

# Teaching and Examination Regulations

## School of Business and Economics

### Executive Education

#### Master's programmes in

Business Administration (part-time)

Executive Master Finance & Control

Executive MBA: Leading with Purpose

Geographic Information Sciences

IT Audit, Compliance & Advisory

Marketing (part-time)

MBA in International Business

Verandermanagement

#### Academic year 2024-2025

A. Faculty section model

B1. Programme-specific section model

B2. Programme-specific content of programme model

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## Section A: Faculty section

### 1. General provisions

#### Article 1.1 Applicability of the Regulations

1. These Regulations apply to anyone enrolled in the programme, irrespective of the academic year in which the student was first enrolled in the programme.	Advice OLC, approval FGV (9.38 sub b)
2. These Regulations enter into force on 1 September 2024.	Advice OLC, approval FGV (9.38 sub b)
3. An amendment to the Teaching and Examination Regulations is only permitted to concern an academic year already in progress if this does not demonstrably damage the interests of students.	Advice OLC, approval FGV (9.38 sub b)

#### Article 1.2 Definitions

The following definitions are used in these Regulations (*in alphabetical order*):

- a. academic year: the period beginning on 1 September and ending on 31 August of the following calendar year;
- b. EC (European Credit): a course credit with a workload of 28 hours of study;
- c. examination: an assessment of the student's knowledge, understanding and skills relating to a unit of education. The assessment is expressed in terms of a final mark. An examination may consist of one or more partial examinations. A resit always covers the same material as the original examination. An examination can be completed in writing, orally or in another way;
- d. final examination: A Master's programme consists of a Master's examination;
- e. internship: period spent working in professional practice as part of a study programme;
- f.1 joint degree: a degree awarded by an institution together with one or more institutions in the Netherlands or abroad, after the student has completed a study programme (a degree programme, a specialisation or a specific curriculum within a degree programme) for which the collaborating institutions are jointly responsible;
- f.2 double degree: partnership between two study programmes, either within the institution or with another educational institution inside or outside the Netherlands, whereby students complete all or part of both study programmes and obtain two diplomas on the basis of agreements regarding the mutual recognition of the programme (replacement courses);
- g. period: a part of a semester;
- h. practical exercise: participation in a practical training activity or other educational learning activity, aimed at acquiring certain (academic) skills. Examples of practical exercises are:
- researching and writing a thesis or dissertation

- carrying out a research assignment
  - taking part in fieldwork or an excursion
  - taking part in another educational learning activity aimed at acquiring specific skills (e.g. participating in an in-class quiz), or
  - participating in and completing a work placement;
- i. programme: the totality and cohesion of the units of education, teaching activities/methods, contact hours, testing and examination methods and recommended literature;
- j. SAP/SLM: the student information system (*Student Lifecycle Management*);
- k. semester: the first (September - January) or second half (February - August) of an academic year;
- l. specialisation: optional route of study within a degree programme indicating a deepening of the context of the programme (e.g. interdisciplinary or multidisciplinary);
- m. student statute: sets out the rights and responsibilities of students on the one hand, and of Vrije Universiteit Amsterdam on the other hand, including those derived from the law and those derived from university regulations. The Executive Board (CvB) officially confirms the student statute once its completeness has been approved by the University Student Council (USC);
- n. student: person studying;
- o. study guide: the guide for the study programme that provides further details of the courses, provisions and other information specific to that programme. The study guide is available online at <https://www.vu.nl/studiegids> or on [Canvas](#);
- p. study monitor: dashboard for students and academic advisers containing data pertaining to the student, including the student's study progress;
- q. subject: see u. 'unit of education';
- r. thesis: a unit comprising research into the literature and/or a contribution to scientific research, always resulting in a written report;
- s. track: a study pathway within a broader Bachelor's or Master's degree; programme, such as a fully English-language study pathway within a Dutch-language Bachelor's or Master's programme;
- t. unit of education: a unit of study of the programme within the meaning of the WHW;
- u. university: Vrije Universiteit Amsterdam;
- v. WHW: the Dutch Higher Education and Research Act (Wet op het Hoger Onderwijs en Wetenschappelijk Onderzoek (WHW)).
- w. workload: the workload of the unit of education to which an examination applies, expressed in terms of credits = EC credits (ECTS = European Credit and Transfer Accumulation System). The workload for 1 year (1,680 hours) is 60 EC credits.

The other terms have the meanings ascribed to them by the WHW.

## 2. Study programme structure

### Article 2.1 Structure of academic year and units of education

1. Each programme has the academic structure as described in part B.	Ordinance CvB, see Appendix III
2. Part B describes the weight of the units of education comprises in EC.	Ordinance CvB, see Appendix III

## 3. Assessment and examination

### Article 3.1 Signing up for education and examinations

1. Every student must sign up to participate in the programme. In all cases, students are enrolled for all education, examinations and resits to which the enrolment applies. The procedure for signing up is described on the website.	Ordinance CvB, see Appendix III
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### Article 3.2 Type of examination

1. At the examiner's request, the Examination Board may permit a different form of examination than is stipulated in the study guide.	Advice OLC, approval FGV (7.13 l)
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### Article 3.3 Oral examinations

1. No more than one student will be examined orally at a time, unless specified otherwise in part B for the relevant unit of education or in the course manual.	Advice OLC; approval FGV (7.13 l and n)
2. A second examiner is present when an oral examination is being held, unless the Examination Board has determined otherwise. The oral examination takes place at a time and location to be determined by the examiner within the regular timetable, on campus or online. At the request of the student, and with the approval of the examiners, an audio recording can be made. Should the second examiner not be available unexpectedly, an audio recording of the oral exam can be made. This audio recording is retained by the university for the retention period applicable for examinations.	Advice OLC; approval FGV (7.13 l and n)

### Article 3.4 Determining and announcing results

1. The examiner determines the result of a written examination within twenty working days. The marking deadline for theses and final assignments is no longer than twenty working days after submission, unless otherwise described in the thesis manual. The examiner will then immediately ensure that the marks are registered and also ensures that the student is immediately notified of the mark, taking due account of the applicable confidentiality standards.	Ordinance CvB, see Appendix III
2. The examiner determines the result (i.e. mark) of an oral examination as soon as possible, but at the latest within two working days after the examination has finished and informs the student accordingly. The third clause of the first paragraph of this article applies.	Advice OLC; approval FGV (7.13 o)

3. In the case of assessments other than oral or written examinations, the Examination Board determines in advance how and by what deadline the student will be informed of the results.	Advice OLC; approval FGV (7.13 o)
4. If, as a result of exceptional circumstances, the examiner is likely to exceed the deadline, they can put a request for an extension of the revision period to a maximum of 25 days to the Examination Board, stating reasons. If the Examination Board approves the delay the examiner will then ensure that the students are informed of the new deadline.	Advice OLC; approval FGV (9.38 sub b)

