

Teaching and Examination Regulations

Master's programme in Culture Organization in Management

Faculty of Social Sciences

Academic year 2020-2021



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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 2020.

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 assignmenttaking part in fieldwork or an excursion

taking part in another educational learning activity aimed at

acquiring specific skills, or

o 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;

I. SAP/SLM: the student information system;

m. semester: the first (September - January) or second half (February - August) of

an academic year:

n. specialization: selected 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. thesis: a component comprising research into the literature and/or

contributing to scientific research, always resulting in a written report;

s. university: Vrije Universiteit Amsterdam;

t. WHW: the Dutch Higher Education and Research Act (Wet op het Hoger

Onderwijs en Wetenschappelijk Onderzoek);

u. 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 or examiner in special cases determines otherwise. For further rules and regulations concerning oral examinations, see the Rules and Guidelines of the Examination Board FSS, article 10 '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 the thesis is also ten working days. The marking deadline for the second submission opportunity for the thesis 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 48 hours after the examination has finished and informs the student accordingly. The fourth sentence of the first paragraph applies.
- 3. In the case of alternative forms of 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 an interim examination must not take place within ten working days of the announcement of the result of the 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 reasoned 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.
- 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 decimal point.
- 2. A final mark between 5 and 6 will be rounded off to whole marks: up to 5.5 rounded down; from 5.5 rounded up. All other final marks are given in whole or half points.
- 3. To pass a course, a 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 a university or higher professional education programme that is equivalent in terms of content and level;
 - b. has demonstrated through his or her work and/or professional experience that he or 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 B1.
- 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 B1.



Article 3.9 Right of inspection and post-examination discussion

- 1. Within ten working days after the announcement of the results of a written interim examination, 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.
- 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 1 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

- 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 VUnet.
- 2. Enrolled students are eligible for academic student counselling. Academic student counselling is in any case provided by:
 - a. the Student General Counselling Service;
 - b. student psychologists;
 - c. faculty academic advisors.

Article 4.2 Facilities for students with a disability

- A student with a disability can, at the moment of submission to VUnet, 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 rule on requests for facilities with regard to examinations.
- 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 academic advisor 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.
- 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 advisor can take the necessary measures. The student can consult the study monitor to check which facilities have been granted to him or 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 section – general provisions

6. General programme information and characteristics

Article 6.1 Study programme information

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 assessments.
- 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

The programme starts on September 1.

Article 7.2 Admission requirements

- Admission to the Master's programme is possible for an applicant who has obtained a Bachelor's degree at an institution of academic higher education, which demonstrates the following:
 - knowledge of and skills in the field of qualitative research methods;
 - 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 to prove through additional methods 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:
 - IELTS score with a minimum of 6.5:
 - TOEFL paper based test: 580;
 - TOEFL computer based test: 237;
 - TOEFL internet based test: 92;
 - 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 Englishtaught programme in another member state of the European Union or
- have obtained a Cambridge Certificate in Advanced English (CAE): A or B
 or a Cambridge Certificate of Proficiency in English (CPE): A, B or C or
- 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.

Artikel 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 Master's programme but do not fulfill 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 pre-Master's Regulation of the faculty.

8. Interim examinations and results

Article 8.1 Sequence of interim examinations

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:
 - 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;
 - Research Proposal:
- Thesis Writing and Career Perspectives only after participation in the subjects of period 1 and 2 of the programme and after participation in Methods and Meaning.



Section B2: Programme specific – content of programme

9. Programme objectives, exit qualifications and language

Article 9.1 Workload

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	EC	level		
Organization and Power	S_OAP	6	400		
Sensemaking in Organizations	S_SOZ	6	400		
Methods and Meaning	S_MM	6	500		
Master's Thesis in Culture, Organization and	S_MTCOM	24	600		
Management					
Thesis Writing and Career Perspectives	S_TWCP	6	500		
Two of the following:					
 Transnational Organizations in a Global World 	S_TOGW	6	500		
 Culture and Identity in Organizations 	S_CIO	6	500		
Changing Organizational Culture	S_COC	6	500		

Article 10.5 Participation in practical training and tutorials

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

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 April 9 2020.

Approved by the Faculty Joint Assembly, on June 18 2020.

Adopted by the board of the Faculty of Social Sciences on July 13 2020.



Appendix I Evaluation plan Master Culture Organization and Management

In de faculteit is gesproken over de wijze van evalueren. De respons op de evaluatieformulieren is niet al te hoog (al schijnt dit geen al te vertekend beeld op te leveren) en de vragenlijst geeft een beperkt beeld van het leereffect, de achtergrond, de details. Na overleg met de opleidingscoördinatoren willen we voor de BCO en COM master het volgende voorstellen:

