

**Education and Examination Regulations
Master's Degree Programme**

**Public Administration and Organisation Science
2023 - 2024**

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The Education and Examination Regulations contain the programme-specific rights and obligations of students on the one hand and Utrecht University on the other. The (general university) Student Charter contains the rights and duties that apply to all students.

The dean of the Faculty adopted these regulations on 20 June 2023 with the approval of the Faculty Council and the degree programme advisory committee on 6 June 2023 and 2 May 2023, respectively.

SECTION 1 – GENERAL PROVISIONS

Art. 1.1 – Applicability of the Regulations

These Regulations apply to the academic year 2023-2024 and apply to the education, the tests and the examination of the Master's degree Programme Public Administration and Organisation Science, hereinafter referred to as: the Master's Degree, to all students who are registered for the Master's degree and to all those who request to be admitted to the programme.

The Master's degree is provided by Utrecht University School of Governance (USG), hereinafter referred to as: School of Governance, of the Faculty of Law, Economics and Governance (LEG), hereinafter referred to as: the Faculty.

Art. 1.2 – Definition of terms

In these regulations, the following terms mean:

- a) the Act: the Higher Education and Research Act (*Wet op het hoger onderwijs en wetenschappelijk onderzoek*);
- b) student: anyone who is registered at the university to take courses and/or to sit the tests and the examinations of the Programme;
- c) credit: unit expressed in ECTS, whereby one credit is equal to 28 hours of study;
- d) language code of conduct: the rules of conduct relating to academic programmes and examinations in languages other than Dutch, determined by the Executive Board on the basis of Section 7(2)(c) of the Higher Education and Research Act (*Wet op het hoger onderwijs en wetenschappelijk onderzoek*);
- e) degree programme: the Master's degree programme referred to in art. 1.1 of these Regulations. A Master's degree programme can consist of several programmes.
- f) programme: a coherent whole of units of study within a Master's degree, as described in art. 3.6 of these Regulations;
- g) course: a unit of study of the degree programme, included in the University Course Catalogue;
- h) test: interim examination as referred to in art. 7.10 of the Act;
- i) examination: the final Master's examination of the degree programme that is passed if all obligations of the entire Master's degree have been fulfilled;
- j) University Course Catalogue: the register of the courses given by the University which is kept under the responsibility of the Executive Board;
- k) contact hours: Contact hours are taken to mean:
 - hours spent in class where a lecturer is present, such as lectures and tutorials, student counselling, traineeship supervision, tests and examinations, as well as career support in so far as the degree programme schedules these for all students;
 - other structured hours scheduled by the degree programme and which are characterised by contact between the students themselves, either online or on location and/or online contact with lecturers.
- l) educational facility: the facility offered by or in name of the Director of Education to a student with a disability or chronic illness, which lays down the necessary and reasonable facilities to which the student is entitled.
- m) International Diploma Supplement: the annex to the Master's degree Certificate, which includes an explanation of the nature and contents of the degree programme (partly in an international context).

n) Semester: the period defined in the [university's annual calendar](#). The academic year consists of two semesters: semester 1 (period 1 and 2) and semester 2 (period 3 and 4).

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

SECTION 2 – ADMISSION

Art. 2.1 – Maximum capacity

For the academic years 2023-2024 and 2024-2025, the School of Governance has determined a maximum capacity of 25 students per study programme. The Communication, Policy and Management study programme has determined a maximum capacity of 0 students for the academic year of 2023-2024. During this period, a maximum capacity of 40 students has been determined for the Strategic Human Resource Management study programme, divided in two groups of maximum 20 students. During this period, the European Governance study programme has determined a maximum capacity of 30 students.

Art. 2.2 – Requirements for admission to the Master's degree

The following students are eligible to the Master's Degree:

1. Students who obtained a Bachelor's degree in Public Administration and Organisation Science at Utrecht University.
2. Students who obtained a Bachelor's degree in Public Administration or Public Administration and Organisation Science elsewhere in the Netherlands.
3. Students who obtained an academic Bachelor's degree at another faculty and who obtained a minor in Public Administration and Organisation Science (see Art. 2.5).
4. Excluding the programme European Governance: students with a Bachelor's degree from a university of applied sciences (HBO) who have successfully completed the minor programme in Public Administration and Organisation Science Plus (see Art. 2.5).
5. Until September 2023: Students with a Bachelor's degree from a university of applied sciences are not admitted, with the exception of students from an institution that has concluded a covenant with the School of Governance.
6. For the Sports Policy and Sports Management study programme, for the academic years of 2023-2024 and 2024-2025, students with a Bachelor's degree from a university of applied sciences can be admitted to the programme after successful completion of the minor in Public Administration and Organisation Science as well (see Art. 2.5).
7. In addition to the provisions made in paragraphs 1 and 2 of this article, to be admitted to the European Governance study programme, students with a Bachelor's degree from a Dutch or foreign university are required to have demonstrable knowledge in the field of European Governance. Students can, for instance, demonstrate this by having completed the REBO/LEG minor in European Governance.
8. For students who are admitted to the first year of the 'double degree' European Governance study programme it applies that they are automatically admitted to the second Master's year of the Public Administration and Organization Science study programme after they have passed the first year at Masaryk University in Brno (Czech Republic), University of Konstanz (Germany) or University College Dublin (Ireland).

The master's programme selects students who have:

- both knowledge of- and insight in the field of public administration and organisation science at the bachelor level;
- both knowledge of- and insight in the theoretical and methodological fundamentals of public administration and organisation science or related disciplines at the bachelor level.
- both oral and written professional skills, including skills in presenting and expressing.
- reading, speaking and writing skills in English at academic level.
- general academic skills, including analysing, interpreting and advising.
- a critical, constructive and active working attitude.
- the learning skills required to successfully complete a Master's degree programme.

- a learning style that suits the intensive and small scale character of the Master's degree programme.
- a demonstrable interest in political and societal developments.

