Programme-specific appendix to the EER 2019-2020

for the Master of Science programme

Business Administration

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1. Structure and content of the programme

1a. Composition of the programme

Before starting with the MSc Business Administration programme, the student has to choose between one of seven specialization tracks, or for a Double Degree Programme. If a specialization track within the regular one-year programme is chosen, please check the information under A. If a Double Degree programme is chosen, please check the information under B.

A. MSc BA 60 EC programme, one year

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

Table 1A: Summary of programme requirements MSc BA			
Requirement	EC's	Courses	See Table
Core courses	15	Entrepreneurial Leadership & Responsible Organizational Design (201600002) Qualitative Methods in Business Research (2EC, 201700035) Quantitative and Design Methods in Business Research (3EC, 201700036) Business Valuation & Corporate Governance (201800089)	Table 1B
Electives (Track-specific)	15	One of seven tracks. Elective courses that can be followed as track-specific are listed in Table 1C per track.	Table 1C
Elective (Free)	5	One elective course, e.g. fourth track-specific course or any other from Table 1C*.	Table 1C (under conditions Table 1 in total, see *)
Master thesis	25	Master Thesis BA Part 1 (201500101) Master Thesis BA Part 2 (201500102)	

* All courses listed in Table 1C can be followed to meet this requirement. For elective courses that are not mentioned in Table 1C, explicit approval of the Programme Board is needed via the Individual Learning Agreement (ILA)/ study advisor, the student needs to motivate his choice.

Table 1B: Curriculum MSc BA (Sept 2019 and Feb 2020 intake)			
Course code	Course name	EC	Quartile
201600002	Entrepreneurial Leadership & Responsible Organizational Design	5	Q1
	Elective**	5	Q1/Q3
	Elective**	5	Q1/Q3
201700035	Qualitative Methods in Business Research	2	Q2/Q4
201700036	Quantitative and Design Methods in Business Research	3	Q2/Q4
201500101	Master Thesis BA Part 1	10	Q2/Q4
201800089	Business Valuation & Corporate Governance	5	Q3
	Elective**	5	Q3/Q1
	Elective**	5	Q3/Q1
201500102	Master Thesis BA Part 2	15	Q4/Q2
Total EC		**60**	

** In the Academic year 2020/2021 in principle the same electives will be offered per Specialization Track as mentioned in the Table 1C. The programme will timely communicate transition rules should any changes occur, certainly before the start of the first semester of 2020-2021 (July/August 2020), in the Education and Examination Regulations, MSc BA programme specific appendix.

Table 1C: List of Electives 2019-2020. *Students choose **at least 3 electives** from their Specialization Track.* The diploma supplement that students receive upon completion of the programme will mention the specialization track. The diploma itself will mention the MSc title and the name of the full programme: Business Administration.			
Course code	Course name	EC	Quartile
Track: Digital Business			
201800205	Smart Industry (obligatory)	5	Q1
201400174	Data Science* (obligatory)	5	Q1
192360021	ICT Management**	5	Q3
192340101	Implementation of IT in Organizations**	5	Q3
194105070	Information Systems for the Financial Services Industry***	5	Q3

Track: Entrepreneurship, Innovation and Strategy[1]			
201600011	International Entrepreneurship – a Strategic Technology perspective	5	Q1
201600012	Management and Governance of Innovation and Creativity	5	Q1
201600015	Strategic Technology Management and Innovation	5	Q3
201600155	Global Strategy and Business Development Or	5	Q3
201700089	Sustainable Business Development***	5	Q1
201000087	Entrepreneurial Finance	5	Q3
Track: Financial Management			
194110070	Corporate Finance (for BA)	5	Q1
201600013	Investments & Risk Management	5	Q1
201000087	Entrepreneurial Finance	5	Q3
194105070	Information Systems for the Financial Services Industry***	5	Q3
Track: Human Resource Management[1]			
201500092	Strategic HR Analytics	5	Q1
201500086	Global Talent Management	5	Q1
201500087	HRM and Innovation	5	Q3
201500088	HRM and Technology Design	5	Q3
Track: International Management			
201600011	International Entrepreneurship – a Strategic Technology perspective	5	Q1
201500086	Global Talent Management	5	Q1
201500083	Change Management and Consulting in a Global Context	5	Q1
201600155	Global Strategy and Business Development	5	Q3
201500085	Global Sourcing and Organization	5	Q3
Track: Purchasing and Supply Management[1]			
201500091	Purchasing Strategy and Systems	5	Q1
191820160	Purchasing Management*** (only for those who did not do follow the BSc IBA programme at the UT)	5	Q1
201500081	Business-to-Business Marketing	5	Q1
201500085	Global Sourcing and Organization	5	Q3
201600014	Seminar Purchasing	5	Q3
Track: Strategic Marketing Management[1, 2]			
201700019	Brand Management ****	5	Q1
201500081	Business-to-Business Marketing	5	Q1
201800205	Smart Industry	5	Q1
201500080	Advanced topics in Digital Marketing	5	Q3
201600155	Global Strategy and Business Development	5	Q3

