

# **Teaching and Examination Regulations**

**Master's programme in  
Culture Organization and Management  
Faculty of Social Sciences**

**Academic year 2021-2022**

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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.
2. These Regulations enter into force on 1 September 2021.
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.

#### 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. CvB: the Executive Board of Vrije Universiteit Amsterdam.
- c. EC (European Credit): an EC credit with a workload of 28 hours of study;
- d. educational component: a unit of study of the programme within the meaning of the WHW;
- e. examination: the final examination of the Master's programme;
- f. FGV: Faculty joint assembly – assembly of the faculty student council and faculty staff council;
- g. interim examination: an assessment of the student's knowledge, understanding and skills relating to a course component. The assessment is expressed in terms of a final mark. An interim examination may consist of one or more partial examinations. A resit always covers the same material as the original interim examination. A written examination can consist of (a combination of) open questions, multiple choice questions, a paper, an essay or written assignment. An oral examination can consist of (a combination of) open questions, a debate or a verbal presentation;
- h. OLC: programme committee;
- i. period: a part of a semester;
- j. practical exercise: the participation in a practical training 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
  - participating in and completing a work placement;
- k. programme: the totality and cohesion of the course components, teaching activities/methods, contact hours, testing and examination methods and recommended literature;
- l. SAP/SLM: the student information system (*Student Lifecycle Management*);
- m. semester: the first (September - January) or second half (February - August) of an academic year;
- n. specialization: optional route of study within a degree programme indicating a deepening of the (inter/multi) disciplinary context of the programme;
- 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 electronically at:  
<https://www.vu.nl/en/study-guide/>;
- p. study monitor (*studiemonitor*): dashboard for students and academic advisors with data of the student and that provides insight into the student's study progress;
- q. subject: see 'educational component';
- r. 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 degree;
- s. thesis: a component comprising research into the literature and/or contributing to scientific research, always resulting in a written report;

- t. university: Vrije Universiteit Amsterdam;  
u. WHW: the Dutch Higher Education and Research Act (*Wet op het Hoger Onderwijs en Wetenschappelijk Onderzoek*);  
v. workload: the workload of the unit of study to which an interim 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 educational components

1. The study programme will be offered in a year divided into two semesters.
2. Every semester consists of three consecutive periods of eight, eight and four weeks
3. An educational component comprises 6 EC or a multiple thereof.
4. By way of exception to paragraph 3, the Executive Board may in special cases and on request of the Faculty Board, stipulate that a unit of study comprises 3 EC or a multiple thereof.

## 3. Assessment and Examination

### Article 3.1 Signing up for education and interim examinations

1. Every student must sign up to participate in the educational components of the programme, the examinations and resits. The procedure for signing up is described in an annex to the Student Charter.
2. Signing up may only take place in the designated periods.

### Article 3.2 Type of examination

1. At the examiner's request, the Examination Board may permit a different form of interim examination than is stipulated in the study guide.

### Article 3.3 Oral interim examinations

1. An oral assessment is public unless the Examination Board in special cases determines otherwise. For further rules and regulations concerning oral examinations, see the Rules and Guidelines of the Examination Board FSS, article 11 'Oral examination'.

### Article 3.4 Determining and announcing results

1. The examiner determines the result of a written interim examination as soon as possible, but at the latest within ten working days. The marking deadline for the first submission opportunity for theses is also ten working days. The marking deadline for the second submission opportunity for theses is no longer than twenty working days. 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.
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 fourth clause of the first paragraph applies.
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.

### Article 3.5 Examination opportunities

1. a. Per academic year, two opportunities to take examinations per educational component will be offered.  
b. By way of exception to a., the options for retaking practical components, work placements and theses are detailed in the relevant work placement manual, teaching regulations or graduation regulations.
2. The most recent mark will apply in the event of a resit. A retake is allowed for both passed and failed units of study.
3. The resit for a (partial) interim examination must not take place within ten working days of the announcement of the result of the (partial) examination being resat.

4. The student who has passed all but one of the examinations necessary to meet the degree requirements and who is unable to sit that examination in the next semester, may submit a motivated request to the Examination Board asking for the opportunity to take this examination at an earlier date; the examiner can decide that this extra examination is a different assessment type than the regular examination opportunity. If the student failed the examination during all the previously offered attempts unless participation in an examination was not possible for compelling reasons.
5. If an educational component is no longer offered in the academic year following its termination, at least one opportunity will be provided to sit the interim examination(s) or parts thereof and a transitional arrangement will be included in the programme-specific section for the subsequent period.

