

**TEACHING AND EXAMINATION REGULATIONS  
(TER)  
(see Article 7.13 of the Higher Education and  
Research Act)**

**2014-2015**

**MASTER'S DEGREE PROGRAMME  
in  
Management of Technology (MoT)**

**DELFT UNIVERSITY OF TECHNOLOGY**

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## Section 1 - General

### Article 1 – Areas to which the regulations apply

1. These regulations apply to the teaching and the examinations related to the Master's degree programme in Management of Technology (MoT), hereafter to be referred to as the programme.
2. The teaching and organisation of the programme is the responsibility of the Faculty of Technology, Policy and Management (TPM) at Delft University of Technology, hereafter to be referred to as the faculty.
3. The programme is governed by Implementation Regulations which constitute part of these Teaching and Examination Regulations.

### Article 2 – Definitions of terms used

The terms used in these regulations should be interpreted as meaning the same as in the Higher Education and Scientific Research Act, insofar as they are defined in that Act.

The following terms are to be defined thus:

- a. the Act: the Higher Education and Scientific Research Act (in Dutch, de Wet op het hoger onderwijs en wetenschappelijk onderzoek (Whw), in the Dutch Bulletin of Acts, Orders and Decrees, number 593 and as amended since;
- b. the programme: the Master's degree programme as denoted in Article 7.3a paragraph 1, subparagraph b of the Act;
- c. student: anyone enrolled at Delft University of Technology as a student or extraneous student for the purpose of benefiting from education and/or for the purpose of sitting the examinations and undergoing the degree audit which form part of the programme;
- d. cohort: the group of students who have registered for a degree programme for the first time in a given academic year;
- e. teaching period: half a semester;
- f. subject: a teaching unit within the programme as intended in Article 7.3, paragraphs 2 and 3 of the Act; a subject can consist of a number of components,
- g. practical: a practical exercise as intended in Article 7.13, paragraph 2, subparagraph d of the Act, taking one of the following forms:
  - writing a thesis,
  - conducting a project,
  - completing a design or research assignment,
  - conducting a literature review,
  - completing an internship,
  - participating in fieldwork or an excursion,
  - conducting tests and experiments,
  - participating in other educational activities aimed at enabling participants to attain certain skills.
- h. examination: an assessment of the knowledge, insight and skills of a student in relation to a subject, as well as the marking of that assessment by at least one examiner, appointed for that purpose by the Board of Examiners;

- i. component examination: an assessment of the knowledge, insight and skills of a student in relation to a component within a subject, as well as the marking of that assessment by at least one examiner, appointed for that purpose by the Board of Examiners;
- j. degree audit: an assessment by which the Board of Examiners, in accordance with Article 7.10 of the Act, establishes whether all examinations in the various subjects that constitute the programme have been successfully completed;
- k. Board of Examiners: the programme's Board of Examiners, which has been installed in accordance with Article 7.12 of the Act;
- l. examiner: the individual who, in line with Article 7.12, paragraph 3 of the Act, has been appointed to set the examinations;
- m. Implementation Regulations: the Implementation Regulations which form part of these Teaching and Examination Regulations;
- n. credit: a credit awarded in line with the European Credit Transfer System (ECTS); one credit denotes a norm study load of 28 hours;
- o. working day: Monday to Friday with the exception of recognised national public holidays;
- p. study guide: a digital guide to the programme containing specific information pertaining to the various subjects;
- q. institute: Delft University of Technology;
- r. Blackboard: the electronic system designed for the exchanging of teaching information;
- s. Osiris: the electronic education register system;
- t. disability: all conditions which are (at least for the period in question) chronic or lasting in nature and which form a structural limitation for the student in receiving education and/or sitting examinations or taking part in practicals;
- u. dean: the dean of the faculty Technology Policy and Management;
- v. lecturer: lecturers who are teaching in the programme MSc MoT;
- w. degree programme director: director of the programme MSc MoT.

### **Article 3 – The programme objective**

The Master programme in Management of Technology (MOT) educates students with a bachelor degree in engineering as technology managers, innovation managers, and analysts of technological markets. MOT graduates work either as scientists or consultants but also as entrepreneurs in technology-based, internationally-oriented competitive business environments.

The ultimate objective of the programme is to improve the quality of technology and innovation management in the different engineering mono-disciplines in practice through the development of responsible decision makers, professionals and leaders. Students contribute to scientific work in the area of MOT and have the opportunity to apply their knowledge and skills in complex real-world settings, such as advanced technology organizations, laboratories, and high-tech business ventures.

The programme deliberately aims at an international and diverse group of students. Students of MOT are all rooted in at least one of the engineering mono-disciplines as offered at universities of technology or schools of engineering. MOT students work together in order to combine scientific insights from the different

engineering disciplines and to apply the diverse aspects of technology and innovation management. The programme focuses on the following core themes: (1) technology, innovation and organization, (2) technology, innovation and commercialization, (3) technology, innovation and engineering economics, (4) research and reflection. In a separate course students learn how to integrate the different themes of the programme.