* The Teaching and Assessment regulations of the EER for the MSc programme Computer Science are applicable (www.utwente.nl/en/examination-board/overview/).
** The Teaching and Assessment regulations of the EER for the MSc programme Business & IT are applicable (www.utwente.nl/en/examination-board/overview/)..
*** The Teaching and Assessment regulations of the EER for the MSc programme Industrial Engineering & Management are applicable (www.utwente.nl/en/examination-board/overview/)..
**** The Teaching and Assessment regulations of the EER for the MSc programme Industrial Design Engineering are applicable (www.utwente.nl/en/examination-board/overview/).

Alternatives
- Entrepreneurial Leadership & Responsible Organizational Design (201600002)
Only after explicit approval of the Programme Board with a positive advice of the study advisor, and formalized in the Individual Learning Agreement, this course can be replaced by HRM and Technology Design (201500088).

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

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

Digital Business Marketing line for SMM track

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

Table 1C.2: Full study programme for the Digital Business Marketing Line in the SMM specialization track			
Course code	**Course name**	**EC**	**Quartile**
Core obligatory courses: 40 EC			
201600002	Entrepreneurial Leadership & Responsible Organizational Design	5	Q1
201400018	Master Class BA	5	Q2
201800089	Business Valuation & Corporate Governance	5	Q2
201500101	Master Thesis BA Part 1	10	Q3
201500102	Master Thesis BA Part 2	15	Q4
Mandatory: 5 EC			
201500080	Advanced Topics in Digital Marketing	5	Q3
Electives: Choose 15 EC			
201400174	Data Science*	5	Q1/Q2/Q3
192320501	E-Commerce**	5	Q2
201900083	Game Studies in Social Sciences***	5	Q2
201400191	Social Implications of the Internet***	5	Q3
201800101	Advertising & Consumer Psychology***	5	Q1/Q3
201900084	Deception & Persuasion in a Digital Society***	5	Q4
201700008	Design & Behaviour Change****	5	Q4
201800098	Trust & Risk***	5	Q4

* The Teaching and Assessment regulations of the EER for the MSc programme Computer Science are applicable (www.utwente.nl/en/examination-board/overview/).
** The Teaching and Assessment regulations of the EER for the MSc programme Business & IT are applicable (www.utwente.nl/en/examination-board/overview/).
*** The Teaching and Assessment regulations of the EER for the MSc programme Communication Studies are applicable (www.utwente.nl/en/examination-board/overview/).
**** The Teaching and Assessment regulations of the EER for the MSc programme Industrial Design Engineering are applicable (www.utwente.nl/en/examination-board/overview/).

B. Double degree programmes

We offer Double Degree programmes with partner universities. These programmes are established with the partner universities after comparison of the programmes that students need to follow. Five Double Degree programmes are agreed upon and are stated in the Tables 1E-1M.

The programmes are geared content-wise to the distinctive profile of the partner in question: to Supply Management and International Marketing Management at the Lappeenranta University of Technology, to Innovation, Entrepreneurship and Sustainability for the partner department at TU Berlin, to Administration, Economics and Finance at the University of L'Aquila (see section 4c) and to Philosophy of Science, Technology and Society (University of Twente).

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

Table 1Ea: Curriculum for TUB students coming to UT **September 2019** / UT students started September 2019 and going to Berlin for MScIMES double degree in April 2020 [3]		
The diploma supplement that students receive upon completion of the programme will mention the specialization track: 'Entrepreneurship, Innovation and Strategy'.		
Course code	**Course name**	**EC**
Q1		
201600002	Entrepreneurial Leadership & Responsible Organizational Design	5
	Elective (see Table 1Fa)	5
	Elective (see Table 1Fa)	5
Q2		
201800089	Business Valuation & Corporate Governance	5

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

Course code	Course name	EC
	Elective (see Table 1Fa)	5
	Elective (see Table 1Fa)	5
Q3/Q4 (TUB) *or* Upon return (UT)		
201400018	Master class BA	5
194100040	Master Thesis BA	25
Total EC		**60**

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

* The Teaching and Assessment regulations of the EER for the MSc programme Industrial Engineering & Management are applicable (www.utwente.nl/en/examination-board/overview/).
** The Teaching and Assessment regulations of the EER for the MSc programme Business & IT are applicable (www.utwente.nl/en/examination-board/overview/).
*** The Teaching and Assessment regulations of the EER for the MSc programme Computer Science are applicable (www.utwente.nl/en/examination-board/overview/).
**** The Teaching and Assessment regulations of the EER for the MSc programme Interaction Technology are applicable (www.utwente.nl/en/examination-board/overview/).

