## 2a. Programme-specific appendix to the TER 2014-2015

for the Master of Science programme

## Business Administration

1. Objectives (TER article. 3.1, subject 1 NVAO accreditation system)

1a Profile of the programme
1b Final attainment targets of the programme (TER, art. 3.1)
1c Level of the programme (facet 2 NVAO accreditation system; TER, article. 3.1 and 3.2, par. 2c)
2. Composition of the programme (TER, art. 3.2)

- The content of the programme and its associated examination (TER, article 3.2, par. 2a)
- Nature of the programme (TER, article 3.2, par. 2g)
- Study load of the programme and of each of the study units making up the programme (TER, article 3.2, par. 2e)
- The exam formats (TER, article 3.2, par. 2h)
- Number and sequence of exams and practical exercises (TER, article 3.2, par. 2f)
- Required sequence of exams (TER, article 3.2, par. 2i)
- Content of the specializations (TER, article 3.2, par. 2b)

3 Organization of the programme (TER, article 3.2, par. 2m)
3a Coherence and didactic concept
3b Elective options
3c Requirements related to electives (TER, article 3.2, par 2 j )
3d Content of practical exercises (TER article 3.2, par. 2d)
4. General information

4a Admission to the programme (TER article 2.1-2.3)
4b Language of teaching and exams (TER article 3.3 and 3.2, par. 2l)
4c Programme committee (OLC) and Examination Board
5. Transitional arrangements (TER, article 3.2 par. $2 k$; TER, article 8.5)

## 1. Objectives

## 1a. Profile of the programme

The Master of Science in Business Administration programme is an academic graduate programme at the master's level, which offers students the opportunity to advance their general business administration knowledge, as well as to develop scientific expertise in one of the following profiles: Financial Management; Human Resource Management; Information Management; Innovation \& Entrepreneurship and Service \& Change Management.

The MSc BA programme aims to provide the student with qualifications for a position appropriate to a master's degree-holder within the practice of business administration. Additionally, the programme also provides its graduates with sufficient qualifications for scientific research in business studies and/or for further study in a research master and/or a PhD.

The profile of the Master's of Science in Business Administration programme can be characterised with the following keywords: scientifically formulated and academically sound; problem-oriented; multidisciplinary; oriented to the organizational environment; innovative and entrepreneurial; internationallyoriented; and, socially-responsible business practices.

## 1b. final attainment targets of the programme

Table 1: Final attainment targets of the MSc programme in Business Administration


#### Abstract

Aims - to provide a broad and in-depth education in business and management that has high academic standards and exposure to real-life business practice; - to deliver students with the state-of-the-art knowledge, skills and attitude in business administration as well as in one of the specialisation areas; - to deliver students with qualifications for a senior executive level position in a company and/or for further study in a Research Master or PhD.


## Intended Learning Outcomes

## 1. Core knowledge

On completion of the MSc programme, our graduates will be able to demonstrate mastery to the forefront of theoretical and practical knowledge and understanding of:
1.1 advanced issues related to business administration and

## 2. Academic competences

On completion of the MSc programme, our graduates will be able to:
2.1 independently and critically describe, structure and analyse complex organisational problems and processes within the career orientation;
2.2 independently apply and/or test current theories, models and methods in the analysis of complex organisational problems and processes within the career orientation;
2.3 independently draw and support reasoned conclusions and recommend solutions of complex organisational problems and processes within the career orientation; 2.4 independently set up and manage complex projects and processes within the career orientation.

## 3. Generic competences

On completion of the MSc programme, our graduates will be able to:
3.1 identify and evaluate all relevant external interactions with organisational decisions; 3.2 systematically collect, assess and analyse information from all relevant sources using advanced means;
3.3 demonstrate all relevant effective individual and inter-personal skills, including learning skills;
3.4 give a structured presentation, both orally and in writing, on a topic in business administration to both specialist and non-specialist audiences.

## 1c. Level of the programme

The final attainment targets listed above comply with the level descriptions of the Dublin descriptors.

## 2. Composition of the programme

The Master's programme has a study load of 60 ECs (1 year, 1680 hours) (see also section 7.4a, paragraph 1, Higher Education and Research Act).

Table 2 shows the study units (courses) making up the programme and the study load in EC ( $1 \mathrm{EC}=28$ hours) per unit. The table also shows the exam format for the academic unit and any applicable prerequisites.