### Article 3.5 Examination opportunities

1. a. Per academic year, two opportunities to take examinations will be offered for each unit of education. b. By way of exception to a., the options for retaking practical exercises, work placements and theses are detailed in the relevant work placement manual, course manual or teaching and examination regulations. c. By way of exception to a., there will only be a resit for a partial examination when this forms such a substantial part of the unit of education that without it the unit cannot be passed.	Ordinance CvB, see Appendix III
2. The most recent mark will apply in the event of a resit. A resit is allowed for both passed and failed units of education.	Ordinance CvB, see Appendix III
3. The resit for an examination may not take place within ten working days of the announcement of the results for the original examination.	Advice OLC; approval FGV (7.13 j)
4. The Examination Board may allow a student an extra opportunity to sit an examination if that student: a) lacks only those credits to qualify for their degree; and b) has failed the examination during all the previously offered attempts unless participation in an examination was not possible for compelling reasons; and c) there is no regular opportunity to take the examination within 6 months. The extra opportunity can only be offered if it concerns a written examination, a paper or a take home examination. This provision excludes the practical exercises and the Master's thesis. Requests for an additional examination opportunity must be submitted to the Examination Board no later than 1 July. If necessary, the method of examination may deviate from the provisions in the study guide.	Ordinance CvB, see Appendix III
5. If a unit of education is no longer offered, at least one additional opportunity will subsequently be provided to sit the examination(s) or parts thereof and a transitional arrangement will be included in Section B.	Advice OLC, approval FGV (7.13 j)

### Article 3.6 Marks

1. Grades are given on a scale from 1 to 10 with no more than one figure after the decimal point.	Ordinance CvB, see Appendix III
2. A final mark between 5 and 6 will be rounded to the nearest whole number: final marks below 5.50, rounded down; final marks of 5.50 or higher, rounded up. All other final marks will be expressed in whole or half marks.	Ordinance CvB, see Appendix III
3. To pass a given course or unit, a final mark of 6 or higher is required.	Ordinance CvB, see Appendix III
4. The Examination Board can allow the use of symbols rather than numbers.	Ordinance CvB, see Appendix III

### Article 3.7 Exemption

<p>1. At the written request of the student, the Examination Board may exempt the student from taking one or more examination components, if they:</p> <ol style="list-style-type: none"> <li>have either passed a unit of education at a university or university of applied sciences (HBO) or a research university (WO) that is equivalent in terms of content and level;</li> <li>or have demonstrated through their work and/or professional experience that they have sufficient knowledge and skills with regard to the relevant unit of education.</li> </ol>	<p>Advice OLC; approval FGV (7.13 r)</p>
<p>2. The Master's thesis is excluded from this exemption possibility.</p>	<p>Advice OLC; approval FGV (9.38 sub b)</p>

### Article 3.8 Validity period for results

<p>1. The validity period of examinations passed and exemption from examinations is unlimited, unless otherwise specified in Section B.</p>	<p>Legal provision</p>
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### Article 3.9 Right of inspection and post-examination discussion

<p>1. Within twenty working days after the announcement of the results of a written examination, but at least ten working days before the resit opportunity for that examination, the student can submit a request to inspect their graded examination.</p>	<p>Advice OLC; approval FGV (7.13 p and q)</p>
<p>2. Students can view the questions and assignments set in the written examination, and the standards applied when assessing the examination, within the period specified in 3.9.1.</p>	<p>Advice OLC; approval FGV (7.13 q)</p>
<p>3. The examiner determines whether the inspection takes place collectively or individually. In all cases, the time and place of the inspection is announced in the course manual or learning environment (e.g. Canvas).</p>	<p>Advice OLC; approval FGV (7.13 q)</p>
<p>4. Students are entitled to feedback on their academic performance. The manner in which this is provided in each unit of education is described in the course manual. Feedback is provided at a time and location to be determined by the examiner within the regular timetable, on campus or online.</p>	<p>Advice OLC; approval FGV (7.13 p and q)</p>

## 4. Academic student counselling and study progress

### Article 4.1 Administration of study progress and academic student counselling

<p>1. The faculty board is responsible for the correct registration of the students' study results. After the assessment of a unit of education has been registered, every student has the right to inspect the result for that component and also has a list of the results achieved at their disposal in VU.nl Dashboard.</p>	<p>Advice OLC; approval FGV (7.13 u)</p>
<p>2. Enrolled students are eligible for academic student counselling.</p>	<p>Advice OLC; approval FGV (7.13 u)</p>



#### Article 4.2 Facilities for students with a disability or impairment

1. Students with a disability or impairment , can submit a request via VU.nl Dashboard to qualify for one or more special facilities with regard to teaching, practical exercises and examinations. These facilities will accommodate the student's individual disability or impairment as much as possible, but may not alter the quality or degree of difficulty of a unit of education or an examination. In all cases, the student must fulfil the exit qualifications for the study programme.	Advice OLC; approval FGV (7.13 m)
2. The request referred to in the first paragraph must be accompanied by a statement from a doctor or psychologist. If possible, an estimate should be given of the potential impact on the student's study progress. In case of a chronic disability a single (one time) request suffices.	Advice OLC; approval FGV (7.13 m)
3. Students who have been diagnosed with dyslexia must provide a statement from a BIG-, NIP- or NVO-registered professional who is qualified to conduct a psychological evaluation.	Advice OLC; approval FGV (7.13 m)
4. The faculty board, or the person acting on behalf of the faculty board, decides on teaching facilities and facilities regarding logistics. The Examination Board will decide on requests for facilities with regard to examinations.	Advice OLC; approval FGV (7.13 m)
5. In the event of a positive decision in response to a request as referred to in paragraph 1, the student can make an appointment with the supporting staff of the programme to discuss the details of the provisions.	Advice OLC; approval FGV (7.13 m)
6. A request for one or more facilities can be refused if it would place a disproportionate burden on the organisation or the resources of the faculty or university were it upheld. Any such refusal will be substantiated.	Advice OLC; approval FGV (7.13 m)
7. If the disability or impairment justifies an extension of the examination time, the responsible person on behalf of the Examination Board will register in SAP this entitlement to an extension. If a disability or impairment justifies other measures to be taken, the academic adviser can take the necessary measures. The student can consult the study monitor to check which facilities have been granted to them.	Advice OLC; approval FGV (7.13 m)
8. The decision as referred to in paragraph 5 may specify a limited validity of the facilities granted.	Advice OLC; approval FGV (7.13 m)

## 5. Hardship clause

### Article 5.1 Hardship clause

In instances not regulated by the Teaching and Examination Regulations or in the event of demonstrable extreme unreasonableness or unfairness, the faculty board responsible for the study programme will decide, unless the matter concerned is the responsibility of the Examination Board.	Advice OLC; approval FGV (9.38 sub b)
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## Section B1: Programme-specific section

### 6. General programme information and characteristics

#### Article 6.1 Study programme information

<p>1. The MSc programmes          Business Administration (CROHO number 75017)          Executive Master of Finance &amp; Control (CROHO number 75019)          Executive MBA: Leading with Purpose (CROHO number 75153)          Geographical Information Sciences (CROHO number 75040)          IT-Audit, Compliance &amp; Advisory (CROHO number 75129)          Marketing (CROHO number 60048)          MBA in International Business (CROHO number 75152)          Verandermanagement (CROHO-number 75123)          are offered on a part-time basis.</p>	Advice OLC; approval FGV (7.13 u)
<p>2. The part-time programmes have the following nominal duration of study :</p> <ul style="list-style-type: none"> <li>- Business Administration: 2 or 2.5 years, depending on the start date and on the specialization.</li> <li>- Executive Master of Finance &amp; Control: 2 years</li> <li>- Executive MBA: Leading with Purpose: 1.5 years</li> <li>- Geographical Information Sciences : 3 years</li> <li>- IT-Audit, Compliance &amp; Advisory: 2 years or 2.5 years, depending on previous studies (see Article 8.1)</li> <li>- Marketing: 2 years</li> <li>- MBA in International Business: 1.5 years</li> <li>- Verandermanagement: 2 years</li> </ul>	Advice OLC; approval FGV (7.13 u)