Table 1Eb: Curriculum for UT students started **February 2020** and going to Berlin for MScIMES double degree in October 2020 [4] The diploma supplement that students receive upon completion of the programme will mention the specialization track: 'Entrepreneurship, Innovation and Strategy'.		
Course code	**Course name**	**EC**
Q3		
201800089	Business Valuation & Corporate Governance	5
	Elective (see Table 1Fb)	5
	Elective (see Table 1Fb)	5
Q4		
201500386	Vision, Strategy and Leadership*	5
201900084	Deception & Persuasion in a Digital Society*	5
201700008	Design & Behaviour Change**	5
Q3/Q4 (TUB) *or* Upon return (UT)		
201400018	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 Studies are applicable (www.utwente.nl/en/examination-board/overview/).
** The Teaching and Assessment regulations of the EER for the MSc programme Industrial Design Engineering are applicable (www.utwente.nl/en/examination-board/overview/).

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

Table 1Fb: Electives MSc-IMES double degree programme		
Course code	**Course name**	**EC**
Q3	*Choose 2 of the following Q3 courses:*	5+5=10
201600015	Strategic Technology Management and Innovation	5
201600155	Global Strategy and Business Development	5
201000087	Entrepreneurial Finance	5

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

Table 1G: **Double degree programme** Philosophy of Science, Technology & Society (PSTS) Students that combine the 2yr PSTS MSc programme with the 1yr MSc BA programme need to fulfill both MSc PSTS and MSc BA requirements. This means that the following courses and electives need to be taken:			
Course code	**Course name**	**EC**	**Quartile**
First year			
201800205	Smart Industry	5	Q1
	MSc PSTS programme	55	
Second year			
201600002	Entrepreneurial Leadership & Responsible Organizational Design	5	Q1
201600011	International Entrepreneurship – a Strategic Technology perspective	5	Q1
201600012	Management of Governance and Innovation and Creativity	5	Q1
201800089	Business Valuation & Corporate Governance	5	Q2
	MSc PSTS programme	10	
201400018	Master Class BA	5	Q3
194100040	Master Thesis BA	25	Q3/Q4

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

Table 1H: Curriculum for UT students started February 2020 and going to L'Aquila for 'Administration, Economics and Finance' double degree in September 2020 / L'Aquila students coming to UT September 2020 The diploma supplement that students receive upon completion of the programme will mention the specialization track: 'Human Resource Management'.		
Course code	**Course name**	**EC**
Q3		
201800089	Business Valuation & Corporate Governance	5
201500087	HRM and Innovation	5
201500088	HRM and Technology Design	5
Q4		
201700035	Qualitative Methods in Business Research	2
201700036	Quantitative and Design Methods in Business Research	3
201500101	Master Thesis BA Part 1	10
2019-2020 Q1/Q2 *or* Upon return (UT)		
201600002	Entrepreneurial Leadership & Responsible Organizational Design	5
201500092	Strategic HR Analytics	5
201500086	Global Talent Management	5
201500102	Master Thesis BA Part 2	15
Total EC		**60**

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

Course code	Course name	EC
Table 1J: Curriculum for UT students going to LUT for MSc-MSM double degree in January/February 2020 / LUT students coming to UT September 2019[5] The diploma supplement that students receive upon completion of the programme will mention the specialization track: 'Purchasing and Supply Management'.
Q1		
201600002	Entrepreneurial Leadership & Responsible Organizational Design	5
201500091	Purchasing Strategy and Systems	5
201500081	Business-to-Business Marketing	5
Q2		
201800089	Business Valuation & Corporate Governance	5
201100054	Supply Chain Management and Innovation	5
	Elective (see Table 1K)	5
Upon return		
201400018	Master class BA	5
194100040	Master Thesis BA	25
Total EC		**60**

Course code	Course name	EC
Table 1K: 2019-2020 Electives LUT double degree programme MSM
Q2	*Choose 1 of the following Q2 courses:*	
201400174	Data Science*	5
192320501	E-Commerce**	5

* The Teaching and Assessment regulations of the EER for the MSc programme Computer Science are applicable (www.utwente.nl/en/examination-board/overview/).

** The Teaching and Assessment regulations of the EER for the MSc programme Business & IT are applicable (www.utwente.nl/en/examination-board/overview/).

Linked to SMM track: Double Degree Programme with Lappeenranta University of Technology (LUT) MIMM

Course code	Course name	EC
Table 1L: Curriculum for LUT students coming to UT September 2019 / UT students started September 2019 and going to Lappeenranta for MIMM double degree in January 2020[5] The diploma supplement that students receive upon completion of the programme will mention the specialization track: 'Strategic Marketing Management'.
Q1		
201600002	Entrepreneurial Leadership & Responsible Organizational Design	5
201600012	Management of Governance and Innovation and Creativity	5
201500081	Business-to-Business Marketing	5
Q2		
201800089	Business Valuation & Corporate Governance	5
	Elective (see Table 1M)	5
	Elective (see Table 1M)	5
Q3/Q4 *or* Upon return (UT)		
201400018	Master class BA	5
194100040	Master Thesis BA	25
Total EC		**60**

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[5] For UT students started in September 2019 going to Lappeenranta per 1 January 2020 distance exams for Q2 exams will be facilitated. The programme in Lappeenranta only starts per 1 January each year.