Art. 2.3 – Dutch and English language requirements

Language requirements Dutch study programmes

For the five Dutch-language study programmes it applies that students with a foreign prior education are only allowed to start with the programme:

1. once it has been demonstrated that the requirement concerning adequate command of the Dutch language has been fulfilled by passing the state examination in Dutch as a Second Language, Programme 2, or the certificate in Dutch as a Second Language, 'Educatief Professioneel' or 'Educatief Startbekwaam', and
2. once it has been demonstrated that the requirement of adequate command of the English language has been fulfilled, by sitting one of the following tests:
 - IELTS (International English Language Testing System), academic module. The minimum required IELTS score (overall band) is: 6.5 with at least 6,0 for the component 'writing, speaking, listening and reading'
 - TOEFL (Test of English as a Foreign Language). The minimum requirement TOEFL score is 93 (internet-based test) with at least a score of 24 for reading, 22 for listening, 20 for speaking and 20 for writing.
 - Cambridge EFL (English as a Foreign Language) Examinations, with one of the following certificates:
 - Cambridge English Advanced (CAE). Minimum score: 176 total, 169 writing.
 - Cambridge English Proficiency (CPE). Minimum score: 180 total, 169 writing

or by having completed a degree taught in English.

Language requirements English study programmes

For the English-language programme European Governance, the Organising Social Impact study programme and for the English-language group of the study programme Strategic Human Resource Management, it applies that candidates whose native language is not English must fulfil the requirement of sufficient command of the English language by sitting for one of the following tests:

1. IELTS (International English Language Assessment System), academic module. The minimum required IELTS score (overall band) must be: 6.5 with at least 6.0 for the components 'writing, speaking, listening and reading'.
2. TOEFL (Test of English as a Foreign Language). The minimum required TOEFL score is: 93 (internet-based test) with at least a score of 24 for reading, 22 for listening, 20 for speaking and 20 for writing.
3. Cambridge EFL (English as a Foreign Language) Examinations, with one of the following certificates:
 - Cambridge Certificate in Advanced English; minimum score: B;
 - Cambridge Certificate of Proficiency in English; minimum score: C.
 - Cambridge English Advanced (CAE). Minimum score: 176 total, 169 writing.
 - Cambridge English Proficiency (CPE). Minimum score: 180 total, 169 writing.

Those who obtain a bachelor's degree from a Dutch research university, meet the English language requirement for admission to the Organising Social Impact study programme and the English-language group of the Strategic Human Resource Management study programme.

To be admitted to the first year of the 'double degree' European Governance study programme at Masaryk University in Brno (Czech Republic), University College Dublin (Ireland) or University of Konstanz (Germany), the requirement of sufficient command of the English language must be fulfilled by sitting one of the tests listed.

Students who have passed the first year at Masaryk University in Brno (Czech Republic), University of Konstanz (Germany) or University College Dublin (Ireland) fulfil the requirement of sufficient command of the English language of the Public Administration and Organisation Science study programme at Utrecht University.

Art. 2.4 – Admission Procedure

1. Admissions Committee
Decisions regarding admission to the Master's degree, as well as decisions regarding admission to the various study programmes, are made by the Admissions Committee of the School of Governance. The Committee consists of:
 - a. a member of the academic staff who is in charge of the education of the concerning study programme;
 - b. a consultative member, who also acts as secretary. The Education Manager, or an equivalent co-worker in the Department, is appointed in this position.The appointments are made by the Dean on recommendation of the Director of Education.
2. Admission Check
 - a. In regard to admission to the Master's degree, as referred to in Art. 2.2, the Admissions Committee will perform an investigation into the knowledge, insight, and skills of the candidate. The investigation of the Committee is based on the admissions file to be submitted by the candidate. This file contains the letter of motivation, curriculum vitae, certificates of courses passed that are relevant to the study programme, or progress reports of a still to be completed study programme, and letters of recommendation.
 - b. In regard to eligibility to a study programme, the Admissions Committee will check whether the candidate fulfils, or will fulfil in time, the requirements for admission stated in Art. 2.2 and 2.3. In addition, the Committee includes, with regard to admission, the following criteria in its investigation:
 - the motivation of the candidate for the Master's degree and the study programme;
 - the extent to which the candidate has utilised the possibilities to acquire knowledge regarding the contents of the programme;
 - the ambitions of the candidate regarding graduation research and the labour market;
 - study results previously obtained by the candidate.
3. Candidates, who fulfil the requirements for admission as formulated in Art. 2.2, are invited for an admission interview.
4. The Master's Degree is limited with regards to the number of students who can be admitted (see Art. 2.1). This means that a decision to admit a student is not made solely on the basis of the admissions file submitted by the candidate and the admission interview, but it also depends on the available capacity within the programme.
5. The admission check, as described in paragraphs 1 up to and including 4 of this article, takes place once a year starting at the beginning of the second semester, as stipulated on the University Annual Calendar.
6. A request for admission to the Master's degree and a specific study programme (the application) should be submitted to the Admissions Committee before 1 April 2023 (for the academic year 2023-2024) or 1 April 2024 (for the academic year of 2024-2025). For practical reasons, however, the Department might decide to postpone this deadline.
7. The Admissions Committee takes a decision on a request before 1 June. Admission is granted on condition that, on the starting date of the Master's degree at the latest, the candidate will have fulfilled the requirements stated in Art. 2.2 and 2.3 regarding knowledge and skills, as evidenced by qualifications obtained.
8. The candidate receives written confirmation on the decision regarding the admission to the Master's degree. In the confirmation the possibility of appeal to the Examinations Appeals Board is pointed out to the candidate. In case of rejection, the candidate is entitled to request an oral or written explanation by the Admissions Committee.

Art. 2.5 – Minor

1. As noted in article 2.2 paragraph 3, 4 or 6, students who have not completed a Bachelor's degree from a research university in Public Administration and Organisation Science or in Public Administration, are obliged to complete, in addition to their own prior education, the minor programme in Public Administration and Organisation Science or the minor programme in Public Administration and Organisation Plus, respectively, before being eligible for admission to one of the Master's Degree study programmes.
2. The minor programme Public Administration and Organisation Science consists of four compulsory courses with a total study load of 30 credits (see Appendix 2 of these Regulations).
3. The minor programme Public Administration and Organisation Science Plus consists of six compulsory courses with a total study load of 45 credits (see Appendix 2 of these Regulations).
4. The School of Governance does not offer a pre-master or foundation programme enabling students to prepare for enrolment in a study programme.
5. Completing the minor programme successfully, as referred to in paragraph 1 up to and including 3 of this article, does not guarantee enrolment in one of the study programmes.