#### Article 6.2 Teaching formats used and modes of assessment

<p>1          . The programme uses the teaching formats as specified in the study guide.</p>	Advice OLC; approval FGV (7.13 x)
<p>2. The modes of assessment used per unit of education are specified in the study guide.</p>	Advice OLC; approval FGV (7.13 l)

### 7. Further admission requirements

#### Article 7.1 Intake date(s)

<ul style="list-style-type: none"> <li>- Business Administration: 1 September and on 1 February</li> <li>- Executive Master Finance &amp; Control: 1 September and on 1 February</li> <li>- Executive MBA: Leading with Purpose: 1 September</li> <li>- Geographical Information Sciences : 1 September</li> <li>- IT Audit, Compliance &amp; Advisory: 1 January or 1 September, depending on previous studies (see Article 8.1)</li> <li>- Marketing: 1 September</li> <li>- MBA in International Business: 1 September</li> <li>- Verandermanagement: 1 February</li> </ul>	Advice OLC, Approval FGV (9.38 sub b)
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## Article 7.2 Admission requirements

1. Admission to the Master's programme is possible for an applicant who has a confirmation of admission, issued by or on behalf of the Faculty Board because they have demonstrated that they meet the knowledge, understanding and skills requirements as stipulated in the admission requirements published on the website of the VU.	Advice OLC, approval FGV (9.38 sub b)																		
2. The programme's Admissions Board will investigate whether the applicant meets the admission requirements.	Advice OLC, approval FGV (9.38 sub b)																		
3. Applicants with a Bachelor's or Master's degree obtained at an institution outside the Netherlands may be asked for additional methods to prove that they meet the admission requirements.	Advice OLC, approval FGV (9.38 sub b)																		
<p>3a. For all programmes, except for IT Audit, Compliance &amp; Advisory, Geographical Information Sciences, Executive MBA: Leading with Purpose, MBA in International Business, and the English track of the Executive Master in Finance and Control, applicants who have completed a prior programme of education in a language other than Dutch which entitles them to admission must demonstrate adequate command of the Dutch language, which can be evidenced by successful completion of:</p> <ul style="list-style-type: none"> <li>- The official Dutch as a Second Language Programme II (NT2-II);</li> <li>- The Inter-university Dutch Language Admission Test (ITN);</li> <li>- Certificate of Dutch as a Second Language (CNaVT), [profile 'Educatief Professioneel' (EDUP) C1] or ['Educatief Startbekwaam' (SRTR)B2];</li> <li>- Foreign final school examinations accepted by Vrije Universiteit Amsterdam, which included the Dutch language.</li> </ul> <p>Those who have been admitted to a Dutch-language study programme based on a diploma obtained abroad and who have successfully completed level 4 of VWO or higher with a pass grade in Dutch are exempted from the language requirement.</p>	Advice OLC, approval FGV (9.38 sub b)																		
<p>3b. For Executive MBA: Leading with Purpose, and MBA in International Business, applicants should demonstrate that they have a sufficient level of proficiency in English by meeting at least one of the following standards, no more than two years before the start of the programme:</p> <table border="1" data-bbox="268 1328 991 1485"> <thead> <tr> <th></th> <th>General score</th> <th>Minimum Score Speaking</th> <th>Minimum Score Listening</th> <th>Minimum Score Reading</th> <th>Minimum Score Writing</th> </tr> </thead> <tbody> <tr> <td>IELTS</td> <td>6.5</td> <td>6.0</td> <td>6.0</td> <td>6.0</td> <td>6.5</td> </tr> <tr> <td>TOEFL (IBT)</td> <td>92</td> <td>18</td> <td>12</td> <td>13</td> <td>22</td> </tr> </tbody> </table>		General score	Minimum Score Speaking	Minimum Score Listening	Minimum Score Reading	Minimum Score Writing	IELTS	6.5	6.0	6.0	6.0	6.5	TOEFL (IBT)	92	18	12	13	22	Advice OLC, approval FGV (9.38 sub b)
	General score	Minimum Score Speaking	Minimum Score Listening	Minimum Score Reading	Minimum Score Writing														
IELTS	6.5	6.0	6.0	6.0	6.5														
TOEFL (IBT)	92	18	12	13	22														
<p>3c. For Geographical Information Sciences applicants should demonstrate that they have a sufficient level of proficiency in English by meeting at least one of the following standards, no more than two years before the start of the programme:</p> <table border="1" data-bbox="268 1615 991 1767"> <thead> <tr> <th></th> <th>General score</th> <th>Minimum Score Speaking</th> <th>Minimum Score Listening</th> <th>Minimum Score Reading</th> <th>Minimum Score Writing</th> </tr> </thead> <tbody> <tr> <td>IELTS</td> <td>7.0</td> <td>7.0</td> <td>7.0</td> <td>7.0</td> <td>7.0</td> </tr> <tr> <td>TOEFL</td> <td>100</td> <td>20</td> <td>20</td> <td>19</td> <td>22</td> </tr> </tbody> </table>		General score	Minimum Score Speaking	Minimum Score Listening	Minimum Score Reading	Minimum Score Writing	IELTS	7.0	7.0	7.0	7.0	7.0	TOEFL	100	20	20	19	22	
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IELTS	7.0	7.0	7.0	7.0	7.0														
TOEFL	100	20	20	19	22														
<p>4. Exemptions from the requirements in section 3b apply to candidates who:</p> <ul style="list-style-type: none"> <li>- completed an English-taught secondary or higher education degree in Canada, the United States, the United Kingdom, Ireland, New Zealand or Australia or</li> <li>- have earned a Bachelor's or Master's degree in an English-taught programme accredited by NVAO in the Netherlands; or</li> <li>- have earned a Bachelor's or Master's degree in an accredited English-taught programme; or</li> </ul>	Advice OLC, approval FGV (9.38 sub b)																		

<ul style="list-style-type: none"> <li>- have obtained a Cambridge Certificate of Proficiency in English (CPE) or a Cambridge Certificate of Advanced English (CAE) with at least a score of A, B or C; or</li> <li>- have earned a VWO diploma or equivalent diploma in which English of a comparable level is required.</li> </ul>	
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**Article 7.3 Pre-Master's programme (only for applicants for the Masters Business Administration; Geographical Information Sciences; IT-Audit, Compliance and Advisory; Marketing; and Verandermanagement)**