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

* The Teaching and Assessment regulations of the EER for the MSc programme Computer Science are applicable (www.utwente.nl/en/examination-board/overview/).
** The Teaching and Assessment regulations of the EER for the MSc programme Business & IT are applicable (www.utwente.nl/en/examination-board/overview/).

Alternatives Double Degree Programme's courses
- Master Class BA (201400018)
Students from all cohorts that have 'Master Class BA' (201400018) (5EC) in their study programme can replace this course by two courses, after consulting the study advisor and written approval of the Programme Board:
- Qualitative Methods in Business Research (201700035) (2EC);
- Quantitative and Design Methods in Business Research (201700036) (3EC).

Content of practical exercises/ Master Thesis
The Master's thesis (or Master's project or Master's assignment) is not examined by a single responsible examiner; instead, a Master's committee of two examiners is formed for each individual assignment (for rules on examiners, please see Rules and Guidelines of the Examination Board and the Thesis Manual). The Master's thesis is an individual project, and is evaluated on an individual basis. The Master's thesis assesses the student's competence in the integrated application of the knowledge, comprehension and skills covered in the study units. In the (Appendices of the) MSc BA Thesis Student Manual the thesis assessment matrix is included with all assessment criteria.
        A special regulation on the duration, procedures in case of major problems, and termination of the Master's thesis is included in section 6b. below. Additional rules and regulations are stipulated in the Rules and Guidelines of the Examination Board. More practical information on the Master's assignment is available in the Master's thesis manual, which can be found through the Blackboard site of the Master's assignment BA and via www.utwente.nl/BA/Master.

Combining programmes
It is possible that a student of the MSc BA programme combines the MSc BA programme with another MSc programme from the UT. For both programmes the diploma requirements should be met and the Intended Learning Outcomes for both programmes should be attained.
The following requirements apply to the composition of combined programmes:
- the student must be admitted to both programmes and enrolled in both programmes;
- approval for the MSc BA study programme is required from the Programme Board, the following two criteria will be assessed:
    o   up to a maximum of 5 EC of elective courses can be filled in by a course that is also registered in the study programme of the other MSc programme;
    o   up to a maximum of 5EC of obligatory courses can be also registered in the study programme of the other MSc programme.
- With regard to the thesis:
    o   two separate theses should be handed in, each one specifically for the MSc programme the thesis is written for;
    o   student should formulate different research questions for the two separate MSc programmes;
    o   the standard MSc BA assessment criteria (and form) will be applied to assess the MSc BA thesis.
- The composition of the graduation committee must satisfy the rules of both programs. For the MSc BA you need two official appointed examiners from the MSc BA. See Rules & Guidelines of the Examination Boards BMS article 5.02.
- It is not allowed to finalize the two programmes within a time span shorter than 75% of the total nominal duration.
Guidelines for students to combine UT master's thesis projects will be mentioned in the MSc BA Thesis Manual.

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

Individual Learning Agreements
At the start of their programme all students participating in the programmes mentioned in section 1 should fill in an 'Individual Learning Agreement' (ILA) via an online tool. The ILA includes their choice of Specialization Track, electives and requires a study plan, about which students can consult the study advisor. The ILA deadline is in the first week after the formal starting moment of the student's first quartile. In this ILA the students' individual programme is documented in terms of Table 1A-1M (section 1). Deviations from Table 1A-1M can only be documented in an ILA after approval from the Programme Board. The Programme Board will assess this based on the ILO's and fit with programme goals and content. Any request to change the ILA after the deadline should be addressed to the Programme Board and needs a positive advice from the study advisor.

Students with registered and validated personal circumstances may receive an approval for special individual arrangements in the study programme. Such students must get approval from their study advisor and the Examination Board Management Sciences (see also Rules and Guidelines of the BMS Examination Boards).

Bridging programme
For those students that apply for admission to the MSc Business Administration programme (see section 4a), deficiencies may be present that need to be eliminated before admission to the MSc BA programme can be granted. If these deficiencies can be eliminated within 30EC, as assessed by the Admission Committee, a bridging programme is appointed to the candidates, which is called a pre-master programme. The main objective of such a pre-master programme is to qualify and prepare students for the MSc BA programme. The Admission Committee will send each pre-master candidate a letter or e-mail consisting of the specific courses that need to be finalized within certain conditions (for these conditions, please see section 4a). As mentioned in Article 1.1.1 of the general part of the Education and Examination Regulations, pre-master students will fall under the jurisdiction of the Master EER. In general, most individual pre-master programmes will consist of up to 30EC of courses that are listed here:

