

Teaching and Examination Regulations

Faculty of Social Science

**Master's programme in Culture, Organization and
Management**

Academic year 2023-2024

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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 2023.
3. An amendment to the Teaching and Examination Regulations is only permitted to concern an academic year already in progress if this does not demonstrably damage the interests of students.

Article 1.2 Definitions

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

- | | |
|---------------------------|---|
| a. academic year: | the period beginning on 1 September and ending on 31 August of the following calendar year; |
| b. CvB | the Executive Board of Vrije Universiteit Amsterdam; |
| c. EC (European Credit): | a course credit with a workload of 28 hours of study; |
| d. examination: | an assessment of the student's knowledge, understanding and skills relating to a unit of education. The assessment is expressed in terms of a final mark. An examination may consist of one or more partial examinations. A resit always covers the same material as the original examination. An examination may be written, oral or conducted by other means; |
| e. FGV: | faculty joint assembly – assembly of the faculty student council and faculty staff council; |
| f. final examination: | A master's programme consists of a master's examination; |
| g. OLC: | programme committee; |
| h. period: | a part of a semester; |
| i. practical exercise: | the participation in a practical training activity or other educational learning activity, aimed at acquiring certain (academic) skills. Examples of practical exercises are: <ul style="list-style-type: none"> ○ researching and writing a thesis or dissertation ○ carrying out a research assignment ○ taking part in fieldwork or an excursion ○ taking part in another educational learning activity aimed at acquiring specific skills, or ○ participating in and completing an internship; |
| j. pre-Master's enrollee: | person enrolled in a pre-Master's programme who is not a student from a legal perspective; |
| k. programme: | the totality and cohesion of the units of education, teaching activities/methods, contact hours, testing and examination methods and recommended literature; |
| l. SAP/SLM: | the student information system (<i>Student Lifecycle Management</i>); |
| m. semester: | the first (September - January) or second (February - August) half of an academic year; |
| n. specialisation: | optional route of study within a degree programme indicating a deepening of the context of the programme (e.g. interdisciplinary or multidisciplinary); |
| o. student statute: | sets out the rights and responsibilities of students on the one hand, and of Vrije Universiteit Amsterdam on the other hand, including those derived |

	from the law and those derived from university regulations. The Executive Board (CvB) officially confirms the student statute once its completeness has been approved by the University Student Council (USC);
p. study guide:	the guide for the study programme that provides further details of the courses, provisions and other information specific to that programme. The study guide is available online at https://www.vu.nl/studiegids ;
q. study monitor:	dashboard for students and academic advisers with data of the student that also provides insight into the student's study progress;
r. subject:	see 'unit of education';
s. thesis:	a unit comprising research into the literature and/or contributing to scientific research, always resulting in a written report;
t. track:	a study pathway within a broader Bachelor's or Master's degree programme, such as a fully English-language study pathway within a Dutch-language Bachelor's or Master's programme;
u. unit of education:	a unit of study of the programme within the meaning of the WHW
v. university:	Vrije Universiteit Amsterdam;
w. WHW:	the Dutch Higher Education and Research Act (Wet op het Hoger Onderwijs en Wetenschappelijk Onderzoek);
x. workload:	the workload of the unit of education to which an examination applies, expressed in terms of credits = EC credits (ECTS = European Credit and Transfer Accumulation System). The workload for 1 year (1,680 hours) is 60 EC credits.

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

2. Study programme structure

Article 2.1 Structure of academic year and units of education

1. The study programme will be offered in a year divided into two semesters.
2. Every semester consists of three consecutive periods. The first two periods each consist of eight weeks, and the final period consists of four weeks.
3. A unit of education 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 education comprises 3 EC or a multiple thereof.

3. Assessment and examination

Article 3.1 Signing up for education and examinations

1. Every student must sign up to participate in the units of education of the programme, the examinations and resits. The procedure for signing up is described in an annex to the student statute.
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 examination than is stipulated in the study guide.

Article 3.3 Oral examinations

1. An oral examination is public unless the Examination Board determines otherwise. 'Public' in this context refers to the four eyes principle which states that an oral examination must always be done with two

examiners. For further rules and regulations concerning oral examinations, see the Rules and Guidelines of the Examination Board FSS, article 11 'Oral examination'.