SECTION 3 – CONTENTS AND STRUCTURE OF THE MASTER’S DEGREE PROGRAMME

Art. 3.1 – Aim of the Master’s degree

Primary aim of the Public Administration and Organisation Science Master’s degree programme is:

To educate motivated people who are able and willing to use their academic knowledge in the field of public administration and organisation to make a useful contribution to the solution of public issues.

To this end, the degree programme has three learning pathways:

- 1. The substance of the public administration and organisation of public issues:** Knowledge and understanding which are important for the contextualised understanding and analysis of the public administration and organisation of public issues. The cognitive skills to use this knowledge in concrete situations and to look critically at both the theory and practice.
- 2. Research into the public administration and organisation of public issues:** The skills to research the public administration and organisation of public issues using various approaches in order to generate both scientifically and socially relevant insights.
- 3. Professional actions in the public administration and organisation of public issues:** The necessary skills and attitude to play a useful and professional role in solving public issues based on relevant knowledge and research skills.

Building on the educational aims of the Bachelor’s programme Public Administration and Organisation Science, this leads to the following educational aims for each of the learning pathways in the Master’s programme Public Administration and Organisation Science.

The substance of the public administration and organisation of public issues:

The graduate:

1. has a thorough knowledge of and insight into the public administration and organisation of public issues in interaction with the national and international political and societal context, specifically in one of the following core areas: Public Governance; Communication, Policy and Management; European Governance; Organisations, Change and Management; Public Management; Strategic Human Resource Management, Organising Social Impact, or Sports Policy and Sports Management;
2. can make use of ‘state of the art’ theoretical insights alongside their own knowledge of empirical studies in Public Administration and Organisational Science and related disciplines to independently identify, formulate and analyse relevant problems and can provide solutions to these;
3. can critically reflect on the dominant views on the public administration and organisation of public issues in international scientific literature and professional practice, as well as the central concepts on which these views are based in one of the core areas;
4. can carefully distinguish between analysis, solution and effect and relate them to each other;
5. can design or choose between solutions and implementation strategies for public administration and organisation based on scientific analysis.

Research into the public administration and organisation of public issues

The graduate:

1. has the ability to independently set up, conduct and report on a research project in Public Administration and Organisational Science in a manner that meets accepted disciplinary standards;

2. can make a methodologically argued choice for a particular research strategy relevant to the specific problem, keeping in mind the scientific-philosophical insights into reality, and knowledge about that reality;
3. can make use of theoretical concepts to analyse and interpret the results of an empirical study and use these to draw substantiated conclusions;
4. shows a degree of originality in the study and contemplation of public issues in the light of existing literature and new empirical facts;
5. can critically reflect on research results in the light of the research strategy used and relevant theoretical concepts;
6. can operationalise theoretical insights and convert these into practical action perspectives.

Professional actions in the public administration and organisation of public issues:

For professional skills:

The graduate

1. possesses advanced professional and academic skills in the area of advice, policy, management and/or research which will prepare them in their professional life;
2. can take a well-founded view on a scientific discourse in relation to practical public administration and organisational issues, can estimate both their theoretical and practical value and translate this into professional practice whilst keeping social and ethical aspects such as responsibility and integrity in mind;
3. can give substantiated and constructive feedback and is able to use received feedback in a professional context;
4. is able to independently apply knowledge, insights and problem-solving skills to new or unknown situations within a broader, multidisciplinary or international context related to their field of study;
5. is able to provide clear and unambiguous verbal and written communication, in Dutch and/or English, about the acquired knowledge and insights, including the motives and considerations on which these are based, to a specialist and/or non-specialist audience whilst keeping the social consequences of this communication in mind.

For a professional attitude:

The graduate

1. has an awareness of the value of a diversity of approaches to issues and can value the role that various backgrounds play in both a national and international context;
2. critically reflects on their own values and behaviour in relation to people from a different (cultural) background and shows empathy for others, enabling them to cooperate well and make useful connections with others;
3. is sensitive to the context of professional behaviour and is aware of their own role in this;
4. takes an open attitude to the ambiguity and uncertainty of processes in organisations and public administration.
5. has a sense of the ethical responsibilities and the importance of integrity in relation to public administration and organising public issues and in researching them.

Art. 3.2 – Structure of the programme

1. The Master's degree offers seven one-year, full-time study programmes.
2. The Sports Policy and Sports Management study programme is dual, and is offered spread-out over two years.
3. The Master's degree starts once a year in September.

Art. 3.3 – Language medium of the programme

The teaching and testing of the programmes Public Governance, Organisation, Change and Management, Public Management and Sports Policy and Sports Management is in Dutch. Very sporadically, a single meeting could be held in English.

The programmes Organising Social Impact and European Governance are taught in English: 100% of the courses are in English.

The programme Strategic Human Resource Management consists of a Dutch track (100% of the courses are in Dutch) and an English track (100% of the courses are in English).

Appendix 3 provides an explanation of the choice of language policy for the English-taught programmes. Appendix 1 provides an overview of the courses in the English-taught programmes.

Art. 3.4 – Credit load

The credit load for the Master's degree is 60 credits.

Art. 3.5 – Study programmes

The Master's degree consists of the following study programmes:

1. The Public Governance study programme, which prepares for professions as policy or staff executive, policy consultant, or policy researcher with government organisations or other organisations with a public function, consultancies, and research agencies.
2. The Communication, Policy and Management study programme, which prepares for positions as in-house consultant, policy assistant, staff executive Communications or Public Relations, or researcher/consultant with a communications consultancy.
3. The European Governance study programme, which prepares students for a profession as policy or staff employee, policy consultant, or policy researcher with government organisation, organisations with a public function and private organisations involved with certain aspects of European Governance.
4. The Organisation, Change and Management study programme, which prepares students for functions as in-house consultant or project team member in the field of organisational change in social organisations and bodies, consultant with professional consultancy agencies or researcher at the university or with research agencies.
5. The Public Management study programme, which prepares for result-oriented functions in public organisations, social bodies, and joint ventures, such as manager or future manager, project leader, process manager, public administration consultant, company secretary, and staff executive, as well as positions with management consultancies.
6. The Strategic Human Resource Management study programme, which prepares students for a profession as HR consultant, policy assistant on a staff department, starting positions as manager, or researcher with, for example, sector organisations, or with bodies which perform policy research in commission (amongst others for the government).
7. The Organising Social Impact study programme, which prepares for leadership roles and in-house consultancy in grassroots public and private organisations engaged in societal change focused on sustainability, inclusion and equity.
8. The Sports Policy and Sports Management Programme, which prepares students for a profession as co-worker for sport with a municipality, association, umbrella organization or other supportive sport organisation, project team member with consultancy agencies, sport club manager, or as researcher with a research agency or the university.

