



Universiteit Leiden

# Course and Examination Regulations

valid from 1 February 2012

## Master's Programme Management Publieke Sector

These course and examination regulations have been drawn up in accordance with Section 7.13 of the Higher Education and Research Act [*Wet op het hoger onderwijs en wetenschappelijk onderzoek*] (*WHW*)<sup>1</sup> and additional quality marks as set out in the framework document Leiden University Register of Study Programmes [*Leids universitair register opleidingen*].

Pursuant to Section 7.14 of the Act the faculty board regularly evaluates the course and examination regulations and assesses, for the purpose of monitoring and, if necessary, adjustment of the study load, the time it takes students to comply with the regulations. In conformity with Section 9.18 of the Act the department teaching committee is assigned the task of assessing how the course and examination regulations are implemented.

### Contents

1. General Provisions
2. Description of the Programme
3. Curriculum
4. Examinations, the Final Examination and Further Education
5. Admission to the Programme
6. Student Counselling and Student Advice
7. Transitional Provisions
8. Final Provisions

---

1. The Dutch Higher Education and Research Act [*Wet op het hoger onderwijs en wetenschappelijk onderzoek*] came into effect on 1 September 1993. It is sometimes referred to by its acronym *WHW*.

## Chapter 1 General Provisions

### Article 1.1 Scope of the Regulations

These regulations apply to the teaching and examinations of the master's degree programme Management van de Publieke Sector, hereinafter referred to as the programme. The programme is instituted in the Institute of Public Administration of the Faculty of Social and Behavioural of Leiden University, hereinafter referred to as: the faculty.

### Article 1.2 Definitions

In these regulations the following definitions apply:

- a. board of admissions: the committee that, under the aegis and on behalf of the faculty board, and in accordance with the admission requirements, advises which students are to be admitted to the programme;
- b. board of examiners: the board of examiners of the programme, established and appointed in accordance with Section 7.12a of the Act;
- c. component: a study unit of the programme as defined in Section 7.3 of the Act. The course load of each component is expressed as whole credits. Every component involves an examination;
- d. credit: the unit expressing the course load of a course component pursuant to the Act. According to the ECTS one credit equals 28 hours of studying;
- e. ECTS: the European Credit Transfer System;
- f. examination [tentamen]<sup>2</sup>: an evaluation of the knowledge, understanding and skills of the student in respect of a particular component, and an assessment thereof, in accordance with Section 7.10 of the Act, by at least one examiner appointed to this purpose by the board of examiners;
- g. examiner: the person appointed by the board of examiners to conduct examinations, in accordance with Section 7.12c of the Act;
- h. final examination [examen]<sup>2</sup>: the interim examinations [tentamens] linked to the components of the programme, including, where the board of examiners has so decided, an examination in accordance with Section 7.10 (1) performed by the board itself;
- i. Leiden University Register of Study Programmes [Leids universitair register opleidingen]<sup>3</sup>: register<sup>3</sup> of the programmes offered by Leiden University, kept under supervision of the Executive Board, referred to in Section 7 of the Executive and Management Regulations;
- j. level: the level of a component according to the abstract structure as defined in the framework document of the Leiden University Register of Study Programmes;
- k. practical: practical assignment as defined in section 7.13 (2) (d) of the Act, in one of the following forms:
  - the writing of a thesis,
  - the writing of a paper, the design and implementation of a project, or the creation of a technological design,
  - the implementation of a research assignment,

---

2. The *examen* is actually a review of the student's academic achievements to decide whether or not (s)he has completed all requirements for graduation. The Dutch term used for a test of the student's knowledge or skills is '*tentamen*'.

3. The framework document *Leids universitair register opleidingen* [Leiden University Register of Study Programmes] can be found at the following website: [www.onderwijs.leidenuniv.nl/onderwijsbeleid](http://www.onderwijs.leidenuniv.nl/onderwijsbeleid)

- the participation in fieldwork or an excursion,
  - the completion of a traineeship, or
  - the taking part in another educational activity aimed at acquiring particular skills;
- l. prospectus: a paper and/or digital document containing details and binding information on the programme;
- m. student: a person registered with Leiden University for the purpose of taking courses, and/or the sitting of examinations and the taking of examinations of the programme;
- n. the Act: the Higher Education and Research Act [*Wet op het hoger onderwijs en wetenschappelijk onderzoek*] (WHW).
- o. working day: Monday to Friday, excluding public holidays;
- p. master's thesis: the result of one of the practicals as referred to under k.;

Other terms have the meaning given to them by the Act.

### **Article 1.3 Code of Conduct regarding ICT**

The Code of Conduct for Teachers and Students in ICT supported Education [Gedragcode docenten en studenten binnen ICT en onderwijs]<sup>4</sup> shall apply to the programme and its courses.