<p>1. Applicants for the Masters Business Administration; Geographical Information Sciences; IT-Audit, Compliance and Advisory; Marketing; and Verandermanagement with a Bachelor's degree of a university of applied science (HBO) or a Bachelor's degree from an institution of academic higher education who wish to enter the programme but do not fulfil the admission requirements as stipulated in Article 7.2 can request admission to the pre-Master's programme. Article 2 of these Teaching and Examination Regulations does not apply to admission to a bridging or pre-Master's programme. The provisions of sections A and B only apply to the extent that they are described in this article. Information about the programme from part B2 applies, insofar as it concerns the units of education from the pre-Master's programme.</p>	<p>Advice OLC; approval FGV (9.38 sub b)</p>
<p>2. The general final attainment levels of the pre-Master's programme are:</p> <ol style="list-style-type: none"> <li>a. Knowledge of and insight into:             <ol style="list-style-type: none"> <li>i. processes and phenomena in the selected domain;</li> <li>ii. theories in the selected domain;</li> <li>iii. research methodology.</li> </ol> </li> <li>b. Being capable of:             <ol style="list-style-type: none"> <li>i. presenting an academic argument (verbal and written);</li> <li>ii. critically analyzing the professional literature;</li> <li>iii. assessing research results in terms of reliability, validity and practicability;</li> <li>iv. analyzing and interpret data.</li> </ol> </li> <li>c. Show evidence of:             <ol style="list-style-type: none"> <li>i. a critical view of widespread assumptions in society;</li> <li>ii. intellectual integrity;</li> <li>iii. a scientific attitude, i.e. a preparedness to test assumptions and theories.</li> </ol> </li> </ol>	<p>Advice OLC; approval FGV sub b)</p>
<p>3. Admission to the pre-master programme is possible on the basis of Bachelor's degree from an accredited institute of Higher Education or equivalent and with sufficient relevancy or comparable international programme (deemed equivalent by NUFFIC).</p>	
<p>4. The programmes, their components and the examination format used in each component are listed on Canvas.</p>	<p>Advice OLC, approval FGV (9.38)</p>
<p>5. The Pre-Master's programme has a study load of:</p> <ul style="list-style-type: none"> <li>- Business Administration: determined by the admission committee</li> <li>- Geographical Information Sciences: 12 EC</li> <li>- IT-Audit, Compliance and Advisory: determined by the admission committee</li> <li>- Marketing: 27 EC</li> <li>- Verandermanagement: 23 EC</li> </ul>	<p>Advice OLC, approval FGV (9.38)</p>
<p>6. The validity of the premaster's programme is as follows:</p>	<p>Advice OLC,</p>

<p>a. Successfully completed components of the pre-Master's programmes are valid until five years after the completion of the premaster's programme.</p> <p>b. A pre-Master's programme is only successfully completed when all individual components are passed.</p> <p>c. Notwithstanding the provisions stated in paragraph a, the Examination board can extend a component's period of validity in special cases.</p>	approval FGV (9.38)
7. Evidence that the pre-Master's programme has been completed successfully will entitle the enrollee to admission to the associated programme.	Advice OLC; approval FGV (9.38 b)

## 8. Examinations and results

### Article 8.1 Sequence of examinations

<p>Students may participate in examinations or practical exercises of the units below only if they have passed the examination or examinations for the components mentioned hereinafter:</p> <p>Business Administration:</p> <ul style="list-style-type: none"> <li>- Specialization courses in year 2 after passing the specialization core course in year 1, and obtaining 24 ec in year 1;</li> <li>- Research Seminar II after passing Research Seminar I;</li> <li>- Thesis after obtaining 12 ec in specialization courses in year 2, and passing Research Seminar II.</li> </ul> <p>Executive Master Finance &amp; Control:</p> <ul style="list-style-type: none"> <li>- Both parts of Strategy Realization after passing Management Accounting and Management Control;</li> <li>- Information, Technology &amp; Control after passing (Behavioral) Risk Management.</li> </ul> <p>IT-Audit, Compliance and Advisory:</p> <ul style="list-style-type: none"> <li>- For the 2 years starters: courses in year 2 after passing either the RA, RO, RC or AA programmes, or after passing all courses until and including BIV/AO while following the aforementioned programmes.</li> <li>- Final Oral Exam including Thesis Defence after passing all other courses.</li> </ul> <p>Marketing:</p> <ul style="list-style-type: none"> <li>- Thesis after passing Advanced Data Science for Marketing Insights</li> </ul> <p>Geographical Information Sciences</p> <ul style="list-style-type: none"> <li>- Year 1 and 2 must be completed, before starting the thesis period in year 3.</li> <li>- All courses of year 1 and 2, apart from the Capstone course and the Workshop in year 2, must be passed before starting the Capstone course at the end of year 2.</li> </ul> <p>Executive MBA: Leading with Purpose</p> <ul style="list-style-type: none"> <li>- Data Science for Executives must be passed before starting the Capstone Project.</li> </ul>	Advice OLC; approval FGV (7.13 h, s & t)
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### Article 8.2 Validity period for results

1. If a student's knowledge, understanding or skills as evaluated in the exam are demonstrably outdated, the Examination Board may impose a supplementary or replacement examination for a unit of education for which an examination was passed more than 5 years ago.	Advice OLC; approval FGV (7.13 k)
2. The validity period of a partial examination is limited to the academic year in which it was sat.	Advice OLC; approval FGV (9.38 sub b)
3. In contrast to paragraph 2, if the partial examination consists of a practical exercise, the validity period is limited to the academic year in which it was taken and the	Advice OLC; approval FGV (9.38 sub b)

subsequent academic year as long as this assignment covers the same learning goals and its weight in the calculation of the final mark does not change.	
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## Section B2: Programme-specific section – content of programme

### 9. Programme objectives, tracks/specialisations, exit qualifications and language

#### Article 9.1 Workload

<p>1. The workload of the programmes are as follows:</p> <ul style="list-style-type: none"> <li>- Business Administration: 60 EC</li> <li>- Executive Master Finance &amp; Control: 62 EC</li> <li>- Executive MBA: Leading with Purpose: 60 EC</li> <li>- Geographic Information Sciences: 60 EC</li> <li>- IT Audit, Compliance &amp; Advisory: 66 EC</li> <li>- Marketing: 60 EC</li> <li>- MBA in International Business: 60 EC</li> <li>- Verandermanagement: 60 EC</li> </ul>	Approval OLC; (7.13 g)
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#### Article 9.2 Tracks and/or specialisations

<p>The following programme has tracks and/or specialisations:</p> <p>Business Administration:</p> <ul style="list-style-type: none"> <li>• Management Studies</li> <li>• Marketing Management</li> <li>• Digital Business and Innovation</li> <li>• Financial Management</li> </ul>	Approval OLC (7.13 b)
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#### Article 9.3 Programme objective

<p>1. The Master degree programmes have a final attainment level corresponding to the Dublin Descriptors (the Framework of Qualifications for the European Higher Education Area) and the Higher Education Qualifications Framework in the Netherlands. The final attainment level is expressed in learning objectives.</p>	Advice OLC (7.13)
<p>2. The degree programme aims to achieve the following:</p> <ul style="list-style-type: none"> <li>a) to teach the student specialized knowledge, skills and understanding in the field of the Master programme chosen.</li> <li>b) to prepare the student for work in that field for which an academic education is required.</li> </ul>	Advice OLC (7.13 a)
<p>3. The degree programme also promotes the academic education of the student, in particular with reference to:</p> <ul style="list-style-type: none"> <li>a) independent, academic thought processes and performance;</li> <li>b) communicating at an academic level</li> <li>c) applying specialist academic knowledge in a wider and/or philosophical and social context.</li> </ul>	Advice OLC (7.13 a)
<p>4. The degree programme focuses attention on the student's personal development and promotes their awareness of social responsibility.</p>	Advice OLC (7.13 a)

#### Article 9.4 Exit qualifications

<p>1. See appendix V for the exit qualifications of the specific programmes.</p>	Approval OLC (7.13 b)
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2. Language proficiency may be taken into account in the assessment of examinations.	Approval OLC (7.13 c)
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#### Article 9.5 Language of instruction