Course name	Course code	Study load (EC)	Block	Exam format
Research Methodology and Descriptive Statistics	201300063	5	1A or 2A	Written test, assignments
Inferential Statistics	201300064	5	1B or 2B	Written test, assignments
Academic Writing	192412240	5	1A or 2A	Assignments
Organization Theory	201700037	5	1A or 2A	Written tests, assignments
Global Entrepreneurship & Business	201700039	5	1B or 2B	Written tests, assignments
Researching Strategy & Marketing	201700148	5	1B or 2B	Group assignments, individual assignment.
Strategy, Marketing and Economics	201400064	15	1A	*
High Tech Talent Management in a Global Context	201600001	15	1B	*

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

1b.   Study load of the programme and of each of the units of study

The Master of Science programme in Business Administration at the University of Twente has a study load of 60 EC (1 year, 1680 hours) (see also section 7.4a, paragraph 2, Higher Education and Research Act).

The study load of each of the study units making up the programme is listed in Table 1 above, in the column "EC" (1 EC = 28 hours).

1c.   Other programme-specific characteristics
Nature and structure of the programme
The Master of Science programme in Business Administration is a fulltime programme. It consists of two primary components:
- Required (compulsory) and elective courses. In the standard programme students take these courses in the first and third quartile of their programme (Q1 and Q3 for students who start in September, Q3 and Q1 for students who start in February). Students aspiring for a double 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 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 1E-1M).

Please note: at the University of Twente, each semester is divided into two quartiles. In general in every quartile three courses of 5 EC (3 * 140 hours) are scheduled. Every quartile is closed with two exam weeks. Further information on the academic schedule can be found on the University of Twente's Academic Calendar 2019-2020 here.

Coherence and didactic concept
The MSc BA programme is committed to providing students with a learning environment that facilitates them in achieving the learning objectives and induces a critical and analytical approach that enables them to find solutions to complex problems.

The MSc BA programme views it as extremely important that MSc students develop skills that enable them to work independently and to enhance their personal development. The programme aims to apply teaching methods that are built on a teaching philosophy that emphasizes the role of students as active processors and applicators of knowledge.

Students are thus encouraged to take responsibility for their own learning and development. The role of instructors is therefore to create a developmental learning environment that activates students and facilitates the learning process.

Faculty members offer a diversity of teaching methods (e.g. lectures, tutorials, case studies, group work, seminars) and appropriate methods are chosen to correspond with the aims of the individual courses and the Programme. Further, the diversity of the student population in terms of their learning styles and preferences are taken into account. The staff seek to actively engage students in their learning experiences across all modes of teaching.

1d.   Honours programmes

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

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

2. Aims and Intended Learning Outcomes

2a. Aims of the programme

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

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

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

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

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

2b. Intended Learning Outcomes of the programme

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

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

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, independently:
1.1   formulate problem statements to develop relevant and rigorous research questions with a track-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 track-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 track-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, independently:
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 competences in theory-based practice
2.3   critically evaluate alternative solutions and their implementation
2.4   advise on and design an implementation plan

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

The graduate is able to, independently:
3.1   organize and manage in an international HTHT business context, using academic and professional skills (e.g. communication, project management, teamwork, self-management, organizational sensitivity skills)
3.2   create value for business based on academic competences
3.3   critically reflect on organizational performance including responsible, sustainable and ethical aspects of business
3.4   Identify and develop new competences for life-long professional development towards senior management (advisory) or research positions

During the educational programme the students work with and build knowledge in the programme's Business Administration subdisciplines: Digital Business, Entrepreneurship, Innovation and Strategy, Financial Management, Human Resource Management, International Management, Purchasing and Supply Management, as well as Strategic Marketing.

3.   Examination and exams
3a.   Examination
The programme has one examination, the Master's examination after 1 year. The Master's examination is deemed to have been successfully completed if the exams of the units of study, including the Master's thesis, have been taken successfully.

3b.   Tests: format, assessment
The test formats of each of the courses offered in the programme is shown in Table 3 below. The list is

in alphabetical order (based on the course names). Written exams are individual tests, unless specified otherwise. Some courses are organized by other educational programme, their teaching and assessment regulations will apply, please see Table 1 for identifying these courses.

