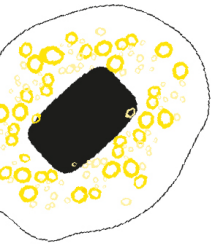
UNIVERSITY OF TWENTE.

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

For the Master of Science programme

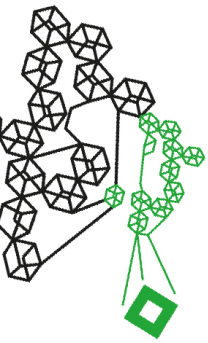
Public Administration

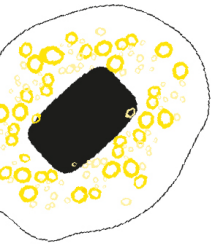
UNIVERSITY OF TWENTE.

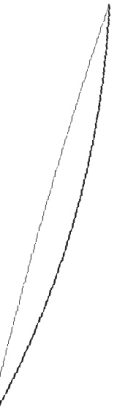


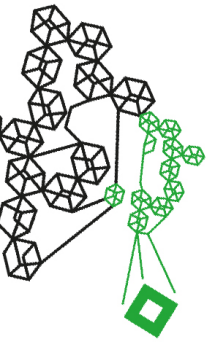
Contents

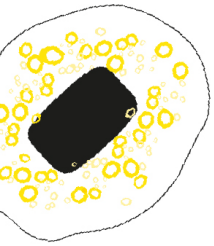
1. Introduction/General provisions 4
   1.1. Admission to the programme 4
   1.2. Language of the programme 6
   1.3. Rights, duties and composition of the programme committee 6
2. Contents and structure of the programme 7
   2.1. Contents of the programme 7
   2.2. Structure of the programme 7
      2.2.1. Double Degree Policy, Governance and Communication 9
      2.2.2. Double Degree with Philosophy 10
   2.3. Study load 10
   2.4. Programme-specific characteristics 10
   2.5. Honours programme 12
   2.6. Elective options 12
   2.7. Double degrees and internationalization 12
   2.8. Pre-master's programme 12
3. Programme objectives and Intended Learning Outcomes 14
   3.1. Programme objectives 14
   3.2. Intended learning outcomes 15
4. Assessment/examination 17
   4.1. Final examination 17
   4.2. Assessment format interim examinations/tests 17
   4.3. Maximum number of attempts for tests/interim examinations 17
   4.4. Prerequisites / required sequence of interim examinations 18
   4.5. Examination board 18
   4.6. Transitional arrangements 18
   4.7. Graduation with distinction 18
   4.8. Confidentiality of theses 19











1. Introduction/General provisions

The Master of Science (MSc) programme in Public Administration is a programme defined by the question of how the grand societal and technological challenges of our contemporary societal and technological context of the Fourth Industrial Revolution are addressed by governments and governance institutions. The programme educates students to acquire specialized academic knowledge and skills necessary to solve these grand societal and technological challenges (GSTCs) from a multi-actor perspective on Public Administration (PA), on technology, and on governance. The MSc programme empowers students to study these challenges—at the master's level—from the perspectives of public governance, public policy, and public management.

1.1. Admission to the programme

The admission request for the programme is assessed by an admission committee that consists of the programme management. In addition to the general criteria, Public Administration distinguishes two types of (inter)national education;

1. Research Universities (primarily responsible for research-oriented programs)
2. Universities (college) for professional education (prepares students particular for more practical professions)

The admission committee has specific requirements depending on the degree.

1. Dutch Degrees of Research Universities

a. A Bachelor's degree in Public Administration or related awarded by a Dutch university

Applicants with a Bachelor's degree in (European) Public Administration awarded by a Dutch university will be admitted to the program.

b. Another Bachelor's degree awarded by the University of Twente

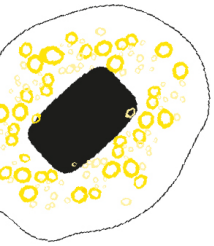
Applicants with a Bachelor's degree in a related field awarded by a Dutch research university will be admitted after completion of a 15 or 30 EC pre-Master's programme, to be decided by the admissions committee. The admissions committee determines whether or not a pre-Master is awarded and determines the content of the pre-Master's programme. The applicant must have successfully completed the entire pre-Master's programme within 12 months before being admitted to the Master's degree programme.