1. The language of instruction is partly Dutch and partly English, except for the Master Geographical Information Sciences, the Executive MBA: Leading with Purpose, and the MBA in International Business, which are taught in English.	Approval OLC (9.18)
2. The 'Gedragcode vreemde taal' (Code of conduct for foreign languages) applies.	VU policy

## 10. Curriculum structure

#### Article 10.1 Composition of the programme

1. The programme comprises at least a package of compulsory components and an individual Master's thesis.	Ordinance CvB, see Appendix III
2. Additionally the programme can offer: - Practical exercises - Electives	Advice OLC (7.13 a)
3. Units of education are categorised as specialised (400), research-oriented (500) and highly specialised (600) level.	Ordinance CvB, see Appendix III

#### Article 10.2 Compulsory units of education

1. The compulsory units of education and electives are listed in the study guide. The study guide also lists a detailed description per unit of education. An overview of each programme is appended to these Teaching and Examination Regulations, in appendix VII.	Advice OLC; (7.13 a)
2. If the student wishes to take a different course than the electives listed in the Study Guide, advance permission must be obtained in writing from the Examination board.	Advice OLC; (7.13 a)

#### Article 10.3 Participation in practical training and tutorials

1. In the case of practical exercises, students must attend at least 75% of the practical sessions, unless stated otherwise in the course manual. Should they attend less than 75%, they must repeat the practical exercise, or the Examination Board may issue one or more supplementary assignments.	Approval OLC (7.13 d)
2. In the case of tutorials, students must attend at least 75% of the sessions. Should they attend less than 75%, they must repeat the tutorial, or the Examination Board may issue one or more supplementary assignments.	Approval OLC (7.13 d)

#### Article 10.4 Maximum exemption

A maximum of 18 credits of the curriculum can be achieved on the basis of exemptions granted.	
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## 11. Evaluation and transitional provisions

#### Article 11.1 Evaluation of the programme

1. The education provided in this programme is evaluated in accordance with the evaluation plan as outlined in the SBE Quality Assurance Plan.	Approval OLC (7.13 a1)
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**Article 11.2 Transitional provisions**

Notwithstanding the current Teaching and Examination Regulations, for students who started the programme under a previous set of Teaching and Examination Regulations, transitional provisions may apply. These are stipulated in appendix VI.	Advice OLC (7.13 a)
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Advice and/or approval by the Programme Committee, on May 27 2024.

Approved by the Faculty Joint Assembly, on June 6 2024.

Adopted by the board of the School of Business and Economics, on June 24 2024.



## Appendix I

### Overview of articles that must be included in the OER

Based on Article 7.13, paragraph 2 and Article 7.30b, paragraph 2 of the WHW.

#### Section A: Faculty section

<b>2. Study programme structure</b>	
Article 2.1 Structure of academic year and units of education	7.13 paragraph 2 sub e
<b>3. Assessment and examination</b>	
Article 3.2 Type of examination	7.13 paragraph 2 sub h, l, j
Article 3.3 Oral examinations	7.13 paragraph 2 sub l, n
Article 3.4 Determining and announcing results	7.13 paragraph 2 sub o
Article 3.5 Examination opportunities	7.13 paragraph 2 sub h, j
Article 3.7 Exemption	7.13 paragraph 2 sub r
Article 3.8 Validity period for results	7.13 paragraph 2 sub k
Article 3.9 Right of inspection and post-examination discussion	7.13 paragraph 2 sub p, q
<b>4. Academic student counselling and study progress</b>	
Article 4.1 Administration of study progress and academic student counselling	7.13 paragraph 2 sub u
Article 4.2 Facilities for students with a disability	7.13 paragraph 2 sub m

#### Section B1: Programme specific – general provisions

<b>6. General programme information and characteristics</b>	
Article 6.1 Study programme information	7.13 paragraph 2 sub i, r
Article 6.2 Teaching formats used and modes of assessment	7.13 paragraph 2 sub l, x
[keuze:] Article 6.3 Academic student counselling	7.13 paragraph 2 sub u
<b>7. Further admission requirements</b>	
Article 7.2 Admission requirements	7.30b paragraph 1
Article 7.3 Selection criteria	7.30b paragraphs 2 & 5
Article 7.4 Pre-Master's programme	7.57i section 1
<b>8. Examinations and results</b>	
Article 8.1 Sequence of examinations	7.13 paragraph 2 sub h, s, t
[option 1:] Article 8.2 Validity period for results	7.13 paragraph 2 sub k
[option 2:] Article 8.2 Validity period for results	7.13 paragraph 2 sub k

#### Section B2: Programme-specific section – content of programme

<b>9. Programme objectives, tracks/specialisations, exit qualifications and language</b>	
Article 9.1 Workload	7.13 paragraph 2 sub g
Article 9.2 Tracks and/or specialisations	7.13 paragraph 2 sub a
Article 9.3 Programme objective	7.13 paragraph 2 sub a
Article 9.4 Exit qualifications	7.13 paragraph 2 sub b, c
Article 9.5 Language of instruction	9.18 (implementation expected in 2020)
<b>10. Curriculum structure</b>	
Article 10.1 Composition of the programme	7.13 paragraph 2 sub a

Article 10.2 Compulsory units of education	7.13 paragraph 2 sub a
[Keuze:] Article 10.3 Elective units of education	7.13 paragraph 2 sub a
[Keuze:] Article 10.4 Practical exercise	7.13 paragraph 2 sub d
Article 10.5 Participation in practical training and tutorials	7.13 paragraph 2 sub d
<b>11. Evaluation and transitional provisions</b>	
Article 11.1 Evaluation of the programme	7.13 paragraph 2 sub a1
Article 11.2 Transitional provisions	7.13 paragraph 2 sub a

## Appendix II

### Overview of advisory and approval rights of Programme Committees (OLC) and Faculty Joint Assembly (FGV)

Article 7.13, paragraph 2, of the Higher Education and Research Act	FGV		OpIC	
	I	A	I	A
a. the content of the programme and the associated examinations				
a1. the manner in which teaching and education in the relevant programme are evaluated				
b. the content of the specialisations offered as part of the programme				
c. the programme's final attainment levels with regard to the knowledge, understanding and skills				
d. where applicable, the design of practical exercises				
e. the workload of the programme and of each of its constituent units of education				
f. the detailed rules referred to in Article 7.8b, sixth paragraph, and Article 7.9, fifth paragraph (recommendation on continuation of studies)				
g. the Master's programmes to which Article 7.4a, eighth paragraph, applies (elevated workload)				
h. the number and sequence of examinations and the times at which these can be taken				
i. the full-time, part-time or work-study structure of the programme				
j. where necessary, the order in which students can take the examinations and the final examinations for Bachelor's and Master's programmes, as well as the timing of and number of opportunities				
k. where necessary, the period of validity for pass grades awarded for examinations, notwithstanding the authority of the Examination Board to extend this period of validity				
l. whether examinations are administered in oral, written or another form, notwithstanding the authority of the Examination Board to decide otherwise				
m. the way in which students with a disability or chronic health condition are given a reasonable opportunity to take the examinations				
n. the public nature of oral examinations, subject to the right of the Examination Board to determine otherwise in special cases				
o. the period within which the results of an examination must be announced, together with details of whether this period can be altered and if so in what way				
p. the way in which and the period within which students who have taken an examination are given the opportunity to inspect their marked work				
q. the way in which and the period within which information can be provided about the questions asked and exercises given in the framework of a written examination and about the standards used for assessment				
r. the grounds on which the Board of Examiners may grant exemptions from taking one or more examinations on the basis of examinations and final examinations for Bachelor's and Master's programmes previously completed in higher education, or on the basis of knowledge or skills acquired outside higher education				
s. where necessary, the stipulation that students must pass certain examinations as a condition for admission to other examinations				
t. where necessary, the obligation to take part in certain practical exercises with a view to admission to the examination in question, subject to the authority of the Examination Board to grant exemption from this obligation, with or without the imposition of alternative requirements				

u. the monitoring of academic progress and individual student support and guidance				
v. where applicable, the manner in which students are selected for a special track within a programme as referred to in Article 7.9b (excellence track within a programme)				
x. the actual design of the education provided				
<i>All other matters that are regulated in the Academic and Examination Regulations but which are not mentioned as such in Article 7.13 of the Higher Education and Research Act under points a to x.</i>				