#### Article 4 – The programme’s final attainment levels

An MoT graduate:

<i>1. is competent in one or more scientific disciplines, in particular the management sciences, and is able to adapt and apply the concepts of these sciences in a high-tech engineering environment.</i>	
	a) Has a thorough mastery of parts of the relevant fields (as named in article 3) extending to the forefront of knowledge (latest theories, methods, techniques and topical questions).
	b) Looks actively for structure and connections in the relevant fields, and the connections between subfields.
	c) Has knowledge and skills in the way in which.... - truth-finding and the development of theories and models - interpretations (texts, data, problems, results) - experiments, gathering of data and simulations - decision-making ... take place in the relevant fields.
	d) Is able to reflect on standard methods and their presuppositions; is able to question these; to propose adjustments and to estimate their implications.
	e) Is able to spot gaps in his/her own knowledge, and to revise and extend it through study.
<i>2. is competent in doing research</i>	
	a) Is able to reformulate ill-structured research problems. Takes account of the system boundaries in this. Is able to defend the new interpretation against involved parties.
	b) Is observant, and has the creativity and capacity to discover in apparently trivial matters certain connections and viewpoints and put these into practice for new applications.
	c) Is able to produce and execute a research plan.
	d) Is able to work at different levels of abstraction. Given the process stage of the research problem, chooses the appropriate level of abstraction.
	e) Is able, and has the willingness to draw upon other disciplines in his or her own research.
	f) Is flexible in dealing with changes in the research process.
	g) Is able to assess research within the discipline on its scientific value.
	h) Is able to contribute to the development of scientific knowledge.
<i>3. has a scientific approach</i>	
	a) Is able to identify and take in relevant scientific developments.
	b) Is able to critically examine existing theories, models or interpretations in the area of his or her graduation subject.
	c) Has skills in, and affinity with the use, development and validation of models; is able consciously to choose between modelling techniques.
	d) Has insight into the nature of and differences between management and technical sciences and is able to distinguish and combine scientific fields.
	e) Is able to document adequately the results of research and thereby contribute to the development of the knowledge in the field, and is able to publish these results.
<i>4. possesses basic intellectual skills to reflect and decide</i>	
	a) Is able to critically reflect on his or her own thinking, decision making,

	and acting and to adjust these on the basis of this reflection
	b) Is able to reason logically within the field and beyond; both 'why' and 'what-if'-reasoning.
	c) Is able to recognize modes of reasoning (induction, deduction, analogy etc.) within the field. And is able to apply these modes.
	d) Is able to ask adequate questions, and has a critical yet constructive attitude towards analyzing and solving real life problems in the field
	e) Is able to form a well-reasoned decision (and adopt effective strategies) in the case of incomplete or irrelevant data.
	f) Is able to take a standpoint with regard to a scientific argument in the field, and is able to assess this critically as to its value
	g) Possesses numerical skills, and has an understanding of orders of magnitude.
<i>5. is competent in co-operating and communicating in an intercultural and multi-disciplinary environment</i>	
	a) Is able to communicate in writing in English about research and solutions to problems with colleagues, non-colleagues and other involved parties.
	b) Is able to communicate verbally in English about research and solutions to problems with colleagues, non-colleagues and other involved parties.
	c) Is able to debate about both the field and the place of the field in society.
	d) Is characterized by professional behavior. This includes: drive, reliability, commitment, accuracy, perseverance and independence.
	e) Is able to perform project-based work: is pragmatic
	f) and has a sense of responsibility; is able to deal with risks; is able to compromise.
	g) Is able to work within an interdisciplinary and intercultural team.
	h) Is able to assume the role of team leader.
<i>6. takes account of the temporal, market and the social context</i>	
	a) Understands relevant developments in the history of the fields. This includes the interaction between the internal developments (of ideas) and the external (social) developments, and integrates this in scientific work.
	b) Is able to analyse and to discuss the social consequences (economical, social, cultural) of new developments in relevant fields and integrates these consequences in scientific work.
	c) Is able to analyse the consequences of scientific thinking and acting on the environment and sustainable development and integrates these consequences in work
	d) Is able to analyse and to discuss the ethical and the normative aspects of the consequences and assumptions of scientific thinking and acting and integrates these ethical and normative aspects in work.

### **Article 5 – Admission to the programme**

1. All students possessing a certificate proving that they have successfully completed their Bachelor of Science studies in a relevant science or engineering programme and owning a 'Verklaring van toelating tot de Masteropleiding MoT' (confirmation of admission) provided by the dean of the faculty are eligible for admission. To obtain a confirmation of admission, a student must satisfy the criteria specified in Appendix 1 Admission requirements of these regulations.
2. Students who do not possess the degree mentioned in paragraph 1 are required to obtain proof of admission to the programme from the dean, who will seek the advice of the Board of Examiners on this matter.
3. In order to obtain proof of admission, the student must meet or, as the case may be, possess:

- a. the general relevant criteria set by the executive board, laid down in Part 1.2 "Entrance and admission" and appendix 1 "Policy on fees and enrolment" of the Student Charter (central part);
  - b. a certificate, together with the accompanying list of marks, proving that he/she possesses knowledge of a sufficiently high level and broad scope to successfully complete the programme within the allotted period.
4. Students who are in possession of the – in the first paragraph mentioned – bachelor's degree and owning a 'Verklaring van toelating tot de Masteropleiding MoT' (confirmation of admission) or the – in the second paragraph mentioned - "proof of admission" can under certain conditions apply for admission to the honours class and/or research profile with the degree programme director. The conditions are mentioned on the TPM-website -> student portal -> Honours Programme

#### **Article 6 – Completion of bridging programme prior to the degree programme**

1. A student who is enrolled on a Bachelor's degree programme with the aim of following a bridging programme prior to the degree programme must complete this bridging programme within one academic year, or within the period of study that has been agreed with the student by the Bachelor's degree programme, extended by twelve months.
2. In the case that the student fails to complete the bridging programme within the specified period, his enrolment will be cancelled as of the first day of the month following the month in which the student would have had to complete the bridging programme. The exclusion from the bridging programme and from the Bachelor's programme applies to the four academic years subsequent to the academic year in which the enrolment is cancelled.