2. Degree by a Dutch college for higher professional education (HBO)

a. A Bachelor's degree in a related field awarded by a Dutch University (college) for higher professional education

Students with a Bachelor's degree in a related field awarded by a Dutch University (college) for higher professional education will be admitted if they have successfully completed the 30 EC pre-Master's programme within a period of twelve months. The admissions committee determines the content of the pre-Master's programme. All applicants will be judged on an individual basis.

The content of the pre-master programme is described on the Utwente website.



Students who have had a higher professional education (HBO) are assumed to be sufficiently proficient in the English language at the start of the Master's phase . It is the responsibility of the student to attain this level of English.

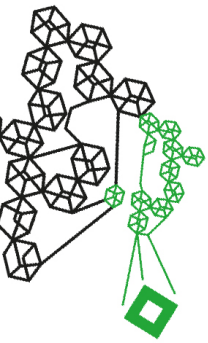
The following degrees are currently considered degrees in a related field:

- Bestuurskunde
- Commerciële economie
- Fiscale economie
- Rechten
- Hogere juridische opleiding
- Integrale veiligheidskunde
- International Business & Languages
- International Business Management
- Management, Economie en Recht
- Politicologie
- Ruimtelijke ordening en planologie

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

Applicants with a degree in a non-related field are judged on an individual basis. The applicant must have successfully completed the entire pre-Master's programme within 12 months before being admitted to the Master's degree program.

3. Bachelor's degrees from a non-Dutch university



The admissions committee assesses international applicants with a Bachelor's degree awarded by a non-Dutch Research University or University (college) for higher professional education on an individual basis. The assessment of the applicant's skills is based on:

- a NUFFIC credential evaluation;
- A Bachelor's degree in a related field
- a letter of motivation;
- an academic IELTS overall band score of at least 6.5 (see also www.ielts.org) or the by University accepted alternative tests on English proficiency, to be found here.
- mathematics proficiency is at VWO level
- any additional information required by the admissions committee.

The assessment of all applicants' skills is based on academic background and the possibility for students to finish the Master programme within a year.

For more information we refer to our website https://www.utwente.nl/pa/pre-master/

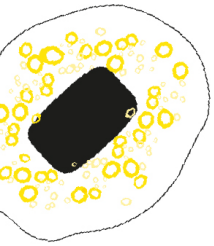
1.2. Language of the programme

The programme is offered in English, and the exams are taken in English. The report of the Master's project will be written and defended in English. Students are free to make a translation or summary in Dutch once this is necessary for the dissemination of the research results, but the final grade will be based on the original version in English. An exception is made for the profile *Lokaal en regionaal bestuur*. The two profile courses are given in the Dutch language, and a thesis in English or Dutch is accepted.

1.3. Rights, duties and composition of the programme committee

In line with article 9.18 of the WHW, each programme has a programme committee, which has the duty to advise programme management on improving and safeguarding the quality of the programme. It has a right of consent regarding a number of 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 on a yearly basis the manner in wich 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 here:
https://www.utwente.nl/en/mst/intranet/



2. Contents and structure of the programme

2.1. Contents of the programme

The programme consists of two components:

1. A set of obligatory courses, depending on the profile: 6 courses
2. A final (Master's) assignment of 25 EC and an accompanying methodology course of 5 EC.

The curriculum overview for the Master program includes the following categories:

Quarter / Subject code / Subject name / Teacher / Study load in ECs

The student's work must be eligible for review. More specific details are available via OSIRIS and/or made known in a timely manner by the examiner on Canvas.

2.2. Structure of the programme

The programme combines five core courses (25 EC) with two elective specialization courses, which can be chosen from a broad array of domain-specific courses (10 EC). In combination, the two elective specialization courses and the master thesis work (25 EC) define a 35 EC domain-specific profile in the master programme. In profiles where more than two courses are available, students have a free choice between the profile courses.