Table 3: Test formats of the courses of MSc BA

Course name	Course code	Test format
Advanced Topics in Digital Marketing	201500080	Group assignments, individual research paper
Advertising & Consumer Psychology	201800101	Individual written exam
B-B Marketing	201500081	Group assignments, individual research proposal
Brand Management	201700019	Group assignments, written exams
Business Valuation and Corporate Governance	201800089	Group assignment(s), written test
Deception & Persuasion in a Digital Society	201900084	Individual written exam
Change Management & Consultancy in a Global Context	201500083	In-class discussions, group paper, individual report
Corporate Finance for BA	194110070	Written tests (interim, final)
Data Science	201400174	Assignments, exam
Design & Behaviour Change	201700008	Assignment(s)
E-Commerce	192320501	Written exam
Entrepreneurial Finance	201000087	Group assignment, written test
Entrepreneurial Leadership & Responsible Organizational Design	201600002	Group assignments, individual essay
Game Studies in Social Sciences	201900083	Group assignment(s), individual written exam, group presentation
Global Sourcing and Organization	201500085	Group assignments, written test
Global Strategy & Business Development	201600155	Group assignments, individual research paper
Global Talent Management	201500086	Individual essays, group assignment & paper
HRM and Innovation	201500087	Individual assignment & report, group assignments
HRM and Technology Design	201500088	Group assignment & report and paper presentation, written test
Human Centred Design	201800227	group assignment, individual written exam
ICT Management	192360021	Group assignment, written test
Implementation of IT in Organizations	192340101	Group assignment, presentations, and individual assignment
Information Systems for the Financial Services Industry	194105070	Group assignments, written test
International Entrepreneurship – A Strategic Technology Perspective	201600011	Group assignments, individual assignment, written test
Investments and Risk Management	201600013	Group assignment, written test
Management and Governance of Innovation and Creativity	201600012	Individual assignment, weekly statements
Master Class BA	201400018	Group assignment, review of research proposal of peers, research proposal (including oral presentation)
Master's Thesis	194100040	Individual assignment and thesis-report + colloquium
Master's Thesis Part 1	201500101	Individual assignment and research proposal
Master's Thesis Part 2	201500102	Individual assignment and thesis-report + colloquium

Purchasing Management**	191820160	Group assignments, written test
Purchasing Strategy and Systems	201500091	Group assignments, written test
Qualitative Methods in Business Research	201700035	Group assignments, individual assignments
Quantitative and Design Methods in Business Research	201700036	Group assignments, written test
Seminar Purchasing	201600014	Group assignment, written test
Smart Industry	201800205	Group assignment, group presentation/participation, written exam
Social Implications of the Internet	201400191	Assignment(s)
Strategic HR Analytics	201500092	Group research project report and presentation, written open test
Strategic Technology Management and Innovation	201600015	Group project assignment, written test
Supply Chain Management and Innovation	201100054	Group assignment, written test
Sustainable Business Development	201700089	Written exam
Trust & Risk	201800098	Individual written exam
Vision, Strategy and Leadership	201500386	Assignment(s)

The sequence of the exams and practical exercises corresponds with the course sequence as shown in Table 1, which follows the division in quartiles of the UT's academic calendar.
For the following courses students are allowed to follow more tests and exams than mentioned in article 4.5 in the general part of the EER, limited to the number of tests and exams scheduled and provided per academic year:
- Qualitative Methods in Business Research (201700035);
- Quantitative and Design Methods in Business Research (201700036).

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

3c.   Required sequence of exams / Prerequisites

Prior knowledge prerequisites in the MSc in Business Administration are restricted to the phase where the student starts the Master's project that is the methodology and the writing of the Master's thesis. See Tables 4A and 4B for the prerequisites per course.

Table 4A: Prerequisites per course for the standard curriculum

Course name	Course code	Prerequisites
Qualitative Methods in Business Research	201700035	Recommended: 10EC
Quantitative and Design Methods in Business Research	201700036	Recommended: 10EC
Master Thesis BA Part 1	201500101	Obligatory: 10EC + Students are only allowed to start with this course if they are enrolled and actively participated in the courses 'Qualitative Methods in Business Research 201700035' and 'Quantitative and Design Methods in Business Research '201700036'.
Master Thesis BA Part 2	201500102	Obligatory: Total EC's earned of 35EC, including Qualitative Methods in Business Research, Quantitative and Design Methods in Business Research, and Master's Thesis Part 1.

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

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

4. General information

4a. Admission to the programme

A request to be admitted to the programme is assessed by an admission committee headed by/represented by the Programme Board.

The assessment of all applicant skills is based on academic background. In general assessments are done by evaluating three main criteria:
- Sufficient prior academic knowledge in the field of business administration;
- Sufficient academic, research and analytical skills (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 *A Bachelor's degree in Business Administration awarded by a Dutch research university*
Applicants with a Bachelor's degree in Business Administration awarded by a Dutch research university will be admitted to the programme. With regard to proficiency in English, the admissions committee decides whether additional requirements should be set or a diagnostic test should be taken.
b. *Another Bachelor's degree awarded by a Dutch research university*
Applicants with another Bachelor's degree in a related field awarded by a Dutch research university will be admitted after completion of a pre-Master's programme. The admissions committee determines whether or not a pre-Master is appointed and depending on the bachelor programme determines the content of the pre-Master's programme. The applicant must have successfully completed the entire pre-Master's programme within 12 months. Per course of the pre-Master's programme no more than two attempts are permitted to sit the corresponding exam. If the student fails to successfully complete the pre-Master's programme on time, he/she will not be admitted to the Master's Programme.
c. *Another Bachelor's degree awarded by the University of Twente*
Applicants with a Bachelor's degree other than Business Administration awarded by the University of Twente may be admitted to the programme after completion of a pre-Master's programme. The admissions committee determines the content of the pre-Master's programme, depending on the Bachelor's programme. The applicant must have successfully completed the entire pre-Master's programme within 24 months.