Art. 3.6 – Composition of the study programmes

1. The study programmes consist of theoretical specialist courses with a study load of at least 22.5 credits.
2. The study programmes consist of Academic and Professional Skills of at least 15 credits.
3. Independently performing empirical research comprises 22.5 credits. The research is performed within the framework of the research seminar.
4. The Sports Policy and Sports Management study programme has a different structure due to the combination of learning and internship. In Year 1 of this dual programme, 22.5 credits are reserved for specialised courses and 7.5 credits are reserved for

Academic and Professional Skills. In Year 2, 22.5 credits are reserved for the research seminar, and 7.5 credits for a skills development course.

5. The European Governance study programme consists of theoretical specialist courses with a study load of 30 credits and a combined graduation phase and internship of 30 credits.
6. In the University Course Catalogue in Osiris, the contents and the teaching form of the compulsory courses of the distinctive study programmes are described in detail with reference to the prior knowledge required in order to successfully complete the course in question.
7. Within each study programme, with the exception of the Sports Policy and Sports Management and European Governance study programmes, students make a choice from Academic and Professional Skills with a study load of at least 15 credits. The skills courses were developed with a view to the possible professional profile of the Master's degree. The skills training courses from which students may choose are included in Appendix 1.

Art. 3.7 – Actual teaching structure

1. The number of contact hours for the Master's degree comes to an average of 4 to 6 hours per course per week, with the exception of the research seminar.
2. Students can find information on the courses:
 - In OSIRIS Student (contents, learning objectives, admission requirements, literature, work forms, testing and time slot of a course);
 - In the student's app MyUU and on MyTimetable.uu.nl (schedules and halls, examination dates and halls of the course);
 - In the course manual, published on Blackboard or distributed via e-mail (detailed information about division into groups and/or subgroups, preparation for the meetings, assessment criteria of course assignments). Information in the course manual is decisive.

SECTION 4 – EDUCATION

Art. 4.1 – Course

All courses that are part of the Master's degree are included in the University Course Catalogue in OSIRIS.

Art. 4.2 – Compulsory order of the courses

It applies to all study programmes that a student is not entitled to participate in the education and assessment of the research seminar, in which the graduation research is carried out, unless he has participated in the specialist courses of the study programme in question in semester 1 (full-time programmes) or in year 1 (Sports Policy and Sports Management).

Art. 4.3 – Registering for courses

1. A student who is enrolled in a study programme is automatically registered for all fixed components of this programme and the accompanying tests.
2. For the Academic and Professional Skills of the 1-year programmes, for which a student may choose from the courses supplied by the School of Governance, the student indicates one's preference at the beginning of the academic year. Subsequently, the student's information desk (Studiepunt) takes care of placement. If the number of students who preferred the same course exceeds the number of available places in that course, fate decides who will be registered for their first choice, and who will be registered for another choice. Only the choices submitted before the respective deadline are taken into consideration.
3. For the LEG Skills Academy, students are enrolled for the respective course based on the order of registration. A maximum number of participants per course is determined in advance and published in the University Course Catalogue.

Art. 4.4 – Attendance, and best effort obligation

1. All students are expected to actively participate in the course for which they are registered.
2. Apart from the general rule which states that the student is expected to actively participate in education, additional requirements for each course are set out in the study manual.
3. In the case of qualitative or quantitative inadequate participation, the course coordinator may exclude the student from further participation in the teaching and/or testing of the course or a part thereof.
4. For the LEG Skills Academy modules, students are required to attend 100% of the module. Students will be excluded from the testing of the module, if they miss more than one meeting.

Art. 4.5 – Evaluation of quality of the education

1. The Director of Education is responsible for monitoring the quality of the education. To this end the Director of Education will ensure that an evaluation of the courses is made, as well as an evaluation at curriculum level. In this quality control of the courses the Director of Education will draw on the advice and suggestions for improvement of the Degree Programme Committee on promoting and safeguarding the quality of the course.
2. The education in the study programmes will be evaluated in the following manner:
 - a) interim evaluation in the course: during the course the students can provide feedback on aspects that could possibly be different or better;

- b) course evaluation: at the end of every course, the participating students are asked for their opinion on the quality of the contents, educational structure, study materials, testing and lecturer(s) in a survey. The lecturers do evaluate the course as well responding on signals provided in the student's evaluation.
 - c) In addition to the course evaluations, students panels are to be organised twice a year in which the Director of Education meets a representation of two students from every study programme in an informal setting.
 - d) Evaluation at curriculum level: every graduating student is asked to complete a digital survey on the just finished study programme.
3. Students who have participated in the course will be informed of the results of the course evaluation on Blackboard. The changes made and measures taken in response to the course evaluation will also be included in a student's newsletter provided by the School of Governance prior to every new academic year.

SECTION 5 – TESTING

Art. 5.1 – General

1. During the course, the student's academic schooling is tested and checked whether the student's learning objectives are attained to a satisfactory degree.
2. The University Course Catalogue in OSIRIS describes what performance the student should deliver in order to complete the course successfully, and what criteria are used to review the student.
3. Each course consists of several tests and the student's progress will be reviewed by and discussed with the lecturer halfway through the course.
4. Assessment of the student's performance is completed before the end of the teaching period.
5. The assessment procedure is set out in the Regulations for the Board of Examiners Public Administration and Organisation Science.

