)

[10] In the elective space, students should choose at least one elective from BA and one elective from COM

- Quantitative and Design Methods in Business Research (202600328) (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.

Following two UT master's programmes simultaneously
Other than the arrangements outlined in section 2.1 B. Double Degree Programmes, students of the MSc BA programme are allowed to follow another MSc programme from the UT at the same time. For both programmes, the diploma requirements should be fulfilled and the Intended Learning Outcomes for both programmes should be attained.

The following requirements apply:

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 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;
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, and at least one examiner from the specialisation.
5. It is not allowed to finalise the two programmes within a period shorter than 75% of the total nominal duration.

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-1M can only be documented in an ILA after approval from the Programme Director. The Programme Director will assess this based on the ILOs and fit with the programme's goals and content. Any request to change the ILA after the deadline should approved by 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 corresponds with the University of Twente Vision on Learning and Teaching and thus enables students to achieve the learning objectives and induces a critical and analytical approach that enables them to find solutions to complex business and societal problems.

The MSc BA programme considers it as extremely important that MSc students develop professional skills that enable them to work independently and in teams, as well as 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 (student-centred learning).

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:

- Change Leaders
- Research Honours
- 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. Students can exchange 5 EC of elective courses with an elective course from a different specialisation.

The following specialisations are offered in academic year 2026-2027:

- Digital Business & Analytics (DBA);
- Entrepreneurship, Innovation & Strategy (EIS);
- Financial Management (FIN);
- People, Organisations & the Future of Work (POW);
- 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)

Joint education programmes have been developed in cooperation with study programmes at the University of Twente.

In cooperation with the MSc Communication Science programme a joint education programme is offered which encompasses 90EC and results in two Master of Science degrees:

- MSc in Business Administration from University of Twente
- MSc in Communication Science from University of Twente

In cooperation with the MSc Philosophy of Science Technology & Society programme a joint education programme is offered which encompasses 120EC and results in two Master of Science degrees:

- MSc in Business Administration from University of Twente
- MSc in Philosophy of Science Technology & Society from University of Twente

International double degree programmes have been developed in cooperation with universities in Germany, Finland, and Italy.

In cooperation 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.[11]

Students are allowed no more than two attempts to sit the corresponding examination/test per study unit of the pre-master's programme. Students who fail to successfully complete the pre-master's programme within the given time frame, will not be admitted to the master's programme and will not be admitted again to the MSc BA pre-master's programme.

Table 2: Pre-Master's courses

Course name	Course code	Study load (EC)	Block	Exam format
Research Methodology & Descriptive Statistics*	202500251	5	1A or 2A	Written test, assignments
Inferential Statistics*	202200378	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	202600187	5	1B or 2B	Written tests, assignments
Researching Strategy & Marketing	202600188	5	1B or 2B	Group assignments, individual assignment.
Strategy, Marketing and Economics**	202400050	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
Supply Management**	202400074	15	2A	See course catalogue
Financing Entrepreneurial Start-ups & Innovative Firms**	202400082	15	2B	See course catalogue

*The Teaching and Assessment regulations of the EER for the MSc programme Communication Science are applicable
** Apart from the rules for the validity of grades, the Teaching and Assessment regulations of the EER for the BSc programme International Business Administration are applicable

[11] 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 societal 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 societal and technological innovation
- **Curious**: we are open to varied experiences and embrace ambiguity
- **Inclusive**: we collaborate, respect differences and demonstrate 'neighbourship'[12]
- **Proud**: we are proud of what we do, and act with integrity and responsibility

Vision

The master programme Business Administration (MSc BA) fulfils an important role for the university, the region and beyond, by interacting with (international) businesses and delivering graduates with an entrepreneurial, inclusive, curious and open attitude. 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 classroom is international and project work and increasing extend of challenge-based learning form a substantial part of the learning experience. To deliver T-shaped professionals, we apply theoretical concepts to a (real-life) case in project work to help our students to develop entrepreneurial attitudes and 21st century skills. Our graduates are global citizens with entrepreneurial and open mindsets. They are pioneering to use societal and technological innovations, curious to develop smart solutions for business problems, inclusive to collaborate in an international community and proud on what they have achieved through personal development. Our programme rests on the three pillars of 'research-design-organise'. In line with the university's motto of High Tech, Human Touch (HTHT), we acknowledge that technology is an inherent part of modern businesses and that human aspects are an integral part of any technological innovation. This is why our programme focuses on designing societal and/or technological innovations and bringing them to the market, while considering the wider ethical and societal implications. Our programme prepares students for contributing to those solutions through life-long learning, and professional business skills and personal development.