- 1. We houden vast aan de bestaande vorm van evalueren aangezien dit naar onze indruk een nuttige eerste indicatie geeft. Om de tijdsbelasting voor de invulling te beperken willen we wel met een korte vragenlijst werken met een aantal kernvragen, in combinatie met enkele open vragen. Docenten kunnen er wel specifieke vragen aan toevoegen.
- 2. OLC BCO/ COM en OPD komen bij elkaar om de evaluaties van master en premaster te bespreken en als een beoordeling (duidelijk) onder het facultair gemiddelde is, dan winnen we aanvullende informatie in (OPD bij de betreffende docent, OLC bij studenten). Als er behoefte is aan aanvullende informatie, dan beleggen OPD en OLC-studentleden een focusgroep, eventueel met de betrokken docent er bij. De OLC-studentleden schrijven een korte samenvatting met suggesties en sturen deze door naar de betrokken docent(en), cc aan de OPD.
- 3. Mocht zich een situatie voordoen waar bovenstaande niet goed lijkt uit te pakken, dan heeft de OLC de mogelijkheid om de FSR er bij te betrekken. FSR-studenten hebben als voordeel dat ze buiten de opleiding (en buiten de afhankelijkheidsrelaties daarbinnen) staan en toegang hebben tot de portefeuillehouder onderwijs in het Faculteitsbestuur.
- 4. Bij een tegenvallende evaluatie van een vak gaat de OPD in gesprek met de betrokken docent(en) om ideeën te ontwikkelen voor verbetering, ondersteuning en/of intervisie. Ter informatie en advisering legt de OPD deze ideeën voor aan de OLC.
- 5. Een curriculumevaluatie (waar de respons de laatste keer 2% was...) doen we niet digitaal, maar middels een focusgroep in periode 6. We doen dit op speciaal verzoek van de OLC/OPD, bijvoorbeeld omdat er een curriculumwijziging is geweest.
- 6. Om de aansluiting op de arbeidsmarkt te onderzoeken nodigen OPD en OPC de veldadviesraad (met alumni) uit. Dit kan in combinatie met een onderwijsactiviteit of een VASS-terugkomcollege waarbij alumni toch al komen opdraven.



Appendix II Transition Table Culture, Organization and Management

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

Clean sweep test (September 2020):

In principle, for a course that is no longer given in 2020-2021, there is one more opportunity to complete the course according to the material of 2019-2020 (the clean sweep test). The clean sweep tests are offered to students who followed the course in 2019-2020, but did not pass:

- Research Lab;
- COM Practices.



Addendum to the 2020-2021 Teaching and Examination Regulations

Several articles for the 2020-2021 academic year will be temporarily suspended or amended as a result of the consequences of the measures to stop the spread of COVID-19. These amendments apply exclusively to the 2020-2021 academic year, which ends 31 August 2021. In this regard, reference is also made to the addendum to the Application and Registration Regulations for the 2020-2021 academic year.

Part B1 Programme-specific section

Article 7.2 Admission requirements

Supplementary to Article 7.2.1, students* are also admissible for the 2020-2021 academic year (start date September 2020) if they, at the latest by 31 August 2020

have not obtained a maximum of 18 EC of the Bachelor's programme that confers entitlement to admission, under the following conditions:

- the Bachelor's degree certificate must still be obtained before 1
 September 2021 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.
- 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.

have not obtained a maximum of 6 EC of the bridging or pre-Master's programme, under the following conditions:

- the bridging or pre-Master's programme must still be successfully completed before 1 September 2021 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.
- 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).

*The above supplements do not apply to non-EEA students who must complete a Bachelor's programme outside of the Netherlands.

Article 7.4 Bridging or pre-Master's programme

Supplementary to Article 7.4.1, students* are also admissible for the 2020-2021 academic year (start date September 2020) if they, at the latest by 31 August 2020 have not obtained a maximum of 18 EC of the designated HBO/university (WO) Bachelor's programme, under the following conditions:

- the HBO/WO Bachelor's diploma must still be obtained before 1
 September 2021 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.
- 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.

*The above supplements do not apply to non-EEA students who must complete a Bachelor's programme outside of the Netherlands.



EXPLANATORY NOTES Addendum Master TER

Article 7.2 Admission requirements

Admission to the Master's programme until 1 September 2020 by means of the so-called 'exceptional admission provision' has been added to Article 7.2. This provision applies to Dutch and other EEA¹ students who are pursuing a Bachelor's programme or a bridging/pre-Master's programme in the 2019-2020 academic year.

The exceptional admission 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 at the latest by 31 August 2021. If the student does not fulfil this condition, the student will not be able to continue or complete the Master's programme.

In this last case, the results obtained will remain valid. As soon as the student has registered again for the Master's programme, they can submit a request to the Examination Board to qualify for an exemption from the subjects from the compulsory programme of study of the Master's programme which they have already passed.

Per Master's programme, it is laid down by decision of the Faculty Board under what conditions the student is admitted to the Master's programme if the student does not yet hold a Bachelor's degree or has not yet completed a bridging/pre-Master's programme or does not yet in other respects satisfy the admission requirements for the programme referred to in Article 7.2. These conditions are set out at programme level in the faculty decision in the addendum to the Academic and Examination Regulations. These will in any case indicate the minimum number of credits that must be obtained. If applicable, it will subsequently be specified whether the final project must be completed before the student starts working on the final project for the Master's programme (a frequently occurring condition at VU). Where applicable, additional substantive requirements are indicated, as regards knowledge and skills which the student must possess or educational units which the student must have completed before they can be admitted to the Master's programme.

The Faculty of Science and the Faculty of Behavioural and Movement Sciences allow direct progression from an HBO Bachelor's programme to a WO Master's programme in the case of several programmes. In Article 7.2, they are requested to indicate separately the minimum number of EC the student must have earned in order to qualify for exceptional admission.

Article 7.3 Selection requirements

The method used to assess whether the selection requirements have been satisfied can be modified here as required. This may be necessary if there is as yet no grade available for the Bachelor's thesis, for instance.

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/WO Bachelor's programme must be successfully completed before completing the bridging/pre-Master's programme. If bridging/pre-Master's students do not complete the programme before September 2020 *nor* qualify for exceptional admission, they can, however, re-register for the 2020-2021 academic year. In that case, they will not owe the usual pre-Master's fee for 30 EC, but only for the number of EC still outstanding.

¹ EEA students are students who have an educational background from a country that belongs to the European Economic Area or Liechtenstein, Norway or Iceland. More information can be found at: https://www.rijksoverheid.nl/onderwerpen/europese-unie/vraag-en-antwoord/welke-landen-horen-bij-de-europese-economische-ruimte-eer