#### Article 3.6 Marks

1. Partial marks are given on a scale from 1 to 10 with no more than one figure after the decimal point.
2. A final mark between 5 and 6 will be rounded to the nearest whole number: up to 5.50, rounded down; higher than 5.50, rounded up. All other final marks will be expressed in whole or half marks.
3. To pass a given course or unit, a final mark of 6 or higher is required.
4. The Examination Board can allow to use symbols rather than numbers, for example; v(oldaan), g(oed), n(iet)v(ol)d(aan), etc.)

#### Article 3.7 Exemption

1. At the written request of the student, the Examination Board may exempt the student from taking one or more examination components, if the student:
  - a. has passed a course component of an academic (university) or higher professional education programme that is equivalent in terms of content and level;
  - b. has demonstrated through his/her work and/or professional experience that he/she has sufficient knowledge and skills with regard to the relevant course component.
2. The Master's thesis is excluded from this exemption possibility.

#### Article 3.8 Validity period for results

1. The validity period of interim examinations passed and exemption from interim examinations is unlimited, unless otherwise specified in Section B.
2. The validity period of a partial examination is limited to the academic year in which it was sat or until the end of the unit of study concerned, as stipulated for the relevant unit of study in Section B.

#### Article 3.9 Right of inspection and post-examination discussion

1. Within twenty working days after the announcement of the results of a written interim examination, but at least ten working days before the resit opportunity, the student can, on request, inspect his or her assessed work, the questions and assignments set in it, as well as the standards applied for marking.

The place and time referred to in the previous clause will be announced at the time of the interim examination or on Canvas in all cases.
2. If a collective post-examination discussion has been organized, individual post-examination discussions will be held only if the student has attended the collective discussion or if the student was unable to attend the collective discussion through no fault of his or her own.
3. Students who meet the requirements stipulated in paragraph 2 can submit a request for an individual post-examination discussion to the relevant examiner. The discussion shall take place at a time and location to be determined by the examiner.

## 4. Academic student counselling and study progress

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

1. The faculty board is responsible for the correct registration of the students' study results. After the assessment of an educational component 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 his or her disposal in VUweb.
2. Enrolled students are eligible for academic student counselling. Academic student counselling is in any case provided by

- the Student General Counselling Service;
- student psychologists;
- faculty academic advisors.

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

1. A student with a disability can, at the moment of submission to VUweb, or at a later instance, submit a request to qualify for one or more special facilities with regard to teaching, practical training and interim examinations. These facilities will accommodate the student's individual disability as much as possible, but may not alter the quality or degree of difficulty of a unit of study or an examination. In all cases, the student must fulfil the exit qualifications for the study programme.
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.
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 psychological evaluation.
4. The faculty board, or the responsible person 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.
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 study adviser to discuss the details of the provisions.
6. A request for one or more facilities can be refused if it would place a disproportionate burden on the organization or the resources of the faculty or university were it upheld. Any such refusal will be substantiated.
7. If the disability justifies an extension of the interim examination time, the responsible person on behalf of the Examination Board will register in SAP this entitlement to an extension. If a disability 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 him/her.
8. The decision as referred to in paragraph 5 may specify a limited validity of the facilities granted.

## 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 and unfairness, the faculty board responsible for the study programme will decide, unless the matter concerned is the responsibility of the Examination Board.

## Section B1: Programme specific – general provisions

### 6. General programme information and characteristics

#### Article 6.1 Study programme information

1. The programme Culture, Organization and Management, CROHO number 60050, is offered on a full-time basis.

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

1. The degree programme uses in particular the following teaching formats:
  - lectures;
  - tutorials;
  - working groups;
  - practical exercises;
  - individual supervision;
  - formative online assessment.
2. The degree programme uses in particular the following modes of assessment:
  - written examination
  - assignments;
  - presentations;
  - thesis.

### 7. Further admission requirements

#### Article 7.1 Intake date(s)

The programme starts on 1 September.