Art. 5.2 – Board of Examiners

1. The Dean sets up a Board of Examiners on behalf of the Department and is responsible for guaranteeing the independent and expert functioning of the Board.
2. The Dean will appoint the Chair and the members of the Board of Examiners for a period of three years based on their expertise in the field of the study programme(s) in question or the field of examining, whereby:
 - a) at least one member comes from outside the group of study programmes concerned, and
 - b) at least one member is a lecturer on the group of study programmes concerned.
 - c) Re-appointment is possible. Before making this appointment, the Dean will consult the concerning members of the Board of Examiners.
3. Anyone holding a management position with financial responsibilities or anyone who is fully or partly responsible for a study programme may not be appointed as a member or Chair of the Board of Examiners. This includes at least: the Dean, Deputy Dean, director/head/manager of a department, member of a departmental management/public administration team, director/head/manager of a division, member of a divisional management/public administration team, member/Chair of the Board of Studies of the Academic School or Undergraduate School, and the Director of Education.
4. Membership of the Board of Examiners ends with the expiry of the term of appointment. In addition, the Dean may discharge the Chair and the members upon their request. The Chair and the members may be discharged by the Dean, if they no longer comply with the requirements set out in paragraphs 2 or 3 of this article. Moreover, the Dean may discharge the Chair and the members if it appears that they failed to perform their statutory duties adequately.
5. The Dean Presents the composition of the Board of Examiners to students and teaching staff.

Art. 5.3 – Assessment of the Master's thesis

1. The Master's thesis is assessed by the thesis supervisor and a second assessor (also see the Regulations for the Board of Examiners Public Administration and Organisation Science).
2. The Master's thesis as well as the public presentation and defense of the thesis should be marked both at least 5.5 [out of 10] and may not be compensated by other test results of the research seminar. This is contrary to the provisions in Article 5.5, paragraph 4.
3. For the benefit of the Master's research seminar and graduation, the School of Governance has written the *Studentenbrochure onderzoekseminar en afstuderen* [research seminar and graduation student brochure]. This brochure is handed to each student at the beginning of the academic year.

Art. 5.4 – Marks

1. Marks are awarded on a scale of 1 to 10. The final assessment of a course is either pass or fail, expressed in numbers: 6 or higher and 5 or lower, respectively. The number 5 is not provided with decimals. The other figures are expressed only in whole or half numbers.
2. Alphanumeric results are awarded in the following cases:
 - a student who is registered for a course and has not participated in one of the test modules will be given an NP (Not Participated);
 - a student who is registered for a course and has not participated in any or in all the test modules will be given an NC (Not Completed);
 - if the student has complied with a module, but has not received a mark for it, he may be given a P (Pass) as the result;
 - if the student has not completed a unit but does not receive a mark it, the student can be given an F (Fail) as the result;
 - a student who has been granted exemption by the Examination Committee will be given a EX (EXemption);

Art. 5.5 – Resit opportunities

1. If the student has fulfilled the best efforts obligation during the course but could, nevertheless, not be awarded a pass, but the final mark was 4.0 or higher, the student is granted one resit opportunity within the current academic year.
2. If, at the end of the academic year during which the course was followed, the student still has not obtained a pass, then this course can be resit in the following year whereby the student is obliged to study the subject material used during this new academic year.
3. All part-results obtained for a course up to that point in time expire if the student fails to complete this particular course after the second year of having registered for this course. The student is then obliged to follow the course once more, and to resit for all the accompanying tests once more.
4. Insufficient part-results of 5.0 up to and including 5.4 may be compensated with other part-results from the same course. Part-results such as these may only be resat if the final result of the course is a fail.
5. Part-results lower than 5.0 should always be resat, with due observance to the provisions made in paragraph 1 of this article.
6. Marks of 5.5 or higher are considered a pass and may not be resat.
7. A student may submit a request to the Board of Examiners for an alternative test or for a resit in the event of special circumstances as a result of which the student was unable to sit for the regular test as set out in paragraph 1 of this article. In case there is a regular opportunity within the current year to resit the test, then the student is expected to use this opportunity before appealing to this provision. Special circumstances are understood to include:
 - a. prolonged or chronic illness;
 - b. handicap or functional disability;
 - c. exceptional circumstances, including family circumstances.Special circumstances should always be supported with evidence. A request is submitted to the Board of Examiners, at most 10 working days after the regular test date.
8. Should the weighing of a test alter as a result of which the student incurs a shortage of credits, a supplementary assignment may be agreed upon with the lecturer in question in order to make up for the shortage.
9. Students who are confronted with an undesired and disproportionately long extension of the duration of their study may approach the Board of Examiners with a well-augmented request in order to qualify for an early resit.

Art. 5.6 – Participation

A student's participation in the course and within the group are part of the assessment of this course. The Study Manual states how and on which criteria participation within a particular course is assessed.

Art. 5.7 – Type of assessment

1. The final assessment of a course takes place in the way mentioned on the test schedule of the course which is published in the MyUU students app, on Mytimetable.uu.nl and on OSIRIS Student.
2. On request, the Board of Examiners may, in exceptional cases, give permission that a test may be taken in a form other than the form stipulated in paragraph 1.

Art. 5.8 – Oral tests

1. During oral tests only one student is assessed at the same time, with the exception of group presentations and debates, unless the Board of Examiners decides otherwise.
2. An oral test is public unless, in an exceptional case, the Board of Examiners or the examiner in question decides otherwise, or the student made objections against it.

Art. 5.9 – Time limit for marking tests

1. The examiner must determine the mark of a written test or other kind of test within ten working days after the day on which the test was held, excluding working days designated as non-teaching days by the Director of Education, and will provide the administration of the Department with the necessary information for handing out the written or electronic proof of the mark to the student.
2. If the mark is not available within this period of time for reasons of force majeure, the examiner must communicate this to the student, indicating when the mark will be determined.
3. The written statement of the mark achieved must inform the student of the right of inspection referred to in art. 5.11 and of the possibility to appeal to the Examinations Appeals Board.

Art. 5.10 – Period of validity

1. The term of validity of courses passed is unlimited. Contrary to this, the Board of Examiners may impose an additional or alternative test for a course, the test for which was passed more than five years earlier, if the knowledge or understanding being examined is demonstrably out of date, or if the skills being examined are demonstrably out of date.
2. The period of five years referred to in paragraph 1 will be extended by the number of months of financial support that the student has been granted on the grounds of the Profiling Fund (*profileringsfonds* - for special financial support to students) as referred to in paragraph 2a of the Higher Education and Research Act and the period granted or an extension of the performance-related grant due to a disability or chronic illness.
3. The period of validity of part-results of test components is one year from the examination date, taking into consideration the provisions of Article 5.5, Paragraph 3 of these Regulations.
4. In special situations, the student can submit a written request to the Board of Examiners to extend the validity of part-results with one year. The Board of Examiners can approve a request when force majeure is demonstrable (see Article 5.5 paragraph 7 of these Regulations) or when the expiration of the validity of the part-results would lead to study delay of at least 6 months.