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

a. *A Bachelor's degree in a related field awarded by a Dutch university of applied sciences*
Students with a Bachelor's degree in a related field awarded by a Dutch university of applied sciences will be admitted to the Master's programme if:
- they have successfully completed the pre-Master's programme within a period of twelve months. The admissions committee determines the content of the pre-Master's programme.
- Per course of the pre-Master's programme no more than two attempts are permitted to sit the corresponding exam. If the student fails to successfully complete the pre-Master's programme on time, he/she will not be admitted to the Master's Programme.
The admissions committee determines whether or not a pre-Master is appointed, based on:

- Academic Record;
  - o the content of the Bachelor's programme and the institution.
  - o Proficiency in Mathematics A or B at pre-university education level (*Dutch: VWO*), showing analytical skills.
  - o Proficiency in English at pre-university level.
- Curriculum Vitae
- a letter of motivation.

b. *A different Bachelor's degree awarded by a Dutch university of applied sciences*
Applicants with a degree in a non-related field are assessed on an individual basis.
The assessment will be based on:
- Research and academic orientation of the degree programme;
- Prior knowledge in the field of Business Administration;
- Analytical skills, i.e. mathematical skills, which need to be at least Mathematics A or B at pre-university level (Dutch: VWO);
- English proficiency, which needs to be at least at the level of pre-university level (Dutch: VWO);
- Motivation.

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

- Non-Dutch (research) University Degree

The admissions committee will assess Bachelor's degrees awarded by a non-Dutch research university on an individual basis. The assessment of the applicant's competencies will be based on:
- Academic record
  - a [NUFFIC credential evaluation](#);
  - content of the degree (field related);
  - Courses in mathematics, statistics, scientific research knowledge and research methodology.
- IELTS overall band score of at least 6.5 [www.ielts.org](#), or a TOEFL internet-based (TOEFL-iBT) score of at least 90. For candidates that received their Bachelor's degree in a country that ratified the Lisbon Convention, proof of English proficiency at the level of Dutch pre-university would suffice;
- Analytical skills, i.e. mathematical skills, which need to be at least Mathematics A or B at pre-university level (Dutch: VWO) for candidates that received their Bachelor's degree in a country that ratified the Lisbon Convention; for other countries or if the level of mathematics cannot be established, a GMAT test score of at least 600 is required.
- Curriculum Vitae
- a letter of motivation;
- two letters of recommendation

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

4b.   Language of teaching and exams

The MSc in Business Administration is taught in English. This means not only that courses are given in English, but also that all course materials (textbooks, readers, etc.) will be in English, as well as all tests, exams and practical exercises (specifically the Master's project/thesis).

4c. International collaboration

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

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

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

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

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

Section 1a above provides the details on the programme of the MSc in Business Administration at the UT for students opting for one of these double degree possibilities. For more information also see the [website of the programme](#).

4d. Elective options and their related requirements

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

The following tracks are offered in academic year 2019-2020:
- Digital Business (DB);
- Entrepreneurship, Innovation and Strategy (EIS);
- Financial Management (FIN);
- Human Resource Management (HRM);
- International Management (IM);
- Purchasing and Supply Management (PSM);
- Strategic Marketing Management (SMM).

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

4e.   Programme committee (OLC)

The members of the educational programme committee (OLC) are appointed by the Dean of the faculty. The members are recruited from students and teaching staff members of both the Bachelor's programme in International Business Administration and the Master's programme in Business Administration, on an equal basis (50% students and 50% staff members). The most up-to-date composition of the committee can be found at the webpage of the programme committees.

The tasks of the program committee are:
-   Giving advice on the Education and Examination Regulations (EER);
-   Assessing, on a yearly basis, the manner in which the Education and Examination Regulations (EER) are carried out;
-   Giving advice – solicited and/or unsolicited - to the programme board and the Dean on all matters relating to the teaching in the educational programme;
-   To advise (the programme board) on stimulating and ensuring the quality of the degree programme.

Correspondence with the committee goes through boz-ba@utwente.nl.

4f.   Examination Board

The Examination Board is the body that determines in an objective and expert manner whether a student meets the conditions set under the Education and Examination Regulations (EER) concerning the knowledge, comprehension and skills required to obtain a degree. Members of the Examination Board are appointed by the Dean of the faculty.

The Board's main tasks are described in section 5.1 of the common elements of this EER.
More information, including the most up-to-date composition of the Board can be found at the webpage of the Examination Boards.