#### **Article 7**

*Not applicable*

#### **Article 8 – Taking the programme on a full-time or part-time basis**

This programme is taught only on a full-time basis.

#### **Article 9 – Language**

1. Classes are taught and examinations and degree audits take place in English.
2. Notwithstanding the provisions of subsection 1, the dean can give permission for classes to be taught in Dutch if the particular nature of the subject, the organisation, the quality of the education or the origin of the students gives cause for this.
3. Should a student request permission to complete one or more parts of the examination or the degree audit in a language other than English, this will be subject to the stipulations of the Board of Examiners in this regard, as laid down in the Rules and Guidelines of the Board of Examiners.

## **Section 2 - Composition of the study programme and the degree audit**

#### **Article 10 – Composition of the study programme and the degree audit**

1. The composition of the study programme and the relevant transitional regulations are laid down in the Implementation Regulations. Teaching will be provided in the manner described in the study guide.
2. The Master's degree audit forms part of the programme. The programme has a total study load of 120 credits. When a student follows two Master's degree programmes at TU Delft at the same time, he must obtain at least 60 extra unique credits besides a complete Master's degree programme of 120 credits.

3. It is not permitted for any subject in the study programme to have been part of the Bachelor's degree programme on the basis of which the student was admitted to the programme. If a compulsory subject in the study programme was already completed in the aforementioned Bachelor's degree programme, the Board of Examiners will designate an alternative subject in its place. If an elective subject in the study programme was already completed in the aforementioned Bachelor's degree programme the student will choose an alternative elective subject.

## **Section 3 – Honours Programme**

### **Article 11 – Honours Programme Master**

1. Students who meet the criteria referred to on the TPM website ->studentportal -> Honours Programme) will be invited to register for the TU Delft Honours Programme Masters programme for outstanding Master's students.
2. Based on the criteria referred to on the TPM website -> student portal -> Hounours Programme, students will be selected and admitted to the Honours Programme Master by the director of studies or an Honours coordinator or Honours committee established by the director of studies.
3. The Honours Programme Master will comprise 20 credits:
  - a. At least 5 credits must be completed in the TU Delft-wide component of the Honours Programme Master, which consists of the following parts:
    - the subject "Critical Reflection on Technology"
    - playing an active role within the Honours Programme Master community
  - b. A maximum of 15 credits may be completed in the faculty component of the Honours
  - c. Pprogramme Master, the composition of which (including its content and options) will be described on the TPM website -> student portal -> Honours Programme.
4. Any student selected for participation in the Honours Programme Master must submit his or her options for the faculty component to the director of studies or the Honours coordinator of Honours committee for approval.
5. The Board of Examiners will be responsible for assessing whether all the requirements of the Honours Programme Master have been met<sup>1</sup>.
6. Any student who has successfully completed the Honours Programme Master will be awarded a certificate signed by the chair of the Board of Examiners and the Rector Magnificus.

## **Section 4 – Registrering and withdrawing**

### **Article 12 - Registering for written examinations**

1. Registration to take part in a written examination is done by entering the required data into the examination registration system no later than 14 calendar days (that is, not *working* days) before the examination.
2. Students may submit a request to register for an examination after the deadline mentioned in subsection 1 has passed but no later than two working days before the examination in question, at the central examination desk. The request will be honoured providing that places are available at the time of registration in the room or rooms where the examination is scheduled to take place. The student will be informed one working day before the examination takes place.
3. In the case of circumstances beyond a student's control, whereby the student is unable to register for the examination, the Board of Examiners can still permit the student to participate in the examination.

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<sup>1</sup> The HPM programme is not part of the Master programme, as it consists of extra-curricular modules only. Therefore the Board of Examiners doesn't have to be involved. The director of studies or the Honours coordinator of Honours committee should approve of the programme in advance.



4. The following applies upon entering the examination room:
  - a. only students with valid proof of identity will be admitted to the examination. The following will be accepted as proof of identity: campus card, passport, identity card or driving licence.  
and
  - b. students will only be admitted to the examination with a valid examination ticket and/or if they are included in the list of participants.
5. If a student has participated in an examination without a valid examination ticket, the examination work will be considered invalid, will not be evaluated and does not lead to a result.
6. The student can submit a substantiated request to the Board of Examiners to have examination work that is considered to be invalid to be declared valid and to have it evaluated.
7. The Board of Examiners will only agree to the request in exceptional circumstances.

### **Article 13 - Registering for practicals**

1. Registration for practicals will take place in the manner and by the deadline indicated in the study guide or on Blackboard for the practical in question.
2. In special cases the Board of Examiners may deviate from the period of registration referred to in subsection 1, however only in favour of the student.
3. Students who do not register for a practical on time may not participate in that practical. In exceptional circumstances the Board of Examiners may allow the student to participate in the practical.
4. If a student participates in a practical for which the student was not properly registered, the Board of Examiners will declare the results of the practical to be invalid.

### **Article 14 - Withdrawal or absence**

1. It will be possible to withdraw from an examination Osiris up to 3 days before the examination takes place.
2. Any student who has withdrawn from an examination should re-register on a subsequent occasion, in accordance with the provisions of Article 12.