Depending on the profile choices made and the moment of starting (Q3 or Q1), **the 25 EC thesis** has a different spread throughout the study. It is important that the student plans the thesis work in collaboration with the choices made for profiles!

See the following tables.

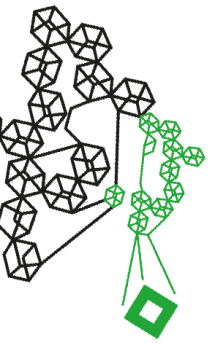


Table 1: Msc in Public Administration 2026-2027

CORE COURSES

Q	*Code*	*Course*	*EC*
1	202100089	Crisis management in technological domains	5
1	202200090	Policy-making for complex systems	5
2&4	201500145	Academic research	5
3	194111240	Public Governance and Policy networks	5
3	194101070	Public governance and legitimacy	5
all	194128030	Master Thesis	25

Profile: Digital media

Q	*Code*	*Course*	*EC*
2	202600153	The public discourse	5
2	202600154	The post-truth society	5
3	20250009	Behaviour & technology: an interdisciplinary approach	5
4	202500012	Digital life unpacked	5

Profile: Health care

Q	*Code*	*Course*	*EC*
1	202300077	Strategic Procurement in the Public & Health Sectors	5
2	202500492	Quality in Healthcare	5

Profile: Lokaal en regionaal bestuur *

Q	*Code*	*Course*	*EC*
1	201700204	Lokale en regionale samenlevingskracht: macht in maatschappelijke coalities	5
3	201700205	Institutionele kaders: ontwerpprincipes van lokaal en regionaal bestuur	5

(see also next page)

Profile: Safety and security

Q	*Code*	*Course*	*EC*
1	201100079	Public and private policing	5
3	202600295	International safety governance	5

Profile: Science and technology

Q	*Code*	*Course*	*EC*
1	201100077	Policy analysis in public and technological domains	5
2	202600457	Politics and Policy-making	5
3	191622510	Technology and Social Order	5
3	201200039	Smart rules and regimes	5

Profile: Sustainability

Q	*Code*	*Course*	*EC*
1	201800017	Water footprint assessment	5
3	201900034	Urban resilience in a changing climate	5
3	194106100	Environmental policy	5

* These profile courses are in the Dutch language

(End of Table 1)

2.2.1. Double Degree Policy, Governance and Communication

In an era of rapid technological change, misinformation, and complex societal challenges, the Master's program of Policy, Governance and Communication equips future professionals with the expertise to navigate today's dynamic public sphere. This double degree master's program integrates governance, policy-making, and communication science, preparing students to address issues such as crisis management in technological domains, global public policy, and legitimacy in governance. Courses like The Post-Truth Society and The Public Discourse explore the shifting landscape of democracy and media.

Meanwhile, Data-Driven Design for Strategic Communication and Power and Participation in Digital Life provide tools to develop impactful policies and communication strategies. This double degree program, with a duration of 1.5 years, ends with one combined master thesis and fosters critical thinking and innovative solutions for the future of governance and public communication.

Table 2: Courses in the Double Degree Policy, Governance and Communication, start September

Q	***Code***	***Course***	***EC***
1	202500002	Critical reflections on Communication Science	5

1	202100089	Crisis management in Technological Domains	5
1	202200090	Policy-making for complex systems	5
2	202200092	Global Public Policy	5
	Choose 2 out of 4:		10
2	202600054	The post-truth society	(5)
2	202500006	Positive organizing and leadership	(5)
2	202500005	Data-driven design for strategic communication	(5)
2		*UT-Elective* (approved by COM/PA study advisor)	(5)
3+4	202500001	Societal Challenges	10
3	194111240	Public governance and policy networks	5
3	194101070	Public governance and legitimacy	5
4	201500145	Academic Research	5
	Choose 1 out of 2:		5
4	202500012	Digital Life Unpacked	(5)
4	202500011	The future of work	(5)
5	202600153	The public discourse	5
5+6		Thesis Policy, Governance and Communication	25

2.2.2. Double Degree with Philosophy

How can governments ensure security of citizens' data in times of rapid technological change? If you combine the Master's in Philosophy of Science, Technology and Society (PSTS) and the Master's in Public Administration, you learn to tackle complex societal, technological, and governmental issues. You reflect on the ethical impact of technology and develop policies that consider diverse – and often conflicting – interests.