Table 2 Curriculum 2014-2015, MSc in Business Administration
Start Master Business Administration per September 2014

|  |  | EC | exam format | prior knowledge |
| :---: | :---: | :---: | :---: | :---: |
| Q1 |  |  |  |  |
| Compulsory Courses |  |  |  |  |
| 201000008 | Accounting \& Financial Management | 5 | SPSA |  |
| 201200009 | Managing Change \& Human Resources | 5 | PSA |  |
|  | Elective | 5 |  |  |
| Q2 |  |  |  |  |
| Compulsory Courses |  |  |  |  |
| 201200010 | Global Strategy \& Marketing | 5 | SPSA |  |
| 201300075 | Management of Organization, Operations and Technological Innovation | 5 | SPSA |  |
|  | Elective | 5 |  |  |
| Q3 |  |  |  |  |
| 201400018 | Master Class BA | 5 | PSA | $\begin{gathered} \hline \text { Recommended: } \\ 20 \mathrm{EC} \\ \hline \end{gathered}$ |
| 194100040 | Master's thesis | 10 | PSA | Obligatory: <br> Master Class BA + 20 EC |
| Q4 |  |  |  |  |
| 194100040 | Master's thesis | 15 | PSA |  |
| Total EC |  | 60 |  |  |

## Start Master Business Administration per February 2015

|  |  | EC | exam format | prior knowledge |
| :---: | :---: | :---: | :---: | :---: |
| Q3 |  |  |  |  |
| Compulsory Courses |  |  |  |  |
| 201000008 | Accounting \& Financial Management | 5 | SPSA |  |
| 201300075 | Management of Organization, Operations and Technological Innovation | 5 | SPSA |  |
|  | Elective | 5 |  |  |
| Q4 |  |  |  |  |
| Compulsory Courses |  |  |  |  |
| 201200010 | Global Strategy \& Marketing | 5 | SPSA |  |
| 201200009 | Managing Change \& Human Resources | 5 | PSA |  |
|  | Elective | 5 |  |  |
| Q1 |  |  |  |  |
| 201400018 | Master Class BA | 5 | PSA | $\begin{aligned} & \text { Recommended: } \\ & 20 \mathrm{EC} \\ & \hline \end{aligned}$ |
| 194100040 | Master's thesis | 10 | PSA | $\begin{aligned} & \text { Obligatory: } \\ & \text { Master Class BA }+20 \\ & \text { EC } \end{aligned}$ |
| Q2 |  |  |  |  |
| 194100040 | Master's thesis | 15 | PSA |  |
| Total EC |  | 60 |  |  |


| Start Master Business Administration per September 2014 - TU Berlin Students |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  |  | EC | exam <br> format | prior knowledge |
| Q1 |  |  |  |  |
| $\begin{gathered} 201200008 \\ \text { OR } \\ 201000087 \\ \hline \end{gathered}$ | Accounting \& Financial Management OR <br> Entrepreneurial Finance | 5 | PSS |  |
| 201200009 | Managing Change \& Human Resources | 5 | PSA |  |
|  | Elective | 5 |  |  |
| Q2 |  |  |  |  |
|  | Elective | 5 |  |  |
|  | Elective | 5 |  |  |
|  | Elective | 5 |  |  |
| Q3 |  |  |  |  |
| 201400018 | Master class BA | 5 | PSA | Recommended: $20 \text { EC }$ |
| 194100040 | Master's thesis | 10 |  | $\begin{gathered} \text { Obligatory: } \\ \text { Master Class BA }+20 \\ \text { EC } \\ \hline \end{gathered}$ |
| Q4 |  |  |  |  |
| 194100040 | Master's thesis | 15 |  |  |
| Total EC |  | 60 |  |  |

Key to exam formats:
S written exam
PS practical exercise(s) with written report
PSA practical exercise(s) with written report and oral discussion
SPSA written exam and practical exercise(s) with written report and oral discussion
PSS practical exercises or assignments, written and/or oral evaluation thereof, written exams. The
examination may only be sat if the practical exercises have been performed and the report of the practical exercises has been evaluated as passing.
PSM as PSS, but generally with oral exam.

## 3. Organization of the programme

## 3a. 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.

## 3b. Elective options

Students can set a profile by means of elective courses and the choice of the Master's thesis. The following profiles are offered:

- Innovation \& Entrepreneurship (INN\&ENT);
- Service \& Change Management (SCM);
- Human Resource Management (HRM);
- Financial Management (FM);
- Information Management (INF).