---

4. The Code of Conduct for Teachers and Students in ICT supported education [Gedragcode docenten en studenten binnen ICT en onderwijs] was adopted by the Executive Board on 30 June 2005 and can be found at the following website: [www.regulations.leiden.edu/education-students/code-of-conduct-in-ict-supported-education.html](http://www.regulations.leiden.edu/education-students/code-of-conduct-in-ict-supported-education.html)

## **Chapter 2 Description of the Programme**

### **Article 2.1 Objectives of the Programme**

The programme has the following objectives: a Master of Management van de Publieke Sector has an academic orientation and both a general as well as specialized knowledge of the phenomena of management van de publieke sector. The programme trains people for middle level management positions in and related to public administration, with the possibility of further developing their careers. In addition to having broad insights into knowledge about and approaches to Public Administration, graduates of the Master's programme will have an in-depth knowledge of the complexity of specific issues and problem areas. The graduate will thus have sufficient understanding of Management van de Publieke Sector research to undertake research in administrative practice, or to undergo further training as an academic. The graduate is thus capable of recognizing, comprehending and analyzing Management van de Publieke Sector phenomena at an academic level and of judging the relevance of theories and insights and applying them to practical issues.

### **Article 2.2 Specialisations**

**Article 2.3** N/A

### **Article 2.4 Achievement Levels**

The following achievement levels apply with regard to the programme:

1. The Leiden Master of Public Administration has a profound awareness of the distinct nature of governance in the public sector.
2. The Leiden Master of Public Administration has a thorough understanding of the various Management van de Publieke Sector theories and approaches which are commonly used in the profile of the master.
3. The Leiden Master of Public Administration possesses the capacity to identify a theoretical framework suitable for addressing Management van de Publieke Sector problems and issues.
4. The Leiden Master of Public Administration has the capacity to apply various theoretical frameworks in conducting independently basic research in Management van de Publieke Sector issues.
5. The Leiden Master of Public Administration is capable of critically selecting, studying and analyzing Management van de Publieke Sector literature.
6. The Leiden Master of Management van de Publieke Sector has the capacity to apply theoretical frameworks and analytical skills to real life management of public sector problems.

The Leiden Master Management van de Publieke Sector possesses the capacity to report independently about management van de Publieke Sector research which is carried out according to current academic standards.

### **Article 2.5 Structure of the Programme**

The programme offers full-time tuition only.

### **Article 2.6 Study Load**

The course load of the programme is 60 credits.

### **Article 2.7 Start of the programme Uniform Structure of the Academic Year**

The programme starts on 1 February 2012 and thereafter on 1 September and on 1 February of each year.

As to taught courses, the programme is based on the uniform structure of the academic year, with the academic year being divided into semesters<sup>5</sup>.

### **Article 2.8 Final Examinations**

2.8.1 The programme ends with the final examination for the master's degree.

---

5. The uniform structure of the academic year and the explanatory notes to the new semester structure were adopted by the Executive Board on 14 October 2004 and reviewed on 12 January 2010.

2.8.2 Any student enrolled in the programme may, with the permission of the board of examiners, compose a curriculum from components offered by an institution that has an examination attached to it. When granting permission, the board of examiners specifies to which degree programme offered by the institution that curriculum is deemed to belong.

### **Article 2.9 Language of Instruction**

In compliance with the Code of Conduct regarding Foreign Languages [*Gedragscode Voertaal*<sup>6</sup>] the language(s) of instruction and examination in the programme are: English and Dutch  
Students are required to be sufficiently proficient in the language or languages of instruction used in the programme.

### **Article 2.10 Quality**

The programme is accredited by the Accreditation Organisation of the Netherlands and Flanders (NVAO) and complies with the applicable national and international quality requirements, and with the quality standards with regard to education set out in the framework document Leiden University Register of Study Programmes.

---

6. The Code of Conduct regarding Foreign Languages [*Gedragscode voertaal*] was adopted by the Executive Board on 11 July 2002 and can be found at the following website: [www.reglementen.leidenuniv.nl/legacy/language\\_of\\_instruction.pdf](http://www.reglementen.leidenuniv.nl/legacy/language_of_instruction.pdf)

## **Chapter 3 Curriculum**

### **Article 3.1 Compulsory Components**

3.1.1 The programme includes compulsory components (including the master's thesis [scriptie]) totalling a study load of 30 credits. These components are listed in the prospectus. The study load (in credits) and level have been stated for each of the components.

3.1.2 The prospectus will include more detailed information on the content and structure of each component.

### **Article 3.2 Freedom of Choice**

3.2.1 In addition to the components referred to in 3.1.1, students select components totalling a study load of 30 credits from the elective specialisations courses offered by the institute.

3.2.2 The choice of components requires the approval of the board of examiners.

3.2.3 In addition to the components taught at the institute optional courses may also include, subject to the approval the board of examiners, components offered by other Dutch universities or a foreign university.

### **Article 3.3 Practicals**

3.3.1 The prospectus lists the components which include practicals, stating the nature and the student's workload for these practicals, and indicating whether participation in these practicals is mandatory for entry to the examination of the component. The board of examiners may grant exemption from a practical; in that case, the board may or may not impose alternative requirements.