Art. 5.11 – Right of inspection

1. During at least 20 working days after the result of a written examination was published, students may request to inspect their work. In addition, on request students are given a copy of their work at cost.
2. During the period mentioned in the first paragraph, the student may take note of the questions and assignments in the test under inspection, as well as the norms according to which the assessment took place if possible.

Art. 5.12 – Retention period of the tests

1. The assignments, their elaborations, and the assessed written tests are stored in paper or in digital form for two years after marking.
2. The Master's thesis, as referred to in Article 3.6 paragraph 3 and its assessment are stored in digital form for seven years after marking.

Art. 5.13 – Exemptions

At the student's request, the Board of Examiners may, after consulting the examiner in question, grant the student exemption from a course of the Master's degree, if the student:

1. has completed an equivalent course regarding contents and level at a university;
2. has demonstrated sufficient knowledge and skills through work or professional experience in relation to the concerning course.

An exemption can only refer to an entire course and not to a segment within the course (see the Regulations for the Board of Examiners, Section 5)

Art. 5.14 – Fraud and plagiarism

1. Fraud and plagiarism are defined as an action or omission on the part of students which produces an incorrect representation of their own performance as regards their knowledge, skills and understanding, which may result in the examiner no longer being able to assess the knowledge or ability of the students in a proper and fair manner.

Fraud includes:

- Cheating during examinations. The person offering the opportunity to cheat is an accessory to fraud;
- share answers with others while taking a test;
- seeking the help of third parties during a test;
- Possessing tools and resources during tests, such as pre-programmed calculators, mobile phones, books, course readers, notes, etc., consultation of which is not explicitly permitted;
- Having others carry out all or part of an assignment and presenting it as one's own work;
- Putting oneself in the possession of questions, exercises or answers of a test prior to the date or time that the test takes place;
- perform (or try to perform) technical changes that undermine the online testing system;
- Fabricating survey or interview answers or research data;
- Wrongly signing or having another sign the attendance lists (student A signs for student B who is not present; both students commit fraud).

Plagiarism is defined as including data or sections of text from others in the thesis or other written assignment without quoting the source. Plagiarism includes the following:

- Cutting and pasting text from digital sources such as encyclopaedias or digital publications without using quotation marks and referring to the source.
- Cutting and pasting text from the internet without using quotation marks and referring to the source;
- Using excerpts from printed material such as books, magazines, or encyclopaedias without using quotation marks and referring to the source;
- Using a translation of the abovementioned texts without using quotation marks and referring to the source;

- Paraphrasing of the abovementioned texts without clear reference: paraphrasing must be marked as such (by explicitly linking the text to the original author, either in text or a footnote), in order to not create the impression that the ideas expressed are those of the student;
 - Taking over visual, audio, or test material from others without referring to the source and in that way presenting it as own work;
 - Resubmission of the student's own earlier work without source references, and allowing this to pass for work originally produced for the purpose of the course, unless this is expressly permitted in the course or by the lecturer;
 - Taking over the work of other students and passing it off as own work. If this happens with the permission of the other student, the latter is accessory to plagiarism;
 - In the event that, in a joint paper, one of the authors commits plagiarism, the other authors are accessory to plagiarism, if they could or should have known that the other was committing plagiarism;
 - Submitting papers obtained from a commercial institution (such as an internet site offering excerpts or papers) or having such written by someone else in return for payment.
2. a. When fraud is established or suspected, the examiner informs the student and the Board of Examiners in writing.
 - b. The Board of Examiners grants the examinee the opportunity:
 - to respond to that in writing, and
 - to be heard.
 3. The Board of Examiners will determine whether fraud or plagiarism has occurred and will inform the examinee of its decision in writing and of the sanctions in accordance with the stipulations of paragraph 4, stating the possibility of appeal to the Examinations Appeals Board.
 4. The Board of Examiners is authorised to impose sanctions. In doing so, the Board of Examiners shall ensure that the sanction is proportionate: the consequences of the sanction shall be in proportion to the degree and seriousness of the fraud or plagiarism committed.
 5. One or more of the following sanctions may be imposed, depending on the nature and extent of the fraud or plagiarism committed, and the circumstances in which the fraud or plagiarism was committed, as well as the student's study phase:
 - invalidation of the paper or test submitted;
 - reprimand, a note of which will be made in OSIRIS.
 - removal from the course;
 - no longer being eligible for a positive degree classification (cum laude) as referred to in article 6.2;
 - exclusion from participation in tests belonging to the course concerned for the current academic year, or for a maximum period of 12 months;
 - complete exclusion from participation in all tests for a maximum period of 12 months.
 6. In the case of extremely serious and/or repeated fraud or plagiarism, the Board of Examiners may recommend that the Executive Board permanently terminate the concerned student's registration for the programme.
 7. If the Board of Examiners determines that there has been widespread or organised fraud, on a scale which would affect the test results in their entirety, the Board of Examiners will decide without delay that the test concerned is invalid and that all the participants must resit the whole test at short notice. The Board of Examiners will set the date on which the test must be retaken. This date will be no later than two weeks after the fraud was established, so that the participants can still benefit from their preparatory work for the test.
 8. The School of Governance uses software with which plagiarism can be traced. Students are obliged to cooperate with checks for plagiarism on their written work in a manner determined by the Master's degree. In case a student refuses to cooperate, the student risks being excluded from the assessment for the course in question.