## **Section 5 – Examinations**

### **Article 15 – Number, times and frequency of examinations**

1. There are at least two opportunities per module per academic year for written examinations:
  - the first opportunity is at the end of the teaching period for the subject to which the exam in question relates;
  - the second opportunity is at the end of the teaching period following the one in which the course was taught. When the course is being taught in period 4, the second exam will take place during the resit period in August.
  - There is one opportunity per academic year for sitting proficiency tests of practicals and projects
2. A timetable of all the opportunities for sitting written examinations is drawn up every semester and distributed before the start of the semester via the TUDelft website -> Studentenportal -> Information -> Education -> Timetables.
3. If there is no indication as to the number of times a particular examination can be taken in any one academic year because it relates to a subject not taught by the programme itself, the relevant stipulations in the Teaching and Examination Regulations of the other programme will apply. The Board of Examiners reserves the right to make decisions that deviate from the norm regarding this matter.
4. Notwithstanding the provisions of paragraph 1, there will be at least one chance in a year to sit examinations relating to subjects mentioned in the study guide but not taught in a given academic year.
5. In exceptional cases the Board of Examiners may permit a deviation from the standard dates and number of times that certain examinations can be taken.
6. Students have a maximum of two examinations per subject/module per year.

#### **Article 16 – Sequence of examinations**

1. The sequence in which students are required to sit examinations and participate in practicals is laid down in the Implementation Regulations.

#### **Article 17 – Validity of examinations**

1. The result of an examination is valid for an unlimited period. However, in cases where the examination result dates from over four years ago, the Board of Examiners may impose an additional or substitute examination.
2. The terms of subsection 1 likewise apply to component examinations, unless the validity of the component examination is linked to a period of time in the study guide.

#### **Article 18 – The form of examination and method of assessment**

1. Examinations are set as described in the study guide.
2. The Board of Examiners may, if it so wishes, deviate from the provisions of subsections 1, in favour of the student.

#### **Article 19 – Oral examinations**

1. Only one student at a time will sit an oral examination, unless the examiner in question specifies otherwise.
2. Oral examinations will be held in public, unless determined otherwise by the Board of Examiners in a special case or unless the student has formally objected to the public nature of the examination.
3. Prior to an oral examination, the examiner must ask the student to provide proof of identity.

#### **Article 20 – Determining and announcing the results**

1. The examiner is required to determine the result of an oral examination as soon as it is finished and to supply the student with a written statement of the result. The determination of the date of the exam is the date of the oral examination itself.
2. In the case of written examinations, the examiner is required to determine the result as soon as possible after the examination but within 15 working days at most. The examiner forwards the necessary details to the student administration. Taking due account of the student's right to privacy, the student administration then ensures that the results are registered and published within 20 working days of the examination date. If the examiner is not able to meet these requirements due to exceptional circumstances, he or she must inform the Board of Examiners, stating the reasons for the delay. The examiner will also ensure that the students are informed of the delay as soon as possible. The determination of the date of the written exam is the date of the exam itself.
3. Regarding any examinations that are not taken orally or in writing, the Board of Examiners will determine beforehand precisely how and within what period of time the student will be notified of the results. The determination of dates of exams like papers, reports, reviews etc, is the date of the delivery of the definitive version.
4. When receiving the result of an examination, the student will be made aware of his or her right to inspect the results as referred to in Article 21, as well as the opportunity to lodge an appeal with the Examination Appeals Board.

### **Article 21 – The right to inspect the results**

1. For a period of at least 20 working days after notification of the results of any written examination, the student has the right to inspect his or her marked work, on request. If a student will regard the marking of his or her work, he or she will be supplied with a copy of the marked work.
2. During the period referred to in paragraph 1, all interested individuals may acquaint themselves with the questions and assignments set in the examination, as well as with the criteria used for marking. A copy of this information shall be provided.
3. The Board of Examiners may determine that the right to inspection or perusal referred to in paragraphs 1 and 2 will take place at a location specified beforehand and at no less than two specific times, also decided on beforehand. If the student can prove that he/she is or was unable to be present at the location at the set time due to circumstances beyond his or her control, then another opportunity will be provided, if possible within the period stated in paragraph 1. The location and times mentioned in the first sentence will be announced well in advance.

### **Article 22 – Discussing the examination results**

1. As soon as possible after the results of an oral examination have been announced, an opportunity can be arranged for the examiner to discuss the results with the student, either at the student's request or at the instigation of the examiner. At this meeting, the reasons behind the marks awarded will be explained.
2. For a period of 20 working days after the student inspect his or her marked work of a written examination, he or she may submit a request to discuss the results with the relevant examiner. The discussion will take place within a reasonable time span and at a place and time determined by the examiner.
3. In cases where a collective discussion is organised by or on the instructions of the Board of Examiners, a student may only submit a request, as described in the preceding paragraph, if he/she was present at the collective discussion and if he/she provides a good reason for the request or if, due to circumstances beyond his/her control, he/she was unable to attend the collective discussion.
4. The provisions of paragraph 3 are similarly applicable if either the Board of Examiners or the examiner first gives the student the opportunity to compare his/her answers with model answers.
5. The Board of Examiners may permit departures from the provisions of paragraphs 2 and 3.
6. Students have the right to appeal to the examination appeals board within 30 working days after publication of the results of the examination. The appeal must be sent to the chair of the Board of Examiners

## **Section 6 - Studying with a disability**

### **Article 23 – Adaptations to help students with a disability**

1. Students who have a physical or sensory disability are entitled to adaptations in teaching, examinations and practicals, on written request. These changes will be geared as much as possible to a student's individual needs, but they must not affect the quality or the degree of difficulty of a subject or an examination programme. The facilities provided to this end may involve adapting the form or duration of examinations and/or practicals to the student's individual situation or making practical aids available (see appendix)
2. The request referred to in paragraph 1 should be accompanied by a recent medical certificate from a doctor or a psychologist. If there is evidence of dyslexia, the request should be accompanied by a document issued by a recognised dyslexia-testing bureau (i.e. registered with BIG, NIP, or NVO). If

possible, this certificate should also estimate the extent to which the disability forms an obstacle to study progress.