#### Article 7.2 Admission requirements

1. Admission to the Master's programme is possible for an applicant who has obtained a Bachelor's degree obtained at an institution of academic higher education, which demonstrates the following knowledge, understanding and skills:
  - a. knowledge of and skills in the field of qualitative research methods;
  - b. knowledge of and insight into the field of organization sciences.
2. Applicants with a Bachelor's degree obtained at an institution outside the Netherlands may be asked for additional methods to prove that they meet the admission requirements.
3. An applicant should demonstrate that he or she has sufficient level of proficiency in English by meeting at least one of the following standards, no more than two (2) years before the start of the programme at the VU:
  - a. IELTS score with a minimum of 6.5;
  - b. TOEFL paper based test: 580;
  - c. TOEFL computer based test: 237;
  - d. TOEFL internet based test: 92;
  - e. VU TOEFL-ITP: 580 (only valid at the VU).
4. Applicants who:
  - completed an English-taught secondary or higher education degree in Canada, the United States, the United Kingdom, Ireland, New Zealand or Australia or
  - have earned a Bachelor's or Master's degree in an English-taught programme accredited by NVAO in the Netherlands, or
  - have earned a Bachelor's or Master's degree in an accredited English-taught programme in another member state of the European Union
  - have obtained a Cambridge Certificate of Proficiency in English (CPE): A, B or C or a Cambridge Certificate of Advanced English (CAE): A or B.
  - have earned a Dutch VWO-diploma (level 6 VWO-nieuw) or are enrolled for the pre-Master's programme Culture, Organization and Management and have thus passed the pre-Master's assessment in advance are exempted from the requirements referred to in paragraph 3.

#### Article 7.3 Selection criteria

Not applicable.

#### Article 7.4 Pre-Master's programme

1. Applicants 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.
2. Further conditions and the procedure are set out in the relevant Pre-Master regulation of the faculty.

## 8. Interim examinations and results

#### Article 8.1 Sequence of interim examinations

1. Students may participate in interim examinations or practical exercises of the components below only if they have passed the interim examination or examinations for the components mentioned hereinafter or participated in the examinations of these components:
  - Changing Organizational Culture only after participation in Organization and Power;
  - Culture and Identity in Organizations only after participation in Organization and Power;
  - Transnational Organizations in a Global World only after participation in Organization and Power;
  - Master's Thesis in Culture, Organization and Management only after participation in:
    - o the subjects of period 1 and 2 of the programme of which at least 12 EC have been achieved. The determination whether this requirement is met will take place after the first examination opportunity of period 2;
    - o From Fascination to Fieldwork;
  - From Fieldwork to Future only after participation in the subjects of period 1 and 2 of the programme and after participation in From Fascination to Fieldwork.

## Section B2: Programme specific – content of programme

### 9. Programme objectives, exit qualifications and language

#### Article 9.1 Workload

1. The programme has a workload of 60 EC.

#### Article 9.2 Programme objectives

The Master's programme in Culture, Organization and Management aims at providing students with the knowledge, insights, skills and attitude that enable them to:

- give a critical oral and written account of the different theoretical approaches in the field of culture, organization and management, with the help of a broader analytical and conceptual framework rooted in the Organizational Sciences;
- connect these approaches to the data they assemble during fieldwork;
- map the cultural and political processes in and around organizations and networks in a theoretically informed analysis of fieldwork data;
- to formulate solutions for organization and/or cooperation issues on the basis of their findings.

#### Article 9.3 Exit qualifications

1. Exit qualifications

Knowledge - a graduate has knowledge of, and insight into, the development of theories in the fields of:

- transnationalism and globalization, and the consequences thereof for visions on and discourses about organizational culture and styles of management;
- organizational change, culture change and intervention;
- identity, diversity, and (inter)cultural processes in organizations;
- the application of methods and techniques of qualitative research.

Skills – a graduate is able to:

- analyze a scientific problem in the fields of identity or culture change;
- set up and carry out small-scale fieldwork research with the help of qualitative research techniques;
- report on the results of this research, both orally and in writing.

Attitude – a graduate has acquired the ability to:

- reflect on the effects and restrictions of his or her role in fieldwork settings as well as in relation to the exigencies of professional work environments;
- perceive, respect and appreciate cultural diversity in organizations.

2. Language proficiency may be taken into account in the assessment of (interim) examinations.

#### Article 9.4 Language of instruction

1. The language of instruction is English.
2. The 'Gedragscode vreemde taal' (code of conduct foreign languages) applies.