SECTION 6 – EXAMINATIONS

Art. 6.1 – Examinations

1. The Board of Examiners determines the result of the examination and awards a degree certificate as referred to in Article 6.5 as soon as the student has fulfilled the requirements of the examinations programme.
2. Prior to determining the result of the examination, the Board of Examiners may conduct their own examination of the student's knowledge of one or more components or aspects of the study programme. The Board of Examiners will only conduct such an investigation if it establishes that there are certain facts or circumstances that lead it to the conclusion that the Board of Examiners cannot vouch for the student having obtained the exit qualifications for the course (as referred to in Art. 3.1 of the Education and Examination Regulations).
3. Assessment of the examinations file are part of the final examination. The last working day of the month in which the Board of Examiners has determined that the student has fulfilled the requirements of the examinations programme is the date of the examination.
4. The examination will be passed on condition that all components have been passed.
5. A further condition for passing the examination and for issuing the certificate is that the student was registered for the course during the period in which the tests were taken. If the student does not fulfil this condition, the Executive Board may issue a statement of no objection in relation to passing the examination and the issue of the certificate, after the student has paid the administration charges for the 'missing' periods.
6. A student who has passed an examination and who is therefore entitled to be awarded a certificate may request that the Board of Examiners delay the granting of the certificate and the date of examination. Such a request must be submitted within ten working days after the student has been informed of the examination results, stating the date on which the student wishes to receive the certificate. The Board of Examiners will in any case grant the request if the student:
 - a. plans to fulfil a management position for which Utrecht University has provided a board activities grant;
 - b. plans to do an internship or take a component of the study programme abroad.Postponement of the examination date is possible only once and for the duration of one academic year at the most. Postponement may only be granted for the duration of thirteen months for students who want to make use of tuition fee-board activities.

Art. 6.2 – 'Cum laude' classification

The 'cum laude' classification will be awarded to the Master's degree examination if each of the following conditions has been met:

- For the final assessment of all courses of the Master's degree an average mark of at least a not-rounded 8.0 was earned;
- All courses separately were awarded a final mark of 7.0 or higher;
- No tests have been resat during the course of study;
- A final result of no less than 8.0 was obtained for the Master's thesis;
- Exemptions that do not count have been obtained for not more than 20 credits;
- The Board of Examiners will not award the classification 'cum laude' if, as referred to in Article 5.14, fraud or plagiarism was established by the Examinations Board during the course of study;
- The Master's examination is obtained within one-and-a-half years (one-year programmes) or within three years (two-year programme).

Art. 6.3 – Degree

1. The "Master of Science" degree will be awarded to the student who passes the examination.
2. The degree awarded will be noted on the examination certificate.

Art. 6.4 – Degree certificate

The Board of Examiners will award a certificate as proof that the student has passed the examination. One certificate will be issued for each Master's degree programme, even if the student completes several study programmes.

Students of the 'double degree' study programme European Governance can only be awarded the certificate of Utrecht University after they have been awarded the certificate of the institute at which they have completed their first master year.

The Board of Examiners will add the International Diploma Supplement in the English language to this certificate, which provides (international) insight into the nature and contents of the study completed.

Art. 6.5 – Grading tables

1. The International Diploma Supplement gives the student's cumulative average mark and an ECTS Grading Table.
2. The cumulative average mark shows the student's academic performance on a scale of 1 to 10. It is calculated based on the final results for the courses the student has successfully completed within the degree programme. Courses that are not assessed on a numerical basis are not included in the calculation. The cumulative average mark is weighted based on the number of credits for each course.
3. The ECTS Grading Table gives a clear picture of Utrecht University's marking culture for educational institutions and employers outside the Netherlands. Based on the Grading Table, they can convert the results into their own marking system. The ECTS Grading Table is an institution-wide table for all Master's degree programmes. This table uses a ten-point scale where only the marks from 6 to 10 are shown, as only passing marks are included in the Grading Table. The marks are expressed only as whole or half points. The percentage given with each mark indicates how frequently each mark is awarded.
4. The calculation of the ECTS Grading Table is on the basis of all valid passes, except alphanumerical results, not weighted according to study load, in the three most recent academic years, of students who were actively registered for a Master's degree programme at Utrecht University.

SECTION 7 – STUDENT COUNSELLING

Art. 7.1 – Study progress administration

1. The School of Governance records the individual study results of the students and makes them available through OSIRIS Student.
2. A certified study progress file may be obtained at the student's information desk (Studiepunt).

Art. 7.2 – Student counselling

1. At the outset of the Master's degree the student discusses the individual lay-out of the study programme with the coordinator or a lecturer. In a tutorial at the beginning of the study programme, individual learning objectives, an orientation of the competencies to be acquired and an orientation on the interests, wishes, and expectations regarding the student's own research are discussed. During the Master's year this tutorial is referred back to frequently.
2. The School of Governance organizes an introductory programme for the student at the beginning of the Master's degree.
3. The School of Governance is responsible for providing sufficient counselling for the student during the studies, and pays particular attention to possible adjustments in regard to the transition between the chosen study programme and possible research training or vocational training outside the university.

Art. 7.3 – Disability

Students with a disability or chronic illness will be offered the possibility to take courses and sit examinations in the manner as laid down in their Educational facility. Requests for a provision are submitted to the student counsellor via OSIRIS student.

SECTION 8 – TRANSITIONAL AND FINAL PROVISIONS

Art. 8.1 – Safety net scheme

In those cases not provided for in these regulations, or not provided for sufficiently clearly, the decision will be made:

- a. by the Board of Examiners if on the basis of Articles 7.3j, 7.11 and 7.12b of the Act or on the basis of Articles 3.6, 5.5 and 5.7-5.10, 5.13-5.14, 6.1-6.2 of these Education and Examination Regulations this falls within the competence of the Board of Examiners;
- b. in all other cases the Director of Education.

Art. 8.2 – Hardship clause

In accordance with the rules laid down in these Education and Examination Regulations, the Board of Examiners will decide, unless this would have manifestly unreasonable consequences for the student that due to special circumstances are disproportionate to the purposes to be served by the rule.

Art. 8.3 – Amendments

1. The Dean will lay down amendments to these rules after having questioned the degree programme advisory committee and the Department's Degree Programme Committee and after consulting with the Faculty Council of LEG, in a separate resolution for each amendment.
2. An amendment to these rules does not apply to the current academic year, unless it will reasonably not harm the interests of the students.
3. Moreover, an amendment may have no adverse effects for students on any decision taken pursuant to these Regulations by the Board of Examiners with respect to the student.

Art. 8.4 – Publication

The School of Governance will provide for the publication of these Regulations, as well as each amendment, on the internet: students.uu.nl, on the page of the respective programme under 'academic policies and procedures'.