Profiles will not be mentioned on the diploma(-supplement).
Each quartile the student has to choose one elective. In the table below the elective packages belonging to the different profiles are given.
Students from the MSc. BA programme are advised to choose the two electives from one of these profiles. However, the student is free to choose from different profiles.

Students from the double degree programme entering from the TU Berlin have to choose one elective in the first and three electives in the second quartile. The possible electives are given in the final part of the table below.

| Electives Master Business Administration |  |  |  | Quartile |
| :---: | :--- | :---: | :---: | :---: |
| Code | Course Name | 1 |  |  |
| Profile Innovation \& Entrepreneurship | 2 |  |  |  |
| 194108040 | Business Development in Network Perspective, OR | 2 |  |  |
| 194108030 | Principles of Entrepreneurship | 3 |  |  |
| 20110054 | Supply Chain Management and Innovation | 4 |  |  |
| 194111500 | Innovation and Technology Dynamics |  |  |  |
| 201000156 | International Entrepreneurship |  |  |  |


| Profile Financial Management |  |  |
| :---: | :---: | :---: |
| 201000087 | Entrepreneurial Finance | 1 and 3 |
| 194110070 | Corporate Finance for BA | 2 and 4 |
| 194105070 | Information Systems for the Financial Services Industry | 4 |
| Profile Human Resource Management |  |  |
| 193140040 | Design of Work Systems \& Employment Relations | 1 |
| 194120090 | Managing Human Resource Flows | 2 |
| 194120130 | Transformation of the HR Function with IT | 3 |
| 194120140 | HRM, Innovation and Entrepreneurship | 4 |
| Profile Service \& Change Management |  |  |
| 193190000 | Managing Service Organizations | 1 |
| 193140040 | Design of Work Systems \& Employment Relations | 1 |
| 194115030 | Professional Service Provision | 2 |
| 192340101 | Implementation of IT in Organizations | 3 |
| 194120130 | Transformation of the HR Function with IT | 3 |
| 194105070 | Information Systems for the Financial Services Industry | 4 |
| Profile Information Management |  |  |
| 192350200 | E-strategizing | 1 |
| 201100051 | Information Services | 2 |
| 192340101 | Implementation of IT in Organizations | 3 |
| 194120130 | Transformation of the HR Function with IT | 3 |
| 194105070 | Information Systems for the Financial Services Industry | 4 |

Students from the double degree programme entering from the TU Berlin have to choose one elective in the first and three electives in the second quartile. The possible electives are given below.

Electives Double Degree TU Berlin

| 194108040 | Business Development in Network Perspective | 1 |
| :---: | :--- | :---: |
| 201000087 | Entrepreneurial Finance | 1 |
| 193140040 | Design of Work Systems \& Employment Relations | 1 |
| 201100051 | Information Services | 2 |
| 194108030 | Principles of Entrepreneurship | 2 |
| 201100054 | Supply Chain Management and Innovation | 2 |
| 201200061 | Philosophy and History of Science and Technology | 2 |

## 3c. Requirements related to electives

Students from the MSc. BA programme (TU Berlin students excluded) are advised to choose the two electives from one of these packages. However, the student is free to choose from different packages.

## 3d. Content of practical exercises

A practical exercise is a study unit or a component of a study unit whereby the emphasis is on the student's activity, such as:

- preparing a literature review, a paper or a 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 a study 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 Blackboard at the beginning of the programme.

The Master's assignment (or Master's project or Master's thesis) is not supervised by a single responsible instructor; instead, a Master's committee is assembled for each assignment. The Master's project is an individual project, and 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 manual, which can be found through the Blackboard site of the Master's assignment BA.

## 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 director.

The assessment of all applicant skills is based on academic background. The regulations for the different educational backgrounds are:

## - Dutch Research University Degree

a A Bachelor's degree in Business Administration awarded by a Dutch 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 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 awarded 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 ${ }^{1}$
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. For information concerning the admission: http://master.utwente.nl/ba/toelating/doorstroom.doc/

## - Degree from 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 to the Master's programme if:

- they have successfully completed the pre-Master's programme within a period of twelve months ${ }^{2}$. The admissions committee determines the content of the pre-Master's programme.