Find a detailed description of this programme in the Programme guide for PSTS here.

2.3. Study load

As seen in the tables in 2.2, the total study load of the single degree programme is 60 EC, with five core courses of five EC each, two profile courses of five EC and a 25 EC Thesis.

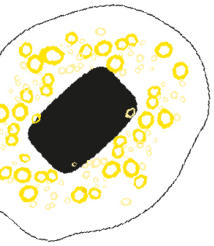
The study load of the double degree PSTS-PA is in total 120 EC for two master diploma's, one two-year 120 EC diploma (PSTS) and a one-year 60 EC diploma (PA)

The study load of the Double degree Policy, Governance and Communication is 90 EC, leading to two one-year (60- EC) degrees. For each programme the core courses are met, and the thesis needs to be done on a subject that is close enough to both degrees.

2.4. Programme-specific characteristics

Coherence and didactical concept

The one-year full-time master programme in Public Administration builds on the competences students have acquired in Bsc. programmes that provide entry to the master programme (e.g. Management, Society and Technology).



During the master's programme students follow core courses that offer advanced knowledge in the fields of policy, governance, management, and societal challenges. In addition, they follow elective specialization courses in a chosen domain. Students work individually, and largely independently, on a public administration master thesis in a particular domain (such as health, communication / ICT, science and technology, education, safety and security, sustainability, city innovation). In the master thesis they apply their advanced knowledge and understanding of public administration, in combination with their problem-solving and design competences. They analyze a societal challenge in a particular domain and design a (partial) solution.

To analyze and solve societal challenges, students use an interdisciplinary approach. They integrate systematic knowledge from various disciplines, taking into account local and global perspectives to the challenge, as well as the use and impact of technology. Where applicable, students incorporate technological innovations into their solutions. As a result, students have a demonstrated ability to contribute to the development of scientific theory and to design research-based solutions for current and future societal challenges.

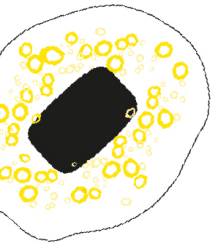
Thus, the programme prepares students for a broad career as a scholar in public administration, with professional, managerial and leadership positions in (inter)national and local organizations—for example as a researcher, policy officer, consultant, or public manager. Students become acquainted with the professional field during the master. They develop a professional attitude best described by "willing to lose to be able to win."

Content of practical exercises

A practical exercise is an academic unit or a component of an academic unit in which the emphasis is on the activity of the student, such as:

- preparing a literature review, paper or design project, thesis, article, or position paper, or delivering a public presentation;
- a design or research assignment, tests and experiments, practical exercises, skills practice;
- work placement, fieldwork or excursions;
- participation in other required learning activities aimed at achieving the desired skills.

Practical exercises are generally part of an academic unit for which there is a responsible examiner. The structure of the practical exercise(s) is described in general terms in OSIRIS, and in more detail on Canvas at the start of the programme.



Master's Thesis

The Master's thesis is 25 EC and has to be finished (green light for colloquium) within the nominal study time. The Master's project is evaluated on an individual basis. The Master's project tests the student's competence in the integrated application of the knowledge, comprehension and skills covered in the study units. The Examination Board prescribes an evaluation checklist to help ensure the quality of the evaluation. More practical information on the Master's assignment is found in the Master's Thesis Syllabus.

2.5. Honours programme

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

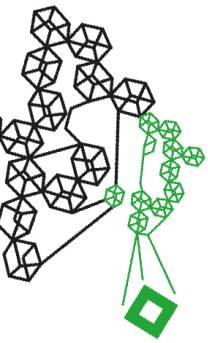
- Change Leaders
- Great Negotiators
- Research Honours

More information about these programs and the corresponding selection procedure can be found at the UT honours programmes website www.utwente.nl/honours.