3. Requests for the adaptation of teaching facilities will be decided upon by the dean or by the director of studies acting on the dean's behalf. The Board of Examiners will be decided on requests for adaptations to examinations.
4. The student should ask for the facilities specified in the previous paragraphs within 20 work days of the start of the course. The certificate referred to in paragraph 2 should accompany this request.

## **Section 7 - Exemptions**

### **Article 24 – Exemption from examinations or practicals**

1. After having been advised by the relevant examiner, the Board of Examiners may decide to exempt students from an examination or practical on the grounds of:
  - a. an examination, degree audit or practical completed within the Dutch higher education system or elsewhere which, as regards content and study load, corresponds with the subject for which exemption is sought, or
  - b. knowledge and/or skills acquired outside the higher education system.
2. The extent of the exemptions may not exceed 15 EC.

## **Section 8 - Degree audit**

### **Article 25 – The times and frequency of the degree audit**

All students can apply to take the degree audit as soon as they have fulfilled all the conditions of their degree programme, and have provided the student administration office with proof of all the course components they have passed.

## **Section 9 - Study progress checks**

### **Article 26**

*Not applicable.*

### **Article 27**

*Not applicable.*

### **Article 28 – Study progress checks**

1. The dean is responsible for supervising the progress of all students enrolled on the degree programme.
2. The faculty has an evaluation system for the purpose of monitoring and if necessary adjusting study load.
3. The faculty offers support and guidance to students covering programme supervision, counselling and other advice.
4. The student administration is responsible for ensuring that each student is able to see and check his/her own results via the student information system Osiris.

## **Section 10 - Contravention, changes and implementation**

### **Article 29 – Contravening the regulations**

If the study guide and/or any other regulations relating to the study programme and/or the examination programme prove to contravene these Teaching and Examination Regulations and the accompanying Implementation Regulations, precedence will be given to the provisions of these Teaching and Examination Regulations in combination with the Implementation Regulations.

### **Article 30 – Changes to the regulations**

1. Any changes made to these regulations will be made by special resolution of the dean.
2. No changes made will affect the current academic year unless it is reasonable to suppose that the interests of students will not be adversely affected.
3. None of the changes may, to the detriment of the student, influence any decisions concerning a student that are made by the Board of Examiners on the basis of these regulations.

### **Article 31 – Transitional regulations**

1. If the composition of the study programme undergoes intrinsic changes or if these regulations are amended, the dean will draw up transitional regulations that will be incorporated into the Implementation Regulations.
2. Such transitional regulations are required to include:
  - a. A provision concerning the exemptions that can be given on the basis of the examinations already passed;
  - b. The number of times that it is still possible to sit for examinations under the conditions of the old programme;
  - c. A provision specifying the period of validity of the transitional regulations.
3. If a compulsory subject is removed from the study programme, the subject will be taught for one more time after announcing that the subject will be removed, unless there are alternative classes. If a subject is removed from the study programme, four opportunities to sit an examination in this subject will be granted after the last classes have been taught: an examination following on from the classes, a resit in the same academic year, and two resits in the subsequent academic year.
4. For one additional subsequent academic year, students who were registered as Pre-Master's students on 31 August 2012, will have the opportunity to undertake Master's subjects. After 1 September 2013, students must have passed the Bachelor's degree, on which his/her admission was based, and/or completed the transition programme that he/she had to complete in addition to the Master's degree course, prior to studying further on this degree programme.

### **Article 32 – Publication of the regulations**

1. The dean is responsible for finding a suitable way of publicising these regulations and the relevant Implementation Regulations, as well as any changes to the regulations.
2. The Teaching and Examination Regulations, together with the accompanying Implementation Regulations, will always be published on the TPM-website -> student portal -> MSc MoT -> Rules and Guidelines TPM.

### **Article 33 – Entry into force**

This ruling will come into effect on 1 September 2014.

Drawn up by the dean of the faculty on 29 August 2014.

## **Appendix to Article 23**

**Adjustments to the assessment procedure**, including examinations and other forms of assessment, may concern the following matters, among others:

- the course material (making available course material that is more easily accessible, for example);
- the form of assessment (e.g. replacing a written examination by an oral one, or vice versa, testing knowledge of the studied material by way of interim examinations, or granting an exemption from attendance);
- time-related matters (such as granting more time during examinations, spreading out examinations over the examination period, granting exemptions from admission requirements, or extending the period within which a component must be completed);
- the resources that candidates are allowed to use during examinations (such as an English-Dutch dictionary for candidates with dyslexia);
- the location (taking examinations in a separate distraction-free room).

**Adjustments to the educational facilities** may concern the following matters, among others:

- making modified furniture available in the classrooms and examination rooms;
- making special equipment available (such as magnifying or Braille equipment for blind or partially sighted students, or audio induction loops and solo equipment for students who are deaf or hard of hearing);
- making more easily accessible course material available;
- making special computer facilities available (such as voice recognition or speech synthesis software);
- making a separate distraction-free room available for a student to take an examination;
- making a quiet room available.