The lettering corresponds to the lettering of Article 7.13 section 2 of the WHW

**Abbreviations used:**

FGV:	Faculty Joint Assembly
OpIC:	Programme Committee
I:	right of approval
A:	right of advice

## Appendix III

### Ordinances of VU Executive Board (CvB) and Binding Master's Guidelines

Section A, article:	Concerns:	CvB ordinance / guideline
2.1.1, 2.1.2	Year planning two semesters 8-8-4 (uniform year calendar VU-UvA)	29-9-2008 (period 2009-2015) 22-05-2014 (period 2016-2025)
2.1.3, 2.1.4	Units of education	Bachelor's and Master's education guidelines included in model TER, revised on 2 July 2019
3.1	Signing up for education and examinations	CvB ordinance 17-11-2020, prior consent of USC.
3.4.1	Determination and publication of the results (1) Grading deadline exams ten working days (2) Theses twenty working days	(1) Bachelor's guideline included in model TER, revised on 2 July 2019 (2) Quality demand 11 from the VU-wide assessment policy, CvB ordinance 15-05-2012, approval GV 28-02-2013
3.5.1	Two possibilities to take examinations per year	Bachelor's and Master's education guidelines included in model TER, revised on 2 July 2019
3.5.2	Resit: most recent grade is valid, resit allowed in case of pass grade	Taken from the UvA guidelines, as part of the harmonisation, CvB ordinance 24-02-2014
3.5.4	One-time extra resit in relation to examination requirement	Included in (prior) model OER 16-17 following a request from committee O&O and adopted by CvB op 27-10-2015
3.6	Grades	CvB ordinance 30-09-2010, prior consent USR. As a result of harmonisation UvA, the guideline: 5.5 is a pass, has been added. CvB ordinance 24-02-2014.
Section B1, article:	Concerns:	CvB ordinance / guideline
7.2	Admission criteria	Bachelor's and Master's education guidelines included in model TER, revised on 2 July 2019
7.3	Selection criteria	Bachelor's and Master's education guidelines included in model TER, revised on 2 July 2019
Section B2, article:	Concerns:	CvB ordinance / guideline
10.1.1	Composition programme	Bachelor's and Master's education guidelines included in model TER, revised on 2 July 2019
10.1.3	Categorisation of units	Bachelor's and Master's education guidelines included in model TER, revised on 2 July 2019

## Appendix IV

### Higher Education and Research (Implementation) Act

1. The extenuating personal circumstances referred to in Article 7.8b, paragraph 3 and 7.9, paragraph 3 of the Act (WHW) are limited to:

- a. illness of the person concerned,
- b. physical, sensory or other impairment of the person concerned,
- c. pregnancy of the person concerned,
- d. extenuating family circumstances,
- e. membership, including the chairmanship of:
  1. universities: the university council, faculty council, the body established under the participation regulation referred to in Article 9.30, paragraph 3, or Article 9.51, paragraph 2, of the Act, the programme management or the programme committee, or membership on the board of a foundation whose bylaws allow for the exploitation of facilities belonging to the student services, or an equivalent body with regard to its activities in the opinion of the board of the institution,
  2. universities of applied sciences: the participation council, district council, student committee or programme committee,
- f. other circumstances to be designated by the board of the institution in the regulation as referred to in Article 7.8b, paragraph 6, and Article 7.9, paragraph 5, of the Act in which the person concerned engages in activities within the framework of the organisation and the administration of the affairs of the institution,
- g. membership on the board of a student organisation of a certain size with full legal capacity, or a similar organisation of a certain size, whose primary task regards general societal interest and which actually develops activities for this purpose,
- h. other personal circumstances set out in the Teaching and Examination Regulations as referred to in Article 7.13 of the Act, pursuant to Article 7.13, paragraph 2, clause f of the Act,
- i. personal circumstances other than those referred to in a – h above which, if overlooked by the governing bodies of the institution, would lead to an obviously unfair outcome.

2 The institutional board may, for the purposes of the first paragraph, part g, establish specific rules regarding the maximum number of eligible board members per organisation per academic year, as well as the eligible administrative offices.

## Appendix V

### Learning Outcomes

## 1. MASTER'S PROGRAMS

### 2.1 MASTER'S LEARNING GOALS ON SCHOOL LEVEL

Graduates...

<b>1. ACADEMIC AND RESEARCH SKILLS</b>	Have the advanced academic and research skills to contribute to the body of knowledge
<b>2. BRIDGING THEORY AND PRACTICE</b>	Have state-of-the art knowledge and an evidence-based approach to solving complex business or economic problems
<b>3. SOCIAL PROFESSIONAL SKILLS</b>	Have the professional/social skills to interact with other professionals
<b>4. BROADENING YOUR HORIZON</b>	Have a broad horizon beyond the professional area
<b>5. SELF-AWARENESS</b>	Are self-reflective professionals

### 2.2 MASTER'S LEARNING OBJECTIVES ON PROGRAM LEVEL

MSc Business Administration

<b>ACADEMIC AND RESEARCH SKILLS</b>	1. Can make relevant (academic, managerial and societal) contributions to the business administration discipline using academic research skills
<b>BRIDGING THEORY AND PRACTICE - knowledge</b>	2. Show an understanding of state-of-the-art theory and methods in the domain of business administration.
<b>BRIDGING THEORY AND PRACTICE - application</b>	3. Can develop solutions for complex real-life business problems by applying relevant theories and methodologies from the domain of business administration.
<b>SOCIAL PROFESSIONAL SKILLS</b>	4. Can interact effectively (orally and in writing) within teams and with stakeholders
<b>BROADENING YOUR HORIZON</b>	5. Formulate own opinion on master's related issues within society, their outlook including both economic interests and environmental, societal and ethical concern.
<b>SELF-AWARENESS</b>	6. Take responsibility for their own learning and knowledge.