2.6. Elective options

The structure of having specializations and the opportunity of choosing a Master's Thesis subject yourself, means there are plenty of opportunities to make choices within the programme. Should students wish to defer from the programme as stated in table 1, programme management will advise the student after which the Examination Board decides.

2.7. Double degrees and internationalization



The research that is the basis of the master's programme is (almost) always international. Students are invited to write their Master's Thesis on these internationally relevant subjects. This includes the possibility to do the research abroad.

Students can follow the double-degree programme Philosophy of Science, Technology and Society, a two year master's programme leading to a double diploma (PA and PSTS). Find more info at www.utwente.nl/go/psts.

Students can follow the double degree Policy, Governance and Communication, see paragraph 2.2.1.

2.8. Pre-master's programme

Students that are not directly admitted to the programme may get an individual admission decision with a pre-Master's programme. After successfully completion of this programme within a period of twelve months they are accepted for the master. The admissions committee determines the content of the pre-Master's programme. All applicants will be judged on an individual basis. Technically the pre-Master's

programme falls under the bachelor. When no specific rules for the pre-Master's programme are stated, the bachelor rules as found for the bachelor Management, Society and Technology are valid.

3. Programme objectives and Intended Learning Outcomes

3.1. Programme objectives

In our technologically advanced world, grand societal challenges emerge at different scales. For example, young people raised in local communities in Western cities may radicalize and travel through Europe to fight a globalized, terrorist war. Sustainable energy production is increasingly realized in local neighborhoods, reducing problems of global warming. Cities have become vibrant replacements of nation states in producing well-being through innovative, creative technologies. Public sectors have become increasingly interdependent across the globe, resulting in shocks and crises at different scales.

Grand societal challenges emerging at different scales have two fundamental aspects. They have, in the first place, an interdisciplinary nature. In the second place these challenges are strongly tied to technological development. Thus, researchers and professionals who address societal challenges from the perspective of public administration must be able to take into account the interdisciplinary nature of societal challenges and the impact /use of technology.

The fundamental aspects of societal challenges require that future researchers and professionals in the field of public administration have specific advanced competences at the Msc. level. The public administration master at Twente University has a specific profile, because its graduates use 21st century skills to integrate interdisciplinary knowledge from specific domains and technologies into their public administration research and designs. The programme brings in the wide range of domain-specific expertise by the best researchers of University of Twente.

Thus, the programme provides its graduates with a strong preparation for a career in (inter)national and local organizations as public leaders, policy-makers, consultants, or public managers.

3.2. Intended learning outcomes

The MSc Public Administration programme educates students to acquire three major learning outcomes:

1. Knowledgebase of the field of Public Administration

Graduates have mastered interdisciplinary knowledge and skills at an advanced level in the field of public administration. Graduates:

1.1 are able to identify, discuss, and review state of the art theories, models, and results of research in the fields of policy, governance, management, and societal challenges.

1.2 are able to identify, discuss, and review applications of research in a relevant domain, such as health, communication / ICT, education, science and technology, safety and security, sustainability, city innovation.

2. Social Scientific research and design competences in public administration

Graduates have research and design competences at an advanced level in the field of public administration. Graduates are largely independently able to…

2.1 identify, (re)define, and analyse a complex, ill-structured societal problem from a theoretical framework in terms of a (combination of) a policy, governance and/or management problem.

2.2 incorporate knowledge from relevant other domains, including technology.

2.3 Carry out all aspects of an advanced-level social scientific study in the field of public administration. They are able to:

- formulate a scientific research question and consistent sub-questions;
- formulate testable hypotheses that are logically derived from an appropriate theoretical framework;
- develop a feasible research design and carry out a research, using appropriate methods and techniques of the social sciences for data collection and -analysis;
- interpret and evaluate the results of their analysis. They reflect on the results of their completed research, including a well-reasoned opinion in the case of missing or incomplete data;
- indicate and (ex-ante) evaluate the theoretical, practical, and ethical implications of the research for the field of public administration and provide recommendations for further research.