**IMPLEMENTATION REGULATIONS  
(IR)  
(see Article 7.13 of the Higher Education and  
Research Act)**

**2014-2015**

**MASTER'S DEGREE PROGRAMME  
in  
Management of Technology (MoT)**

**DELFT UNIVERSITY OF TECHNOLOGY**

## **Article 1 Introduction**

The implementation regulations of the Teaching and Examination Regulations, hereinafter referred to as the implementation regulations, form an integral part of the Teaching and Examination Regulations.

## **Article 2 Master Programme MoT composition**

1. The master's programme MoT, 120 EC, consists of the following components:
  - a. compulsory courses and projects, 96 EC as laid down in Article 3, Sections 2 and 3.
  - b. a specialisation, 15 EC as laid down in Article 3, Section 4a.  
Students choose a specialisation ('model specialisation') from:
    - Innovation Management and Entrepreneurship (+ annotation, see Article 5)
    - ICT Management and Design
    - Infrastructure and Environmental Governance
    - Economics and Finance
    - Modelling, Simulation and Gaming
    - Supply Chain Management

These specialisations will take place with sufficient participation only.

- c. Free electives (9 EC) as laid down in Article 3, section 4b.
1. The student may opt for the following annotation programmes of 15 credits as laid down in Article 5:
    - Technology in Sustainable Development
    - Entrepreneurship
  2. The student may be eligible for a special individual programme of 20 EC on top of the master's degree programme:
    - Honours Programme Master, as laid down in Teaching and Examination Regulations, Article 8a.
  4. MoT and Harbin exchange programme.  
Students can take courses at the School of Management, Harbin Institute of Technology (HIT). The nature and content of the programme will be placed on the TPM-website->Student Portal-> MSc EPA->MSc EPA programme.
  5. Some of the courses and projects have prerequisites. The prerequisites are mentioned in the digital study guide. See article 6 of these Implementation Rules for the prerequisites of MoT2910.
  6. Several courses and project include skills. Skills will be graded by either pass or fail. No credits are linked to the skills, however, all skills must be passed in order to be able to graduate.
  7. The master programme cannot contain electives from a bachelor programme.
  8. Optional subjects should not overlap significantly in terms of content with any other unit already included in the study programme of the student concerned. In the event of doubt, the Board of Examiners decides.
  9. Students who are interested in doing an external project can do so by using the elective space of 9 EC. For an external project the course code spm5931 is used (internship – 10 EC), of a total of 10 EC elective space.

Students doing an external project will have to meet the following requirements (see also the studyguide for the requirements of course spm5931):

- Students are required to apply for approval to the Board of Examiners in advance
- One of the TBM examiners is involved in the project from start to finish
- An external examiner will be appointed
- The external project will be finalized with a written report
- The external project will be assessed by the TBM examiner by filling out the required assessment form



- Students are required to remain registered as Master student at TU Delft during the entire project.

10. A yearly list of rules and regulations concerning (specialisation) electives "Course and Examination Regulations Service Teaching" is published on the TPM- website-> Student portal -> MSc MoT -> Rules and guidelines -> Course and examination regulations.
11. Any changes made to the examination programme should be presented to the Board of Examiners

### **Article 3 Master programme MoT specification**

1. The first year master's programme MoT consists of compulsory courses and projects. The second year master's programme MoT consists of compulsory courses, projects, specialisation courses and free electives.

2. **First year compulsory programme:**

The first year consists of the following compulsory courses:

MoT1524	Leadership & Technology Management (5 EC)
MoT1412	Technology Dynamics (5 EC)
MoT1461	Financial Management (5 EC)
MoT1421	Economic Foundations (5 EC)
MoT1532	High Tech Marketing (5 EC)
MoT1442	Social and Scientific Values (5 EC)
MoT1531	Business Process Management & Technology (5 EC)
MoT1434	Technology Strategy and Entrepreneurship (5 EC)
MoT2312	Research Methods (5 EC)
MoT2421	Emerging and Breakthrough Technologies (5 EC)
MoT1451	Inter- and intra-organisational decision making (5 EC)
MoT1003	Integration Moment (5 EC)

3. **Second year compulsory programme:**

The second year consists of the following compulsory courses and projects

MoT2003	Preparation for Master Thesis (6 EC)
MoT2910	Master Thesis project (30 EC)

4. **Second year specialisation programme**

- a. Students choose a specialisation as listed in Article 2, Section 1 under b. These specialisations will take place with sufficient participation only.

Students who intend to study abroad and students who start the programme in the second semester will have to compose a free specialisation, to be approved by the Board of Examiners.

- b. Students choose 9 EC worth of elective courses. These should not be Bachelor courses or language courses and should not overlap significantly in terms of content with any other unit already included in the study programme of the student concerned. In case of doubt, the Board of Examiners decides.

### **Article 4**

Remains empty

### **Article 5 Annotations**

1. Students who are interested in entrepreneurship can opt for the Master Annotation Entrepreneurship programme, which trains students to become entrepreneurial.

The examination programme for students who have opted for this annotation must at least include the following:

- WM4001TU Entrepreneurship Annotation Week (2 EC)
- a coherent set of courses in the field of entrepreneurship. The set should be composed in consultation with the Delft Centre for Entrepreneurship (DCE). It amounts up to 13 ECTS.
- extra attention to entrepreneurship, on top of regular graduation project activities, for example by writing a business plan or doing market research. For this extra effort DCE has formulated objectives and final attainment levels on which the extra part will be assessed.