## 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 and research project.
2. Educational components are categorized as specialized (400), research oriented (500) and highly specialized (600) level.

### Article 10.2 Compulsory educational components

*A detailed description per educational component can be found in the Study Guide.*

Educational component	course code	nr of EC	level
Organization and Power	S_OAP	6	400
Sensemaking in Organizations	S_SOZ	6	400
From Fascination to Fieldwork	S_FF1	6	500
Two of the following:			
- Transnational Organizations in a Global World	S_TOGW	6	500
OR	S_CIO	6	500
- Culture and Identity in Organizations OR	S_COC	6	500
- Changing Organizational Culture			
Master's Thesis in Culture, Organization and Management	S_MTCOM	24	600
From Fieldwork to Future	S_FF2	6	500

### Article 10.3 Participation in practical training and tutorials

1. In the case of a practical training or tutorials, the rules about obligatory attendance will be announced prior to the start of that subject in the study guide on Canvas.

## 11. Evaluation and transitional provisions

### Article 11.1 Evaluation of the education

1. The education provided in this programme is evaluated in accordance with the evaluation plan in Appendix I. The faculty evaluation plan offers the framework.

### Article 11.2 Transitional provisions

By way of departure from the Teaching and Examination Regulations currently in force, the transitional provisions in Appendix II apply for students who started the programme under a previous set of Teaching and Examination Regulations.

Advice and approval by the Programme Committee, on 22 March 2021.

Approved by the Faculty Joint Assembly, on 3 June 2021.

Adopted by the board of the Faculty of Social Sciences on 14 June 2021.

## Appendix I Evaluation plan Master Culture, Organization and Management

The faculty discussed the method of evaluation. The response to the evaluation forms is not too high (although this does not seem to give a too biased picture) and the questionnaire gives a limited picture.

The response on the evaluation forms is not too high (although this does not seem to give a too distorted picture) and the questionnaire gives a limited picture of the of the learning effect, the background, the details. After consultation with the programme coordinators, we want to

propose the following for the BCO and COM master:

1. We stick to the existing form of evaluation as we feel it gives a useful first indication. To limit the time required to complete the survey, we would like to use a short questionnaire with a number of key questions. In order to limit the time burden, we do want to work with a short questionnaire with a number of key questions, in combination with some open questions. Teachers can add specific questions.
2. OLC BCO / COM and OPD will meet to discuss the evaluations of master and premaster and to discuss the results. If an assessment is (clearly) below the faculty average, we gather additional information (OPD with the instructor concerned, OLC with students). If there is a need for additional information, OPD and OLC student members convene a focus group, possibly with the lecturer concerned. The OLC student members write a short summary with suggestions and send it to the teacher(s) concerned, cc to the OPD.
3. If a situation arises in which the above does not seem to work out, the OLC has the option of involving the FSR. FSR students have the advantage that they are outside the study programme (and outside the dependency relations within it) and have access to the portfolio holder education in the Faculty Board.
4. In the event of an unsatisfactory evaluation of a course, the OPD enters into discussion with the lecturer(s) concerned in order to develop ideas for improvement, support and/or intervision. The OPD presents these ideas to the OLC for information and advice.
5. A curriculum evaluation (where the response was 2% last time...) is not done digitally, but by means of a focus group in period 6. We do this on special request of the OLC/OPD, for example because there has been a curriculum change.
6. To investigate the connection to the labour market, OPD and OPC invite the field advisory board (with alumni). This could be in combination with an educational activity or a VASS return seminar where alumni are already attending.

## Appendix II Transition Table Culture, Organization and Management

Subject (in 2020-2021 or before)	Replacement subject (2021-2022)
Methods and Meaning	From Fascination to Fieldwork
Thesis Writing and Career Perspectives	From Fieldwork to Future

Subject (in 2019-2020 or before)	Replacement subject (2020-2021)
Organization Science	Organization and Power
Research Proposal	Methods and Meaning
Research Lab	Thesis Writing and Career Perspectives
COM Practices	Thesis Writing and Career Perspectives