Article 3.4 Determining and announcing results

1. The examiner determines the result of a written examination within ten working days. The marking deadline for the first submission opportunity for theses is also ten working days. The marking deadline for the second submission opportunity for theses is no longer than twenty working days. The examiner will then immediately ensure that the marks are registered and also ensures that the student is immediately notified of the mark, taking due account of the applicable confidentiality standards.
2. The examiner determines the result (i.e. mark) of an oral examination as soon as possible, but at the latest within two working days after the examination has finished and informs the student accordingly. The fourth clause of the first paragraph applies.
3. In the case of assessments other than oral or written examinations, the Examination Board determines in advance how and by what deadline the student will be informed of the results.

Article 3.5 Examination opportunities

1. a. Per academic year, two opportunities to take examinations will be offered for each unit of education.
b. By way of exception to a., the options for retaking practical exercises, internships and theses are detailed in the faculty regulations masterthesis or relevant internship course manual or teaching regulations.
2. The most recent mark will apply in the event of a resit. A resit is allowed for both passed and failed units of education. The master's thesis, internship and practical exercise are excluded from the arrangement that a resit is allowed for passed units of study because the process of the thesis, internship and practicum itself includes feedback opportunities.
3. The resit for a (partial) examination must not take place within ten working days of the announcement of the result of the (partial) examination being resat.
4. The student who has passed all but one of the examinations necessary to meet the degree requirements and who is unable to sit that examination in the next six months, may submit a motivated request to the Examination Board asking for the opportunity to take this examination at an earlier date; the examiner can decide that this extra examination is a different assessment type than the regular examination opportunity. The student must have successfully participated in all the examination opportunities offered in the current academic year for the subject in question, unless participation was not possible for compelling reasons.
5. If a unit of education is no longer offered in the following academic year following, at least one additional opportunity will be provided to sit the examination(s) or parts thereof and a transitional arrangement will be included in Section B.

Article 3.6 Marks

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

- a. have either passed a unit of education at a university or university of applied sciences (HBO) or a research university (WO) that is equivalent in terms of content and level;
 - b. or have demonstrated through their work and/or professional experience that they have sufficient knowledge and skills with regard to the relevant unit of education.
2. The Master's thesis is excluded from this exemption possibility.

Article 3.8 Validity period for results

1. The validity period of examinations passed and exemption from examinations is unlimited, unless otherwise specified in Section B1.
2. The validity period of a partial examination is limited to the academic year in which it was sat or until the end of the unit of education concerned, as stipulated for the relevant unit of education in Section B1. In exceptional circumstances, an examiner may deviate from this; this must be stated on Canvas at the start of the unit of education.

Article 3.9 Right of inspection and post-examination discussion

1. Within twenty working days after the announcement of the results of a written examination, but ten working days before the resit opportunity for that examination, the student can submit a request to inspect their assessed work, the questions and assignments set in it, as well as the standards applied for marking. The place and time where students can inspect their work will be announced at the time of the interim examination or on Canvas. See appendix II for more information about making online multiple-choice examinations available for inspection.
2. If a collective post-examination discussion has been organised, 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 their own.
3. Students who meet the requirements stipulated in paragraph 2 can submit a request for an individual post-examination discussion to the relevant examiner. The discussion shall take place at a time and location to be determined by the examiner within the regular timetable, on campus or online.

4. Academic student counselling and study progress

Article 4.1 Administration of study progress and academic student counselling

1. The faculty board is responsible for the correct registration of the students' study results. After the assessment of a unit of education has been registered, every student has the right to inspect the result for that component and also has a list of the results achieved at their disposal in VU.nl Dashboard.
2. Enrolled students are eligible for academic student counselling.
Academic student counselling is in any case provided by:
 - a. the Student Counsellor;
 - b. student psychologists;
 - c. faculty academic advisers.

Article 4.2 Facilities for students with a disability

1. A student with a disability can submit a request via VU.nl Dashboard to qualify for one or more special facilities with regard to teaching, practical exercises and examinations. These facilities will accommodate the student's individual disability as much as possible, but may not alter the quality or degree of difficulty of a unit of education or an examination. In all cases, the student must fulfil the exit qualifications for the study programme.
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 a psychological evaluation.
4. The faculty board, or the person acting on behalf of the faculty board, decides on teaching facilities and facilities regarding logistics. The Examination Board will decide on requests for facilities with regard to examinations.
5. In the event of a positive decision in response to a request as referred to in paragraph 1, the student can make an appointment with the academic adviser to discuss the details of the provisions.
6. A request for one or more facilities can be refused if it would place a disproportionate burden on the organisation or the resources of the faculty or university were it upheld. Any such refusal will be substantiated.
7. If the disability justifies an extension of the examination time, the responsible person on behalf of the Examination Board will register in SAP this entitlement to an extension. If a disability justifies other measures to be taken, the academic adviser can take the necessary measures. The student can consult the study monitor to check which facilities have been granted to them.
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

1. In instances not regulated by the Teaching and Examination Regulations or in the event of demonstrable extreme unreasonableness or unfairness, the faculty board responsible for the study programme will decide, unless the matter concerned is the responsibility of the Examination Board.