5.   Transitional arrangements

All students starting per September 2019 and February 2020 need to follow the study programme as described in section 1. The transitional arrangements are for those students who started their study programme in previous academic years. See also transitional arrangements in 'Programme-specific appendix to the EER 2018-2019' and before. These transitional arrangements from prior academic years may be applied to all students started before September 2019.
Please see section 1 of this document to check in which quartile (replacement) courses mentioned in this transitional arrangements will be given in academic year 2019-2020.
For all questions regarding study planning, please contact your study advisor!

General MSc BA
No changes are made that require transitional arrangements.

194108040 Business Development in Network Perspective
This course will not be scheduled from the academic year 2019-2020. Students have the opportunity to take one final exam in quartile 2, in accordance to article 4.5.3 of the 'Education and Examination Regulations for Master programmes BMS'. Instead of this course, students can take:
- any elective course from Table 1 that is not already in the study programme of the student.

6. Additional subjects

6a. Graduation with distinction

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

a. the average mark awarded for the study units of the Master's examination is at least 8.0;
b. in the determination of this average, the study units that were not evaluated with a numerical mark or for which an exemption was granted are not considered;
c. no study unit was evaluated as not passing, and all study units except for the Master's thesis (see sub section d.) were evaluated with a mark of 7 or higher;
d. the mark for the study unit Master Thesis Part 2 (201500102) or Master Thesis BA (194100040) is at least a 8;
e. the length of study is maximal the nominal duration plus 25%. In special cases, the Examination Board may, at its discretion, permit an excess of this time period. Special cases explicitly include (but are not limited to) the circumstances recognized for the allocation of graduation support.

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

6b. Special regulation on the Master's thesis

1) The Master's project (or thesis) constitutes a special form of practical exercise as meant in art. 1 of the EER for Master Programmes BMS (Glossary). Its duration is formally limited by the number of ECs reserved for the project in the respective Master's programme, translated into a corresponding number of weeks (1 EC= 28 hours). At the end of the period thus established, the project is evaluated using a special Master's thesis evaluation form. The project is concluded by a colloquium, where the student presents and defends the results.

2) At the start of the project the student draws up a time schedule for his individual project, based on the maximum duration as indicated in par. 1. This schedule has to be approved by the primary examiner of the project. The start of the project is indicated on the registration form of the project in the university's 'Mobility Online' system. Please mind that this rule to register the start of the project is valid for the variant '194100040 Master Thesis BA' and for '201500102 Master Thesis BA Part 2' (thus not for Master Thesis BA Part 1).

3) In case of major problems or unsatisfactory performance by the student or the supervisors and/or examiners during the project, the Programme Board will decide on the continuation of the project. The student can contest the Programme Board's decision by lodging an objection with the Examination Board.

4) Should the student, in spite of a demonstrably adequate level of the performance by the student and quality of the supervision received, not succeed in completing the final thesis within the agreed period of time, he will be granted extra time to do so. The extra time to be granted will be bound by a limit of 50% of the maximum duration of the project as indicated in par.1. The project's examiners will give clear indications of the elements of the student's work that need to be remediated and the lines along which this may be done.

5) The Programme Board will terminate the Master's project if, after the extra time conceded, the student has not yet successfully completed the final thesis or no 'green light' has been given by the examiners for the colloquium that rounds off the project.

6) After termination of the project as meant in par. 5, the student must file a motivated request to the Programme Board if he wants to start a new Master's project.

7) Additional stipulations concerning the Master's project are included in the Rules & Guidelines of the Examination Board BMS.

6.c Thesis publicly available

As EER article 4.1.3 stipulates, the MSc BA thesis is a public document that will be published in the repository of the library of the University. Students or supervisors may deem it necessary that the thesis will not be published and to make the thesis a confidential document. Please check the Rules and Guidelines of the Examination Board to make such a request. Students or supervisors may deem it necessary to publish the thesis later than the public defense. Students can submit a motivated request to publish the thesis later (maximum two years after the colloquium) at the Programme Board via your study advisor.

6.d Regulations regarding order, calamities and academic offences (fraud)

The Education and Examination Regulation (EER) includes handling of cases of alleged fraud, which is also covered in the Rules and Guidelines of the Examination Board. At the programme level, students are instructed about fraud and plagiarism in several ways. For written exams, MSc BA works with invigilators, external observers and examiners. For written assignment work, MSc BA lecturers and examiners can use a digital fraud scanner. Although re-using one's own work is not considered fraud, submitting work from earlier years is not allowed in the MSc BA programme (no more than 10% use of previous work, keep in mind that referring to it remains necessary). More specific guidelines on re-using own work can be found in 'MSc Business Administration Assessment Policy 2019-2020'. For general rules about calamities and academic offences, like fraud, we refer to the education and examination regulations for master's programmes 2019-2020; appendix: regulations regarding order, calamities and academic offences (fraud).