## MSc Executive Master Finance &amp; Control

<b>ACADEMIC AND RESEARCH SKILLS</b>	1. Can make valuable academic, managerial and societal contributions to the profession of controllers using academic research skills
<b>BRIDGING THEORY AND PRACTICE - knowledge</b>	2. Are familiar with and can apply state-of-the-art knowledge of the areas that are relevant for all-round controllers in multi-business organizations
<b>BRIDGING THEORY AND PRACTICE - application</b>	3. Are able to develop, apply and reflect on well-founded, substantiated solutions from different theoretical and multidisciplinary perspectives for complex real-life business problems, based on appropriate methods and techniques
<b>SOCIAL PROFESSIONAL SKILLS</b>	4. Can present the complexity of multidisciplinary business problems to professionals convincingly and are able to act as discussion partners of management
<b>BROADENING YOUR HORIZON</b>	5. Can formulate their own opinions on corporate issues within society, their outlook, including both economic interests and environmental, social and ethical concerns
<b>SELF-AWARENESS</b>	6. Are able to take responsibility for their own learning and positioning within their organization and work field as a controller

## Executive MBA

<b>1. ACADEMIC AND RESEARCH SKILLS</b>	Graduates demonstrate a command of the academic and research skills necessary to make academic, professional and societal significant contributions to the discipline of general management.
<b>2. BRIDGING THEORY AND PRACTICE - knowledge</b>	Graduates show a critical mastery of core management theories, data science methods, and state-of-the-art thinking about general management.
<b>3. BRIDGING THEORY AND PRACTICE - application</b>	Graduates design substantiated solutions to complex practical problems and find opportunities to formulate innovative ideas based on appropriate theories, methods, and techniques used in the field of general management.
<b>4. PROFESSIONAL SKILLS</b>	Graduates demonstrate excellent social and communication skills both orally and in writing in multi-stakeholder contexts.
<b>5. BROADENING YOUR HORIZON</b>	Graduates formulate their evidence-based opinion on issues in general management from the perspective of an academic, a professional and a member of society, and based on deliberate decision making and ethical concerns.
<b>6. SELF AWARENESS</b>	Graduates critically reflect on their personal and professional aspirations, strengths, and challenges.

## MSc Geographical Information Sciences

<b>ACADEMIC AND RESEARCH SKILLS</b>	1. Make relevant (academic, managerial and societal) contributions to the GIS discipline using academic research skills or other academic disciplines using academic research and GIS methodology
<b>BRIDGING THEORY AND PRACTICE - knowledge</b>	2. Demonstrate and apply state-of-the-art GIS theory, methodology and technology
<b>BRIDGING THEORY AND PRACTICE - application</b>	3. Develop evidenced-based solutions for complex managerial or societal problems using GIS to integrate different theoretical and stakeholder perspectives
<b>PROFESSIONAL/SOCIAL SKILLS</b>	4. Convincingly argue the value of GIS and generated GIS insights for complex multidisciplinary problems to professionals and clients
<b>BROADENING YOUR HORIZON</b>	5. Formulate own opinion on challenges and boundaries of the use of GIS, their outlook including both economic interests and environmental, societal and ethical concerns
<b>SELF-AWARENESS</b>	6. Take responsibility for their own learning and knowledge.

## IT-Audit, Compliance and Advisory

<b>ACADEMIC AND RESEARCH SKILLS</b>	1. Make valuable managerial contributions to the IT Audit profession using academic research skills.
<b>BRIDGING THEORY AND PRACTICE - knowledge</b>	2. Have thorough knowledge of relevant theories and methods in the field of IT Audit, Compliance and Advisory.
<b>BRIDGING THEORY AND PRACTICE - application</b>	3. Develop and apply well-founded, substantiated solutions from different theoretical and multidisciplinary perspectives for complex real-life business problems related to IT, based on appropriate methods and techniques.
<b>PROFESSIONAL/SOCIAL SKILLS</b>	4. Present the complexity of multidisciplinary business problems related to IT to professionals and clients convincingly.
<b>BROADENING YOUR HORIZON</b>	5. Express their independent opinion or advice on IT Audit, Compliance and Advisory issues, their outlook including both economic interests and environmental, social and ethical concerns.
<b>SELF-AWARENESS</b>	6. Take responsibility for their own learning, development and positioning.

## Marketing

<b>1. ACADEMIC AND RESEARCH SKILLS</b>	1. Make relevant (academic, managerial and societal) contributions to the marketing discipline using academic research skills
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<b>2a. BRIDGING THEORY AND PRACTICE - knowledge</b>	2a. Demonstrate and apply state-of-the-art specialized theory in the field of marketing
<b>2b. BRIDGING THEORY AND PRACTICE - application</b>	2b. Develop solutions from different theoretical perspectives for complex real-life business problems by applying relevant marketing theories and methodologies
<b>3a. SOCIAL PROFESSIONAL SKILLS - teamwork</b>	3a. Work well in a team and reflect on all roles and contributions within teams
<b>3b. SOCIAL PROFESSIONAL SKILLS - communication</b>	3b. Present (orally and in writing) to both academics and professionals convincingly
<b>4. BROADENING YOUR HORIZON</b>	4. Formulate own opinion on master's related issues within society, their outlook, including both economic interests and environmental, societal and ethical concerns
<b>5. SELF AWARENESS</b>	5. Take responsibility for their own learning and knowledge

#### MBA in International Business

<b>1. ACADEMIC AND RESEARCH SKILLS</b>	Graduates demonstrate a command of the academic and research skills necessary to make academic, professional and societal significant contributions to the Business Administration discipline and to apply an International Business focus in particular.
<b>2. BRIDGING THEORY AND PRACTICE - knowledge</b>	Graduates show a critical mastery of core Business Administration theory and quantitative and qualitative methods, and state-of-the-art thinking about the discipline with a particular emphasis on International Business.
<b>3. BRIDGING THEORY AND PRACTICE - application</b>	Graduates design substantiated solutions to complex practical problems and find opportunities to formulate innovative ideas based on appropriate theories, methods, and techniques commonly used in the areas of general Business Administration and International Business.
<b>4. PROFESSIONAL SKILLS</b>	Graduates demonstrate excellent social and communication skills both orally and in writing in multi-stakeholder contexts.
<b>5. BROADENING YOUR HORIZON</b>	Graduates formulate their own opinion on master's related issues from the perspective of an academic, a professional and a member of society, and based on deliberate decision making and ethical concerns.
<b>6. SELF AWARENESS</b>	Graduates take responsibility for their own learning and critically reflect on their own aspirations, strengths and challenges.



## Verandermanagement:

<b>1. ACADEMIC AND RESEARCH SKILLS</b>	Graduates can make valuable academic, managerial and societal contributions to the profession of change management using academic research skills.
<b>2. BRIDGING THEORY AND PRACTICE</b> - knowledge	Graduates are familiar with, and can apply, state-of-the-art theory published in top academic journals in the field of change management and organisational behavior.
<b>3. BRIDGING THEORY AND PRACTICE</b> - application	Graduates can develop, apply, and reflect on well-founded, substantiated solutions from different theoretical and multidisciplinary perspectives from an evidence based approach for complex business problems and social issues, based on appropriate methods and techniques.
<b>4. PROFESSIONAL SKILLS</b>	Graduates can diagnose, intervene and reflect in a professional and convincing way in the case of complex multidisciplinary change management challenges.
<b>5. BROADENING YOUR HORIZON</b>	Graduates can formulate an own professional opinion as a basis for taking position in relation to a situation of change. Taking into account the stakeholders involved and the social dynamics at hand, thereby combining ethical, social and societal perspectives.
<b>6. SELF AWARENESS</b>	Graduates take responsibility for own learning and positioning within the organisation and workfield of change management (professional or practioner), being able to learn from professional reflection including self-reflection.

**Appendix VI --> transitional provisions**

Not applicable to these programmes.