Section B1: Programme specific – 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 predominantly the following teaching formats:
 - lectures;
 - tutorials;
 - working groups;
 - practical exercises;
 - individual supervision;
 - formative assessment.
2. The degree programme uses predominantly the following modes of assessment:
 - written examination
 - assignments;
 - presentations;
 - thesis.

7. Further admission requirements

Article 7.1 Intake date(s)

The programme starts on 1 September.

Article 7.2 Admission requirements

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

- are enrolled in the pre-Master's programme Culture, Organization and Management and have thus passed the pre-Master's assessment in advance.

Article 7.3 Selection criteria

Not applicable.

Article 7.3a Capacity restriction

Not applicable

Article 7.4 Pre-Master's programme

1. Applicants with a Bachelor's degree from a university of applied sciences (HBO) or a Bachelor's degree from a research university (WO) who wish to enter the programme but do not fulfil the admission requirements as stipulated in Article 7.2 can request admission to the pre-Master's programme.
2. Article 2 of these regulations does not apply to admission to a bridging or pre-Master's programme. The provisions of sections A and B only apply to the extent that they are described in Article 7.4. Information about the programme from part B2 applies, insofar as it concerns the units of education from the pre-Master's programme.
3. To be admitted to the pre-Master's programme, applicants have to pass the pre-Master's assessment of which the sections English language skills and Numerical & Mathematical skills are compulsory. The minimum scores to be achieved are 5 for English and 2.5 for Numerical & Mathematical Skills.
4. The pre-Master's programme has max. 30 credits and consists of the following units:
 - a. PM Kernthema's Bestuurs- en Organisatiewetenschap (6 EC);
 - b. PM Social Research Methodology (6 EC);
 - c. PM Tutorial Academic Writing COM (3 EC);
 - d. PM Organisaties in de 21e eeuw (6 EC);
 - e. PM Kwalitatief onderzoek ORG (6 EC);
 - f. PM Textwork (3 EC).

The following terms also apply:

- a. If the pre-Master's enrollee is completing an individualized pre-Master's programme, this is to be communicated to the enrollee in writing.
- b. The Examination Board can, if the pre-Master's enrollee submits a written request, exempt the enrollee from one or more examinations.
- c. Article 3.5.4 does not apply to pre-Master's enrollees.
5. Successful completion of the pre-Master's programme will entitle the enrollee to admission to the relevant Master's programme in the following academic year.

8. Interim examinations and results

Article 8.1 Sequence of interim examinations

The following educational units cannot be participated in until the following sequential requirements are met:

- Master's Thesis in Culture, Organization and Management only after participation in:
 - o the subjects of period 1 and 2 of the programme of which at least 12 EC have been achieved. The determination whether this requirement is met will take place after the first examination opportunity of period 2;
 - o From Fascination to Fieldwork;
- From Fieldwork to Future only after participation in the COM thesis trajectory, meaning that data collection should be finished.
- If From Fascination to Fieldwork (which also includes writing the research proposal) is not passed in the resit, the thesis trajectory will have to be discontinued (thus, students who do not pass the resit cannot continue their fieldwork).

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 9.3 Programme objectives

1. 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 Studies;
 - 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 critical insights or recommendations that are relevant to research participants, organizations, or society on the basis of their findings.

Article 9.4 Exit qualifications

1. Exit qualifications

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

 - organizational sensemaking and multi-sensory ethnography;
 - the application of qualitative and ethnographic research methods.
 - power dynamics in organizations and processes of organizing

Knowledge – on two out of three of the following fields:

 - processes of transnationalism and globalization, and the consequences thereof for organizations;
 - organizational change, cultural change and intervention;
 - identity, diversity, and (inter)cultural processes in organizations;

Skills – a graduate is able to:

 - analyze a scientific problem in the fields of culture, organization, and management;
 - set up and carry out fieldwork research with the help of qualitative and ethnographic research methods;
 - report on the results of this research, both orally or visually and in writing.
 - to translate the findings from the thesis research into critical insights that are relevant to non-academic audiences and to employ these insights to reflect on career perspectives;

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 9.5 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.