[12] 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; People, Organisations & the Future of Work; 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[13]
Advanced Topics in Digital Marketing	202600177	Group assignment, individual assignment
B2B Marketing	202600175	Group assignment, individual assignment
Behaviour and Technology: An Interdisciplinary Approach	202500009	Group assignment, group presentation, individual oral test
Business Valuation and Corporate Governance	202600157	Group assignment(s), individual written test
Change Management & Consultancy in a Global Context	202600168	In-class case discussions, group paper, individual written test
Circular Sustainable Business Development	201700089	Test, game play, short essay
Corporate Finance for BA	202600164	Individual written test, group presentation
Consumer Psychology, Marketing, and Behavioural Change	202500010	Individual test, group assignment
Critical Reflection on COM	202500002	Group assignment, individual oral test
Cross-Cultural Behaviour	202600169	Group paper, individual assignments
Data-driven Design for Strategic Communication	202500005	Individual assignment, group assignment
Data Science 4ALL	202600340	Assignments, exam
Digital Life Unpacked	202500012	Individual assignment, group assignment
E-Commerce	192320501	Written exam, group project
Entrepreneurial Finance	202600329	Group assignment, individual written test
Entrepreneurial Leadership & Responsible Organisational Design	202600155	Group assignments, written test
Global Sourcing and Organisation	202600173	Group assignment, individual written tests
Global Strategy & Business Development	202600170	Group assignment, individual assignment
Global Talent Management	202600166	Individual assignment, weekly group assignments
Human-Centred Design	202600488	Group assignment, individual written exam

[13] Please refer to the Osiris Course Catalogue for the most up-to-date information on test format of each course.

I&E Study EIT	201800525	Assignment
Implementation of IT in Organisations	192340101	Group assignment, presentations, and individual assignment
Information Systems for the Financial Services Industry	202600160	Group assignments, individual assignments, individual written test
International Entrepreneurship – A Strategic Technology Perspective	202600161	Group assignments, individual assignments, individual written test
Investments and Risk Management	202600165	Group assignment, individual written test
Leading& Organising Employee-Driven Innovation	202600167	Individual assignments & reflection report, group assignment
Management and Governance of Innovation and Creativity	201600012	Individual final assignment, weekly individual close-reading assignments
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
People-Centred Business Analytics	202600159	Group research project report and presentation, individual written test
Purchasing Strategy and Systems	202600172	Individual written test, group presentation
Qualitative Research and Business Skills	202600156	Group assignments, individual assignments
Quantitative and Design Methods in Business Research	202600328	Group assignments, individual written test
Smart Industry	202600158	Group assignment, individual written test
Societal Challenges	202600283	Group assignments, individual assignments
Social Change Dilemmas	202500008	Individual assignment, individual oral test
Strategic Technology Management and Innovation	202600163	Group project assignment, individual written test
Strategic Procurement in the Public and Healthcare Sectors	202600171	Group assignment, individual assignment
Strategic Sourcing: Societal and Technological Trends	202600174	Group paper, individual presentation, individual written test
Supply Chain Management and Innovation	202600178	Group assignment, individual written test
Future of Work	202500011	Individual assignment
The Post-Truth Society	202600154	Individual assignment
Visual Communication and Corporate Branding Strategies	202500003	Individual test, group presentations

4.3 Period of validity of test results

Please refer to EER BMS Master Programmes Article 3.9.

4.4 Maximum number of attempts for tests/examinations

Please refer to EER BMS Master Programmes Article 3.1.

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 (202600156)
- Quantitative and Design Methods in Business Research (202600328)
- Business Valuation and Corporate Governance (202600157)

Prerequisites

- Prior knowledge prerequisites required for the methodology courses and the writing of the Master Thesis. See Tables 4A and 4B for the prerequisites per course.
- Students who are currently enrolled in a Bachelor's programme and wish to take MSc BA courses as electives must obtain approval from the Programme Director of the MSc BA programme. In addition, students must fulfil the prerequisites for each course as stated in the Osiris Course Catalogue.

Table 4A: Prerequisites per course for the standard curriculum

Course name	Course code	Prerequisites
Qualitative Research and Business Skills	202600156	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 202600156' and 'Quantitative and Design Methods in Business Research 202600328".
Master Thesis BA Research Project	201500102	Mandatory: 35EC, including Qualitative Research and Business Skills 202600156, Quantitative and Design Methods in Business Research 202600328, 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

Not Applicable

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 overall average of the unweighted grades[14] awarded for the study units of the Master's examination (excluding the Master Thesis) 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.[15]

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.

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

[14] The average grade is calculated by the BOZ officer based on the final rounded grades of each study unit listed on Osiris. No weighting is applied to the study units.

[15] Students registered in the BMS fraud register with a warning only, are still eligible for cum laude.

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, [16] the student may have justifiable reasons to submit a request to delay the presentation of the certificate for more than 12 months.

6.5 Overview of Changes

The main changes to the PSP compared with the academic year 2025-2026 are:

- Changes in the previous HRM specialisation, see table 1C :
    - Specialisation name: Human Resource Management (HRM) changed to People, Organisations & the Future of Work (POW).

[16] 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.

    - Course name change: HRM and Innovation changed to Leading & Organising Employee-Driven Innovation. Content remains the same
    - One additional elective Life Long Learning in a Changing Society in Q3 is added.
- Additional intake moment for the double degree programme with LUT, see table 1Kc and 1Lc
- Updated requirements for “Following two UT master’s programmes simultaneously”, see page 16.