**Appendix VII**

Overview of the programmes

## Business administration

<b>Courses year 1</b>	<b>Course code</b>	<b>EC</b>	Advies OLC; (7.13 a)
Organizational Theory	EQ_BA_OT	6	
Management of Digital Innovation	EQ_BA_MDI	6	
Research Seminar I	EQ_BA_RS1	3	
Corporate Financial Management	EQ_BA_CFM	6	
Marketing Strategy	EQ_BA_MS	6	
Business Ethics	EQ_BA_ETH	3	

Courses year 2				Advies OLC; (7.13 a)
Specialization	Course	Course code	EC	
Management Studies	Organizational Behavior Management	EQ_BA_OBM	6	
	Management Consulting & Strategic Change	EQ_BA_MC	6	
	Executive Coaching <sup>1</sup>	EQ_BA_EC	12	
	Executive Teamcoaching <sup>2</sup>	EQ_BA_ETC	12	
Financial Management	International Banking	EQ_BA_IB	6	
	Firm Valuation, Incentives and Market Control	EQ_BA_FIM	6	
Digital Business and Innovation	Digital Business & Information Systems	EQ_BA_DBIS	6	
	Digital Entrepreneurship Project	EQ_BA_DEP	6	
Marketing Management	Digital Marketing and Marketing for Commerce	EQ_MKT_DMTBM	6	
	Consumer Marketing	EQ_MKT_CM	6	
All specializations	Research Seminar II	EQ_BA_RS2	3	
	Thesis	EQ_BA_THS	15	

<sup>1</sup> Only for students registered in the programme Executive Coaching.

<sup>2</sup> Only for students registered in the programme Executive Team Coaching.

### Executive Master Finance & Control

Courses year 1			Advies OLC; (7.13 a)
Management Control	MAC – MC	2,0	
Controllership	CONTR	2,0	
Paper Effectiviteit van de Controller	EC	3,5	
Financial & Sustainability Reporting	FSR	3,0	
Law & Governance	LG	2,5	
Data Analytics & Business Intelligence	DABI	2,0	
Management Accounting	MAC – MA	2,0	
(Behavioral) Risk Management	BRM	2,0	
Information, Technology & Control	ITC	7,0	
Courses year 2			Advies OLC; (7.13 a)
Investment Appraisal & Business Valuation	IABV	4,5	
Corporate Finance	CF	2,0	

Paper Valuation	V	1,5	
Corporate Tax Law	CTL	1,5	
Treasury Management	TM	3,5	
Strategy Realization/Advanced Management Control	SR - AMC	3,0	
Strategy Realization/Strategic Management	SR - S	1,5	
Paper Strategy Realization	SR	2,5	
Thesis – Business Project	THBP	16,0	

## Executive MBA

<i>Name of educational component</i>	<i>Course code</i>	<i>Nr of EC</i>	<i>Level</i>	Advice OLC; (7.13 a)
1: Identify your Leader Identity and Purpose	tbd	3	400	
2: Empowering People	tbd	3	400	
3: Being a Thought Leader	tbd	3	400	
4: Operations Management	tbd	3	400	
5: Strategic Marketing	tbd	3	400	
6: Managerial Finance	tbd	3	400	
7: Strategic HRM	tbd	3	400	
8: General Management Lab	tbd	3	400	
9: Business Ethics and Corporate Governance	tbd	3	400	
10: Organising with Purpose	tbd	3	400	
11: Organisational Renewal and Innovation	tbd	3	400	
12: Data Science for Executives	tbd	3	400	
13: Business Model Innovation and Disruption	tbd	3	400	
14: Strategising for Success	tbd	3	400	
15: Leading Change	tbd	3	400	
16: Leading through Crisis and Uncertainty	tbd	3	400	
17: Capstone project: Putting Science into Practice	tbd	12	500	

## Geographical Information Sciences

Educational component	course code	EC	level
Geovisualization	EQ_GIS_GVZN	5	400
Geoprocessing	EQ_GIS_GP	5	400
Geodatabases	EQ_GIS_GDB	5	400
Geodata capture, standards, and quality	EQ_GIS_GCSQ	5	400
Programming for GIS	EQ_GIS_PFG	5	400
Capstone	EQ_GIS_CAP	5	400
Workshop Year 1	EQ_GIS_WOS1	1	400
Workshop Year 2	EQ_GIS_WOS2	1	400
Thesis	EQ_GIS_MTH	18	400

## Marketing

## Year 1

Course	Course code	EC	Period	Level
Marketing Strategy	EQ_MKT_MS	6	Semester 1	400
Consumer Marketing	EQ_MKT_CM	6	Semester 1	400
Business Marketing	EQ_MKT_BM	6	Semester 1	400
Advanced Data Science for Marketing Insights	EQ_MKT_CI	6	Semester 2	400
Strategic Marketing Integration	EQ_MKT_MI	6	Semester 2	400

## Year 1

Course	Course code	EC	Period	Level
Digital Marketing and Technologies for Commerce	EQ_MKT_DM	6	Semester 3	400
Advanced Research Design	EQ_MKT_OZM	6	Semester 3	400
Thesis	EQ_MKT_TH	18	Semester 4	500

## IT-Audit, Compliance and Advisory

Course	Course code	EC	Advies OLC; (7.13 a)
1.1) Internal Control and Accounting Information Systems <sup>1</sup>	EQ_IT_BIV	12	
2.1) IT Auditing	EQ_IT_ITA	3	
2.2) Governance of Enterprise IT	EQ_IT_GE	6	
2.3) Regulatory and Compliance	EQ_IT_RC	3	
2.4) Analytics	EQ_IT_ANA	6	
2.5) Risk Advisory	EQ_IT_RA	3	
3.1) Technology Fundamentals	EQ_IT_TF	6	
3.2) Technology and Audit	EQ_IT_TA	3	
3.3) Digital Assurance	EQ_IT_DA	3	
3.4) Cyber Security	EQ_IT_CS	3	
3.5) Implementation of Audit Results	EQ_IT_IAR	3	
Thesis	EQ_IT_THS	12	
Final Oral Exam including Thesis Defence	EQ_IT_MOND	3	

## MBA in International Business

Course	Course code	EC	Level	Advice OLC; (7.13 a)
1: International Business Incubator	E_MBAIB_IBI	4	400	
2: Organisational Change and International HRM	E_MBAIB_HOC	3	400	
3: International Financial Management	E_MBAIB_IFM	3	400	
4: International Marketing	E_MBAIB_IMA	3	400	
5: Supply Chain Management	E_MBAIB_SCM	3	400	
6: International Strategy	E_MBAIB_IST	4	400	

<sup>1</sup> De Nederlandse benaming van dit vak is Bestuurlijke Informatieverzorging/Administratieve Organisatie (BIV/AO).

7: Managing Sustainability and Diversity in Global Markets	E_MBAIB_MSD	4	400	
8: Leadership Lab	E_MBAIB_LPL	6	400	
9: Data Science	E_MBAIB_DSC	4	400	
10: International Project Management	E_MBAIB_IPM	4	400	
11: Business Modelling for Innovation	E_MBAIB_BMI	4	400	
12: Writing and Applied Research Bootcamp	E_MBAIB_WRB	6	400	
13: Final Graduation Project	tbd	12	500	

## Verandermanagement

Unit	Course code	EC
Module Advanced Program blok 1 Strategie, technologie & veranderen	EQ_VM_STV	7,0
Module Advanced Program blok 2 Organiseren, besturen & veranderen	EQ_VM_OBV	6,5
Module Advanced Program blok 3 Leren, ontwikkelen & leiderschap	EQ_VM_LOL.	6,5
Module Interventionist	EQ_VM_IP.	20 EC
Module Master Program	EQ_VM_..	20 EC