2.4 Using scientific knowledge and models, graduates are able to design a solution to, or develop an advice about, a societal challenge in terms of (either) policy, governance, and management.

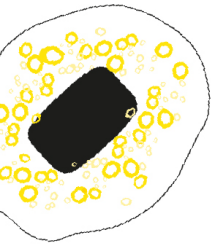
- They use a systematic design approach, creative skills, and—if applicable—technology.
- They take into account (the organization of) the implementation of their design.
- They reflect on the ethical, political, and societal implications of the solution.

3. Academic and professional skills

Graduates have general academic and professional skills at an advanced level they can employ for the benefit of their future career. Graduates…

3.1 have academic reasoning skills, they are able to apply modes of reasoning (including deduction, induction, and analogy) and exchange and justify arguments in a critical, open, and constructive way.

3.2 are able to critically reflect on, and form an opinion on, the work and professional actions of themselves and others. Students are able to give constructive feedback (advice) and receive



and make use of feedback (advice) from others to improve their actions, work (processes) and products.

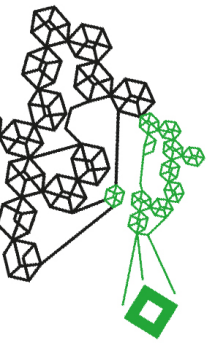
3.3 are able to effectively communicate in the English language about the research and designs of themselves and others, both verbally (speaking in public, debates, discussions) and in writing (papers, reports, posters) in an academic and professional environment—taking into account the appropriate norms and conventions, as well as characteristics of the target group or audience.

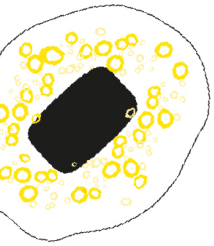
3.4 are able to effectively and efficiently collaborate with others, both in an academic and professional environment.

3.5 are able to use the results of their work to advise a commissioning party in a convincing and goal-oriented way.

3.6 are able to spot gaps in their knowledge and know the ways to revise and extend their knowledge in a goal-oriented way. They are able to use their information-, media-, and ICT-skills.

The ILO's have an academic orientation, as demonstrated by academic reflection in the knowledge base, social science research- and problem-solving competences and specialized competences in interdisciplinary work. The intended learning outcomes specify that students can carry out their thesis work at an advanced level and largely independently, stressing the master's level of the ILO's.





4. Assessment/examination

4.1. Final examination

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

4.2. Assessment format interim examinations/tests

A unit of study is completed with an exam. An exam can comprise one of the following formats:

- a written exam
- an oral exam
- a series of tests
- the assessment of practical exercises as meant in art. 1 (Glossary)
- a combination of the above

For the thesis the end grade as given in consent by both supervisors, will follow the rules of rounded grades as stated for study units. This means a sufficient grade for the thesis is a 6.0; 6.5; 7.0; 7.5; 8.0; 8.5; 9.0; 9.5 or a 10.0.

4.3. Maximum number of attempts for tests/interim examinations

Each course will have either one resit or one repair possibility for tests within the academic year.

In general for each written test a re-sit is planned:

- A resit is a second opportunity for the written test;
- Re-sits within a course are open to all participating students.
- For students who did not participate in the test itself, the re-sit is the only option to pass the related test in this academic year
- The resit is scheduled in the next quartile, unless specified differently by the teacher.

In general for each graded assignment or paper that has a big impact on the end grade of the course a repair or delayed deadline is planned.

Repairs for assignments or papers are open to all students:

- highest grade possible for the repair is 7.0
- For students who did not participate in the first possibility the repair session is the only option to pass the related test in this academic year.

The maximum grade is there to make sure students do not gain an advantage compared to other students that delivered sufficient work in time. Personal circumstances recognized by the teacher and/or study adviser can give reasons to not apply the maximum repair grade rule.