[^0]The admissions committee determines whether or not a pre-Master is awarded, based on:

- Academic Record;
- the content of the Bachelor's programme and the institution.
- Proficiency in Mathematics A or B at pre-university education level (Dutch: VWO)
- Proficiency in English at pre-university level (Dutch: VWO)
- Curriculum Vitae
- a letter of motivation.
b. A different Bachelor's degree awarded by a Dutch University (college) for higher professional education
Applicants with a degree in a non-related field are assessed on an individual basis.
For more information about the admission criteria for Bachelor's degrees from Dutch universities for higher professional education see the website.


## - Non-Dutch University Degree

The admissions committee will assess Bachelor's degrees awarded by a non-Dutch university on an individual basis. The assessment of the applicant's competencies will be based on:

- Academic record
- a NUFFIC credential evaluation;
- content of the degree (field related);
- Courses in mathematics, statistics and scientific research knowledge
- IELTS overall band score of at least 6.5 www.ielts.org, or a TOEFL internet-based (TOEFLiBT) score of at least 90
- Curriculum Vitae
- a letter of motivation;
- two letters of recommendation
- a GMAT test score of at least 600 .

For more information about the admission criteria for Bachelor's degrees from non-Dutch universities see the website.

## 4b. Language of teaching and exams

The Master's programmes are taught in English. This means not only that courses are given in English, but the course materials (textbooks, readers, etc.) will be in English, as well as all exams and practical exercises (projects and assignments) and the Master's assignment.

To safeguard the quality of teaching and examination in the English language, MG has taken the following measures:

- An assessment is made of all MG teaching staff and examiners as to their command of the English language. If their IELTS score is slightly below the established minimum level, they will be allowed a remediation period. Failing to meet the standard after this period will lead to exclusion from the English-language programme. Any newcomers will be assessed upon their entry.
- Inclusion of specific demands on their proficiency in the English language in the admission requirements for the MG English language programmes, wherever a sufficient command is not warranted by the candidates' prior education.


## 4c. International cooperation

A double degree programmes has been developed in cooperation with Technische Universität Berlin from Germany.

- Master Innovation Management and Enterpreneurship (2 years): double degree MSc Business Administration University of Twente (The Netherlands) and Technische Universität Berlin (Germany).


## 4d. Programme committee (OLC) and Examination Board

The members of the educational programme committee (OLC) are appointed by the Dean of the faculty every (two) year(s) (faculty regulations article 13). The most up-to-date composition of the committee can be found at the webpage of the programme committees. Correspondence with the committee goes through olcsecretaris@mb.utwente.nl. For more information contact the administration office on (053 489)3200.

Members of the Examination Board are appointed by the Dean of the faculty every two years (faculty regulations article 12). The most uo-to-date composition of the Board can be found at the webpage of the Examination Boards. Correspondence with the Boards goes through mastersgriffiemb@utwente.nl. For more information contact the administration office on (053 489)3200.

## 5. Transitional arrangements

## Master Class BA (201400018)

Those who were registered as a MSc. BA student in the academic year 2013-2014 or earlier and who participated in one of the master classes below but did not finish or did not start at all, have to take the course Master Class BA (201400018) from the academic year 2014-2015 onwards:

- Master Class Financial Management (1941100080)
- Master Class Human Resource Management (194115060)
- Master Class Information Management (194105060)
- Master Class Innovation \& Entrepreneurship (194120120)
- Master Class Service Management (194119050)


## Master's Thesis (194100040)

Those who were registered as a MSc. BA student in the academic year 2013-2014 or earlier may start with their Master's Thesis (194100040) when they have obtained 20 EC in courses of the MSc. BA programme.

Two electives in the profile Financial Management will not be offered in 2014-2015

- Risk Management (201000234)

Students who were registered for the Business Administration programme prior to the academic year 2014/2015 and who did actively participate but did not successfully pass the exam are given two additional attempts for the course Risk Management in the academic year 2014/2015.

- Financial Accounting (191861641)

Students who were registered for the Business Administration programme prior to the academic year 2014/2015 and who did actively participate but did not successfully pass the exam are given two additional attempts for the course Financial Accounting in the academic year 2014/2015.

Two electives in the profile Human Resource Management are rescheduled:

- HRM, Innovation and Entrepreneurship (194120140) will now be scheduled in Q4 instead of Q1.
- Design of Work Systems \& Employment Relations (193140040) will now be scheduled in Q1 instead of Q4.

Two elective courses will be offered twice in 2014-2015:

- Corporate Finance (Q1 en Q3)
- Entrepreneurial Finance (Q2 en Q4)


[^0]:    ${ }^{1}$ 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.
    ${ }^{2}$ As note 5 .