Art. 8.5 – Effective date

These Regulations take effect on 1 September 2023.

APPENDICES TO THE EDUCATION AND EXAMINATION REGULATIONS FOR THE MASTER'S DEGREE PROGRAMME

- 1) Appendix 1: Overview of the Master's Degree including Academic and Professional Skills
- 2) Appendix 2: Overview of the minor in Public Administration and Organisation science and minor in Public Administration and Organisation Science Plus
- 3) Appendix 3: Language policy English-taught programmes

Appendix 1 – Overview of the Master’s degree including Academic and Professional Skills

The Master’s Degree in Public Administration and Organisation Science is structured as follows:

B&B Period 1	EC	B&B Period 2	EC	B&B Period 3	EC	B&B Period 4	EC
Governance - USG6060	7,5	Decision making - USG6050	7,5	Citizenship and Responsibilities beyond the state - USG6310	7,5	Research Seminar Public Administration and Organisation Science – USG6360	22,5
Academic and Professional Skills	7,5	Academic and Professional Skills	7,5	Research Seminar Public Administration and Organisation Science – USG6360			
PM Period 1	EC	PM Period 2	EC	PM Period 3	EC	PM Period 3	EC
Public Performance - USG6140	7,5	Public Professionalism - USG6150	7,5	Public innovation - USG6340	7,5	Research Seminar Public Administration and Organisation Science – USG6360	22,5
Academic and Professional Skills	7,5	Academic and Professional Skills	7,5	Research Seminar Public Administration and Organisation Science – USG6360			
OVM Period 1	EC	OVM Period 2	EC	OVM Period 3	EC	OVM Period 4	EC
Managing change: conflict, culture, control - USG6120	7,5	Organisations and change - USG6110	7,5	Change and the imagination - USG6330	7,5	Research Seminar Public Administration and Organisation Science – USG6360	22,5
Academic and Professional Skills	7,5	Academic and Professional Skills	7,5	Research Seminar Public Administration and Organisation Science – USG6360			
OSI Period 1	EC	OSI Period 2	EC	OSI Period 3	EC	OSI Period 4	EC
Changing Institutions - USG6510	7,5	Organising Economic Transformation - USG6520	7,5	Research Seminar Public Administration and Organisation Science – USG6360			22,5
Academic Professional skills course	7,5	Academic Professional skills course	7,5			Mobilising for Social Impact - USG6530	7,5
SHRM Period 1	EC	SHRM Period 2	EC	SHRM Period 3	EC	SHRM Period 4	EC
Strategic Human Resource Management - USG6091	7,5	HRM and Employees - USG6081	7,5	The public dimension of SHRM - USG6351	7,5	Research Seminar Public Administration and Organisation Science – USG6360	22,5
Academic and Professional Skills	7,5	Academic and Professional Skills	7,5	Research Seminar Public Administration and Organisation Science – USG6360			

EG Period 1	EC	EG Period 2	EC	EG Period 3 and 4	EC
Regulating Markets - USG6210	7,5	European Union by and for the people? - USG6231	7,5	Research seminar Research internship and master thesis - USG6250	30
Labour Markets and Welfare States in Europe - USG6220	7,5	European Governance: professional Skills - USG6241	7,5		

Sports Policy and Sports Management

Year I (2023-2024 - cohort 2023)

Sport Period 1	EC	Sport Period 2	EC	Sport Period 3	EC	Sport Period 4	EC
Organising sport in transition - USG7012	7,5	Inclusivity and social responsibility in sport - USG7032	7,5	Governance issues in theory and sports practice - USG7042	7,5	Policy developments and leadership in sports - USG7071	7,5

Year II (2023-2024 - cohort 2022)

Sport Period 1	EC	Sport Period 2, 3, 4	EC
Academic and Professional Skills	7,5	Research Seminar Public Administration and Organisation Science - USG7080	22,5

Overview of Academic and Professional Skills master's degree PAOS

- Consultancy
- Labour Law
- Operational Management in the Public Sector
- Policy-making Skills
- Building Coalitions for Change
- Coaching in Organisations
- Creative Interventions
- Digital Transforming
- Leadership in an international context
- Management Skills
- Pitfalls of policy and management
- Organisation Dynamics
- Project Management

Appendix 2 – Overview Minors

The Minor in Public Administration and Organisation Science is structured as follows:

Minor in Public Administration and Organisation Science	Number of Credits	Level
Courses <ul style="list-style-type: none"> • Management of Organisations • Public Governance • Methods of Qualitative Research in Governance Studies, or: • Researching Public Administration and Organisations • Perspectives on Public Issues 	<ul style="list-style-type: none"> • 7.5 • 7.5 • 7.5 • 7.5 • 7.5 	<ul style="list-style-type: none"> • 1 • 2 • 2 • 2 • 3

The Minor in Public Administration and Organisation Science Plus is structured as follows:

Minor in Public Administration and Organisation Science	Number of Credits	Level
Courses <ul style="list-style-type: none"> • Management of Organisations • Public Governance • Methods of Qualitative Research in Governance Studies, or: • Researching Public Administration and Organisations • Perspectives on Public Issues • Academic Reading • Academic Writing part I + II 	<ul style="list-style-type: none"> • 7.5 • 7.5 • 7.5 • 7.5 • 7.5 • 7.5 • 7.5 	<ul style="list-style-type: none"> • 1 • 2 • 2 • 2 • 3 • 3 • 3

Appendix 3 - Language policy English-taught programmes

The Utrecht University School of Governance chooses to offer programmes in English when the content of the programme has obvious international components in conjunction with that the substantive discussion benefits from an 'international classroom' in particular. The degree programme has three English-taught programmes. European Governance focuses on decision making within the European Union and thus requires that students are prepared to engage in situations of international cooperation. Organising Social Impact focuses on issues that require solutions at a global level, but in connection with local practice as well.

Strategic Human Resource Management focuses on issues related to a progressively international labour market where shortages make it increasingly important to cooperate internationally, for instance to recruit and train new human resources in a different context. This master's programme has two tracks: an international track and a Dutch track. In the international track, students deliberately choose to focus on such issues.

The content of these programmes and the labour market where alumni end up has a strong international focus and the approach to public issues that are at the heart of these programmes appeals, more so than with other issues, to students' intercultural skills.