4.4. Prerequisites / required sequence of interim examinations

There are no prior knowledge prerequisites in the MSc other than being admitted to the programme, in such a sense that the order of following master courses is not given.

- Bachelor students who would like to take a master course can submit a motivated request no later than 4 weeks before the start of course, containing a study progress overview from Osiris and a description of how the student meets the course's prerequisites.
- Master students from the following master programmes from the University of Twente meet the general prerequisites: BIT, BA, CEM, COM, CME, EST, EEM, ES, HS, IEM, PSY, RM, SET.

4.5. 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.

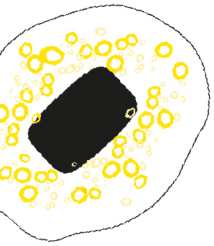
More information, including the most up-to-date composition of the examination board can be found at its website: examination boards BMS. Alle information for students, examiners and educational support staff about the examination boards of BMS is published there, including their Rules and Guidelines, and the procedures and conditions for submitting a request.

4.6. Transitional arrangements

1. On page 5 (Admission to the programme) we have adjusted the description of the English requirements to update it to the University policy. The requirements are not changed.
2. There are no other changes than the changes in table 1 of 2.2 Structure of the programme.
3. The profile courses for the profile Digital Media are updated where necessary, after consultation with COM.
4. Within the profile Safety and Security, the course International safety governance is introduced as the successor of the course Public Safety.
5. On request of the KiTES section, some courses in the Science and Technology profile are changed: Deliberative governance of knowledge and innovation is replaced by Technology and Social Order.
6. The course *Politics and policy-making* (Torenvlied) is added to the profile Science and Technology.
7. In the profile Health Care, the course Geospatial for Health is replaced with the course Quality in Healthcare.

4.7. Graduation with distinction

If upon sitting the Master's examination, the student has given evidence of exceptional capability, 'cum laude' ('with distinction') will be recorded on the degree certificate. A student is considered to have exceptional capability if the following three conditions are met.



The student:

1. fulfils all requirements for the study within two years;
2. has a weighted average grade of at least 8.0 over all numerical graded courses (without the thesis) and no courses with a grade of '6.0'
3. has a Master thesis grade of '9.0' or higher.

The first requirement may be extended to 'within three years' if the student successfully took part in the Double Diploma programme with Philosophy of Science, Technology and Society.

The first requirement may be extended to 'within two and a half years' if the student successfully took part in the Double Diploma programme with Communication Science.

In exceptional cases, the examination board may grant the designation of 'cum laude' if the criteria mentioned above have not been fully met. Refer to the rules and regulations of the examination board for further information.

4.8. Confidentiality of theses

A thesis can only be marked as confidential if and only if programme management agrees to that. Two options are available:

1. The author name is confidential in the sense that it is not in the interest of the author to be associated with the thesis. The solution is in this case to anonymize the thesis.

2. The content of the thesis itself is confidential, e.g. in case of using / compiling or concluding to information that is seen by the organisation that is studied as (commercially) disadvantageous if it is made public.

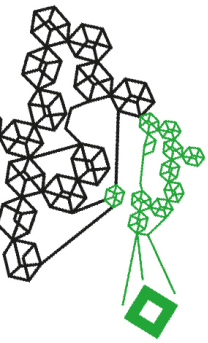
Ad 1: The main reasons for this have to do with safety concerns. As an example: The author cannot travel to the country that is subject of the thesis anymore if the authors name is known to the regime. Or the author may have safety concerns elsewhere because of the information in the thesis.

Ad 2: Confidentiality can be honoured for a maximum of 24 months if immediate publication may damage the organisation that is studied.

Should a question of confidentiality rise, it is up to the programme management to weigh the scientific publication against the direct interest of the author and/or organisation. The weighing follows the following general rules:

1. A thesis is public, or can be public after small non-essential editing of people and/or organisation names

2. If necessary, a thesis may have an anonymized author

3. If nothing else is possible, a thesis may be confidential, but only for a limited amount of time, standard 24 months. After this time, it will be published.

Students asking for confidentiality may send a motivated request to boz-mst@utwente.nl.