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

Article 10.3 Participation in practical training and tutorials

1. In the case of a practical training course, or tutorials, attendance is compulsory unless a different guideline is given in the study guide.

11. Evaluation and transitional provisions

Article 11.1 Evaluation of the education

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

Article 11.2 Transitional provisions

Not applicable.

Advice and approval by the Programme Committee, on 3 March 2023.

Approved by the Faculty Joint Assembly, on 15 June 2023.

Adopted by the board of the Faculty of Social Sciences on 27 June 2023

Appendix I Evaluation Plan Master Culture, Organization and Management

The faculty discussed the method of evaluation. The response to the evaluation forms is extremely low and hence the questionnaire gives a limited picture of the learning effect that students experience and the background and the details thereof. After consultation with the programme coordinators, we want to propose the following for the COM master:

1. We can stick to the existing form of evaluation as we feel it gives a useful first indication. Yet, the present Evalytics programme is not experienced as particularly user friendly. In order to limit the time burden, we would prefer a shorter questionnaire with a number of key questions, in combination with some open questions. Teachers can add specific questions.
2. The OLC COM and OPD periodically meet to discuss the evaluations of the master and premaster programmes. The OLC student members write a short summary with suggestions and send it to the teacher(s) concerned, cc to the OPD. If there is a need for additional information, OPD and OLC student members convene a focus group, possibly with the lecturer concerned.
3. If a situation arises in which the above does not seem to work out, the OLC has the option of involving the FSR. FSR students have the advantage that they are outside the study programme (and outside the dependency relations within it) and have access to the portfolio holder education in the Faculty Board.
4. In the event of a really unsatisfactory evaluation of a course, the OPD enters into discussion with the lecturer(s) concerned in order to develop ideas for improvement, support and/or intervention. The OPD presents these ideas to the OLC for information and advice.
5. Curriculum evaluations (where the response was 2% last time...) will no longer be done digitally, but by means of a focus group in period 6. We do this only on special request of the OLC/OPD, for example because there has been a curriculum change.
6. To investigate the connection to the labour market, OPD and OPC invite the field advisory board (with alumni).

Appendix II Making online multiple-choice examinations available for inspection

The Teaching and Examination Regulations (Part A, Article 3.9, paragraph 1) make the following provisions on the student's right to inspect their written examination after assessment: 'Within twenty working days after the announcement of the results of a written examination, but at least ten working days before the resit opportunity, the student can, on request, inspect their assessed work, the questions and assignments set, and the standards applied for marking. The time and location of this inspection is announced at the examination or on Canvas.'

Teachers who use multiple-choice questions in written examinations seek ways to provide an opportunity for inspection (and for discussion of the examination afterwards) without the risk of multiple-choice questions being distributed as screenshots or by similar means. The distribution of questions in this way means that new multiple-choice questions have to be formulated each time. This not only increases the lecturer's workload but also adversely affects the quality of the questions, as constantly varying the questions entails an increasing level of detail.

Online proctoring (or other technologies) do not offer watertight safeguards when written online examinations with multiple choice questions are made available for inspection. Yet there is a pressing need for watertight safeguards: if a single student is able to copy multiple-choice questions, there is nothing to stop them becoming available to everyone.

To prevent written online multiple-choice examinations being made public against the wishes of the examiner, the Faculty Board – in consultation with the Faculty Student Council and the Subcommittee – has drawn up a number of guidelines for making such examinations available for inspection. The Examination Board subscribes to these guidelines, which entail the following:

- In the case of online inspection of multiple-choice examinations, access to the assessed work and the questions set should be limited, and the lecturer should suggest alternative ways to give students feedback on their exam result as effectively as possible without sharing the questions.
- Lecturers should look for alternative ways to give students the best possible feedback, for example by providing insight into marks per theme instead of per question or – where necessary or at a student's request – by giving examples of questions that were answered incorrectly on an individual basis.
- If a lecturer wishes to provide more detailed feedback to several students at once, this can be done in a closed Zoom session for which students have to register.
- The above restrictions do not apply to open questions. For open questions, students retain the right to inspection as regulated in Article 12, paragraphs 2 to 4 of the current Rules and Guidelines of the Examination Board.