An extra member will be added to the graduation committee who will supervise the student with regard to entrepreneurship. He/she should have expertise in the field of entrepreneurship and preferably be related to the TPM faculty. The additional member together with the DCE decides whether the annotation is granted.

2. Students who are interested in potential employment in public or private organisations which deal with issues related to infrastructures and the environment can opt for the Infrastructure and Environment (I&E) annotation. The annotation is offered in cooperation with the Dutch Ministry of Infrastructure and the Environment. The examination programme for students who have opted for this annotation must at least include the following:

- SPM9160 Infrastructure and Environmental Governance (3 EC).
- a minimum of 12 EC technical courses which are complementary to the core curriculum of the student. The student chooses a relevant theme and selects technical courses that fit within this theme given their (domain) background in consultation with the annotation coordinator.
- a project (7 EC) related to the selected theme. This project concerns a current realistic issue from the sector and is supervised by the TU Delft as well as by a supervisor from the Ministry of I&E.
- an I&E related graduation project (30 EC). The graduation project is carried out externally in an I&E related organisation (or internally on a relevant subject but with an external committee member). There is a list of organisations a student may choose from available at the annotation coordinator.

3. Students who are interested in sustainable development might receive an annotation in Technology in Sustainable Development (TiSD) besides their MoT MSc Degree. The examination programme for students who have opted for this annotation must at least include the following:

- WM0939TU Engineering for Sustainable Development (5 EC).
- Subjects within or outside the realm of the programme adding up to a total of at least 10 EC to be selected from the two clusters:
  - design, analysis and tools
  - organisation and society.At least 3 EC should derive from each cluster.
- The graduation work must focus on the topic of sustainable development. The referent will test the hypothesis of the graduation project and the way in which it has been tackled against the extent to which sustainable development issues have been integrated into the project.

## **Article 6 Master Thesis Project**

1. A student can start the Master Thesis Project when all other study units of the curriculum have been completed.
2. If the requirement in subsection 1 has not been met, the student can be admitted to the graduation work only with the permission of the Board of Examiners. The student can only apply for this permission when the Master Thesis Preparation module has been completed and less than 10 EC of the curriculum remain. The Board of Examiners requires a positive advice from the academic counsellor.
3. The formation of the student's assessment committee is described in the Rules and Regulations of the Board of Examiners, Article 27 (TPM website ->Studentportal ->MSc MoT ->Rules and Guidelines TPM).

## **Article 7 Confidentiality of thesis and internship**

Regarding possible confidentiality of a student's thesis and all external projects, the following rules apply:

1. Graduation presentations are public.
2. Theses and external project reports are public, unless companies/institutions, in writing and with motivation, request confidentiality because of sensitive information. A thesis/report can be put under embargo for a maximum of one year. If a company requests a longer period, company and student should agree on a separate public version of the thesis/report.
3. Lecturers, as reviewers of the thesis/report, always have access to all information necessary for an adequate evaluation of the thesis/report.
4. In case of sensitive information, lecturers should sign a declaration of confidentiality, for which a time limit can be set, in accordance with the terms of subsection 2.
5. Theses reports (including confidential parts) should be accessible to members of the exam (graduation) committee and a visitation committee, possibly after signing a declaration of confidentiality.

## **Article 8 Transitional regulations**

### **MoT1420 Economic Foundations (6 EC)**

2014-2015 Two examinations for MoT1420. Replaced by MoT1421 Economic Foundations (5 EC) and an extra assignment (1 EC)

2015-2016 Two examinations for MoT1420.

### **MoT1411 Technology Dynamics (4 EC)**

2014-2015 Two examinations for MoT1411. MOT1411 will be offered in 2014-2015 (contact the module manager), alternative is Mot1412 Technology Dynamics (5 EC)

2015-2016 Two examinations for MoT1411.

### **MoT1530 High Tech Marketing (4 EC)**

2014-2015 Two examinations for MoT 1530. MOT1530 will be offered in 2014-2015 (contact the module manager), alternative is MoT1532 High Tech Marketing (5 EC)

2015-2016 Two examinations for MoT 1530.

### **MoT1460 Corporate Finance (4 EC)**

2014-2015 Two examinations for MoT1460. MOT1460 will be offered in 2014-2015 (contact the module manager), alternative is MoT1461 Financial Management (5 EC)

2015-2016 Two examinations for MoT1460

### **MoT1441 Social and Scientific Values (4 EC)**

2014-2015 Two examinations for MoT 1441. MOT1441 will be offered in 2014-2015 (contact the module manager), alternative is MoT1442 Social and Scientific Values (5 EC)

2015-2016 Two examinations for MoT 1441

### **MoT1523 Leading and Managing People (4 EC)**

2014-2015 Two examinations for MoT1523. MOT1523 will be offered in 2014-2015 (contact the module manager), alternative is MoT1524 Leadership & Technology Management (5 EC).

2015-2016 Two examinations for MoT1523

### **MoT2420 Innovation Management (6 EC)**

2014-2015 Two examinations for MoT 2420. Replaced by MoT2421 Emerging and Breakthrough Technologies (5 EC) and an extra assignment (1 EC)

2015-2016 Two examinations for MoT2420

### **MoT1433 Technology and Strategy (6 EC)**

2014-2015 Two examinations for MoT1433. Replaced by MoT1434 Technology, Strategy and Entrepreneurship (5 EC) and an extra assignment (1 EC)

2015-2016 Two examinations for MoT1433

**MoT2311 Quantitative Research Methods (4 EC)**

2014-2015 Two examinations for MoT2311. MOT2311 will be offered in 2014-2015 (contact the module manager), alternative is MoT2312 Research Methods (5 EC).