## Appendix III Addendum Pertaining to the 2021-2022 Teaching and Examination Regulations

### Master TER, Section B1: Programme-specific section

#### Article 7.2 Admission requirements

<p>Supplementary to Article 7.2.1, students* are also admissible for the 2021-2022 academic year if, by 31 August 2021 at the latest, have not obtained a maximum of 18 EC of the Bachelor's programme that confers entitlement to admission, under the following conditions:</p> <ul style="list-style-type: none"> <li>• The Bachelor's degree certificate must still be obtained before 1 September 2022 or before the Master's degree certificate is obtained, whichever comes first. If this condition is not met, the student will not be able to continue or complete the Master's programme.</li> <li>• the Bachelor's thesis (or other final project) must be completed before the student starts working on their Master's thesis, or other final project.</li> </ul> <p>also admissible, students* who, by no later than 31 August 2021, have not obtained a maximum of 6 EC of the bridging or pre-Master's programme, under the following conditions:</p> <ul style="list-style-type: none"> <li>• The bridging or pre-Master's programme must still be completed successfully before 1 September 2022 or before the Master's examinations can be passed, whichever comes first. If this condition is not met, the student will not be able to continue or complete the Master's programme.</li> <li>• The final project of the bridging or pre-Master's programme must be completed before the student starts working on their Master's thesis (or other final project).</li> </ul> <p>*The above supplementary requirements do not apply to non-EEA students who must complete a Bachelor's programme outside of the Netherlands.</p>	<p>Based on amended Section 7:37c WHW</p> <p>University Student Council's advice on policy (9:33a Higher Education and Research Act, second paragraph)</p> <p>Advice of the OLC on each programme via the Teaching and Examination Regulations</p>
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#### Article 7.4 Bridging or pre-Master's programme

<p>Supplementary to Article 7.4.1, students* are also admissible for the 2021-2022 academic year (admission in September 2021) if, by 31 August 2021 at the latest, have not obtained a maximum of 18 EC of the designated HBO/university (WO) Bachelor's programme, under the following conditions:</p> <ul style="list-style-type: none"> <li>• The HBO/WO Bachelor's examinations must still be passed before 1 September 2022, or before the bridging or pre-Master's programme is completed, whichever comes first. If this condition is not met, the student will not be able to complete or continue the programme.</li> <li>• the Bachelor's thesis (or other final project) must be completed before the student starts working on the final project for the pre-Master's programme.</li> </ul> <p>*The above supplementary requirements do not apply to non-EEA students who must complete a Bachelor's programme outside of the Netherlands.</p>	<p>Based on amended Section 7:37c WHW</p> <p>University Student Council's advice on policy (9:33a Higher Education and Research Act, second paragraph)</p> <p>Advice of the OLC on each programme via the Teaching and Examination Regulations</p>
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## **Explanatory notes:**

### **Article 7.2 Admission requirements**

Until 1 September 2021/1 February 2022, admission to the Master's programme by means of the 'exceptional admission provision' has been added to Article 7.2. This provision applies to Dutch and other EEA students who are pursuing a Bachelor's programme or a bridging/pre-Master's programme in the 2020-2021 academic year and who have not previously registered for the relevant Master's programme.

The exceptional admission provision gives universities of applied sciences and research universities the flexibility to deviate from the requirement that a Bachelor's programme must be completed prior to participation in a Master's programme, in the way that is best suited to the specific features of the Master's programme. Students must complete their Bachelor's programme or pre-Master's programme by 31 August 2022 at the latest. If the student does not meet this requirement, he or she will not be able to continue or complete the Master's programme.

With respect to each Master's programme, the Faculty Board will determine under what conditions the student is to be admitted to the Master's programme within the parameters of VU Amsterdam's 2021 exceptional admission provision, if the student does not yet hold a Bachelor's degree or has not yet completed a bridging/pre-Master's programme or in any other respect does not yet satisfy the admission requirements for the programme referred to in Article 7.2. These conditions are set out at the degree programme level in the addendum to the Teaching and Examination Regulations. In all cases, those conditions will indicate the minimum number of EC that must be obtained. Subsequently and where applicable, it will be specified whether the final project must be completed before the student can begin working on the final project for the Master's programme (a common requirement at Vrije Universiteit Amsterdam). Where applicable, additional substantive requirements may be specified with regard to the knowledge and skills that the student must have or educational units that the student must have completed before they can be admitted to the Master's programme.

### **Article 7.4 Bridging or pre-Master's programme**

See the explanatory notes to Article 7.2, subject to the proviso that the bridging/pre-Master's programme must be completed within one year and that the HBO/university Bachelor's programme must be successfully completed before completing the bridging/pre-Master's programme.