2015-2016 Two examinations for Mot2311

**MoT1001 Integration Moment I (4 EC)**

2014-2015 Two examinations for MoT1001. MOT1001 will not be offered in 2014-2015 like in 2013-2014 (contact the module manager for alternative education)

2015-2016 Two examinations for MoT1001

**MoT1002 Integration Moment II (4 EC)**

2014-2015 Two examinations for MoT1002. MOT1002 will be offered in 2014-2015 (contact the module manager). Alternative is Mot1003 II (5 EC).

2015-2016 Two examinations for MoT1002

**Article 9            Entry into force**

This ruling will come into effect on 1 September 2014.

Drawn up by the dean of the faculty on 29 August 2014.

## Appendix 1 Admission requirements Master programmes EPA and MoT

A programme selection committee will evaluate each individual application to decide whether the applicant can be admitted. Students always need permission from the selection committee and can never be admitted directly to the Master's programme based on the requirements.

<b>Foreign students</b>											
<ol style="list-style-type: none"> <li>1. A monodisciplinary technical BSc degree or a BSc degree in engineering or natural sciences* (or equivalent) of high quality and level. The main subject focused on during the BSc phase should match the MSc degree course student intends to pursue at the TPM faculty of TU Delft.</li> <li>2. A Grade Point Average (GPA) for the Bachelor study of at least 75% of the scale maximum.</li> <li>3. Proof of English language proficiency**:</li> </ol> <ul style="list-style-type: none"> <li>• A TOEFL *** (Test of English as a Foreign Language) score of at least 90 (internet based TOEFL). Please note that we only accept the TOEFL internet based test, <b>or</b></li> <li>• IELTS *** (academic version) overall Band score of at least 6.5, <b>or</b></li> <li>• have passed the University of Cambridge 'Certificate of Proficiency in English' or the University of Cambridge 'Certificate in Advanced English'.</li> </ul> <p>Nationals of the People's Republic of China please note: You need a 'NESO-certificate' to apply for TU Delft's MSc programmes.</p> <p><i>* Please note that if you are in the process of obtaining your Bachelor's degree, you may apply for admission to an MSc programme at TU Delft. TU Delft may conditionally admit you, based on your transcripts and detailed information about the curriculum, relevant research and the expected date of graduation. The conditional admission letter will include the deadline date for obtaining your degree.</i></p> <p><i>** Please note that exclusively nationals from the USA, U.K., Ireland, Australia, New Zealand and Canada are exempted from the English test requirement.</i></p> <p><i>*** As the whole process of collecting information, registering for the tests and receiving the test results may take several months, we advise you to register for the IELTS or TOEFL tests between September and December.</i></p>											
<b>Dutch Academic students</b>											
<ol style="list-style-type: none"> <li>1. A monodisciplinary technical BSc degree* or a BSc degree in engineering or natural sciences (or equivalent) of high quality and level. Students with a BSc degree in Architecture or Industrial Design Engineering and similar BSc programmes can not be admitted without additional requirements set by the selection committee. The main subject focused on during the BSc phase should match the MSc degree course you intend to pursue at the TPM faculty of TU Delft.</li> </ol> <p><i>* Please note that if you are in the process of obtaining your Bachelor's degree, you may apply for admission to an MSc programme at TU Delft. TU Delft may conditionally admit you, based on your transcripts and detailed information about the curriculum, relevant research and the expected date of graduation. The conditional admission letter will include the deadline date for obtaining your degree.</i></p>											
<b>Dutch University of Engineering students</b>											
<ol style="list-style-type: none"> <li>1. A monodisciplinary Bachelor of Engineering degree or Bachelor degree in natural sciences* (or equivalent) of high quality and level. The main subject focused on during the Bachelor phase should match the MSc degree course you intend to pursue at the TPM faculty of TU Delft.</li> <li>2.</li> </ol> <table border="1"> <thead> <tr> <th><b>Background</b></th> <th><b>Conditions for admission</b></th> </tr> </thead> <tbody> <tr> <td>Grade point average <math>\geq 7,5</math> within 4 years and final assignment or thesis work <math>\geq 8</math>.</td> <td>The selection committee may decide for immediate admission</td> </tr> <tr> <td>Grade point average <math>\geq 7</math> and <math>&lt; 7,5</math> within 4 years and final assignment or thesis work <math>&gt; 7</math>.</td> <td>The selection committee may decide for admission to the bridging programme</td> </tr> <tr> <td>Grade point Average <math>&lt; 7</math></td> <td>Will not be admitted</td> </tr> <tr> <td>Finished bridging programme during HBO Bachelor</td> <td>Will be admitted to the Master's programme.</td> </tr> </tbody> </table>		<b>Background</b>	<b>Conditions for admission</b>	Grade point average $\geq 7,5$ within 4 years and final assignment or thesis work $\geq 8$ .	The selection committee may decide for immediate admission	Grade point average $\geq 7$ and $< 7,5$ within 4 years and final assignment or thesis work $> 7$ .	The selection committee may decide for admission to the bridging programme	Grade point Average $< 7$	Will not be admitted	Finished bridging programme during HBO Bachelor	Will be admitted to the Master's programme.
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