3.3.2 The prospectus states the size and study load of the master's thesis. Furthermore, said Appendix states the criteria with which the thesis must comply, as well as the relevant procedures, including the way in which the supervisor is appointed and a substitution is made if a supervisor is no longer able to perform his tasks as such.

### **Article 3.4 Registration for Courses**

Participation in courses is in order of registration, with the provision that students who are registered in a programme are guaranteed access to courses of the obligatory part of the programme.

## **Chapter 4 Examinations, the Final Examination and Further Education**

### **Article 4.1 Frequency of Examinations**

4.1.1 For each component, examinations will be held at least twice per academic year.

4.1.2 If a component contains a practical part, students may only sit the examination as referred to in paragraph 4.1.1 if they have successfully completed the practical, unless the board of examiners provides otherwise.

4.1.3 In accordance with Section 7.13 (2) (h) of the Act, the examination dates have been included in the prospectus

4.1.4 Not applicable.

4.1.5 Not applicable.

### **Article 4.2 Obligatory Order**

Entry to examination of the master's thesis is conditional on the student having successfully completed the examinations of all other course components of the Master's programme.

### **Article 4.3 Methods of Assessment and Examination Formats**

4.3.1 The prospectus states whether assessment may take place by means of either a written or an oral examination or a skills test.

4.3.2 In special cases, on request of the student, the board of examiners may allow the student to take the examination in a manner that deviates from the one prescribed in the prospectus.

4.3.3 Students with a disability may take examinations in a manner that has been adjusted to their particular disability, in order to accommodate their disability as much as possible. If necessary, the board of examiners will seek expert advice before reaching a decision.

4.3.4 The examinations shall comply with the code of conduct on the language of instruction and examination [Gedragscode voertaal<sup>6</sup>].

4.3.5 Students will be assessed on an individual basis if a component involves presentations, research, reports or other course activities that require students to work in groups.

### **Article 4.4 Oral Examinations**

4.4.1 An oral examination may involve only one student at a time, unless the board of examiners has provided otherwise.

4.4.2 (not applicable)

4.4.3 Oral examinations are public, unless the board of examiners or the examiner concerned has decided otherwise, owing to special circumstances, or unless the student objects.

### **Article 4.5 Rules set by the Board of Examiners**

4.5.1 In accordance with Section 7.12b (3) of the Act, the board of examiners has set out rules concerning the execution of their tasks and responsibilities and the measures they can take in that connection. These include the measures to be taken in the event of academic fraud, including plagiarism.

4.5.2 The board ensures the right of the student to appeal against decisions of the board or the examiners; in this respect, it shall at least set out rules regarding

- the provision of a copy of their marked examination paper to students;
- safeguarding the legal rights of students during oral examinations, for instance by recording those or by having those attended by a second examiner.

## **Article 4.6 Assessment**

4.6.1 Immediately after the oral examination, the examiner shall inform students of their result and hand them a written notification of that result.

4.6.2 Within fifteen working days after the date of the examination, the examiner shall mark any written or other test and provide the administration office of the department with the information necessary to present the student with a written notification of the result of the examination.

4.6.3 If the examiner is unable to comply with section 4.6.2, which provides that results must be submitted to the department's administration within fifteen working days, the student shall be notified thereof within said time limit. The student shall also be informed of the relevant procedure in such cases.

4.6.4 The result of the examination shall be expressed as a whole or fractional number between 1 and 10, including both limits. The result shall not be expressed as a number between 5 and 6.

4.6.5 The written or electronic notification of the examination result shall inform students of their right to view their marked examination scripts – referred to in Article 4.8 below which provides for the access of students to examination scripts – and of appeals procedure.

4.6.6 The master's thesis report shall be discussed and defended in a session with the thesis supervisor and the second reader.

## **Article 4.7 Period of Validity of Results**

The board of examiners may oblige students to take an additional or a substitute test for examinations that were passed more than 3 years ago.

## **Article 4.8 Access to Marked Examination Scripts and Evaluation**

4.8.1 Students have the right to view their marked examination script, at their request, for a period of at least thirty days following the publication of the results of the written examination.

4.8.2 During the period referred to in 4.8.1, the examination questions and assignments, as well as – if possible – the marking criteria may be inspected.

4.8.3 The marked test will be evaluated with the examiner if the student so requests. An opportunity for evaluation will be announced together with the examination results.

4.8.4 The board of examiners is authorised to decide whether the test will be evaluated collectively or individually.

4.8.5 The board of examiners determines where and when the evaluation will take place.

4.8.6 Students who, due to circumstances beyond their control, are unable to attend the evaluation referred to in paragraph 4.8.5 shall be granted another opportunity for evaluation, if possible within the period referred to in 4.8.1.

## **Article 4.9 Exemption from Examinations and/or Practicals**

At the student's request and after consultation with the examiner involved, the board of examiners may grant the student exemption from one or more examinations or practicals under the following conditions:

- The student has successfully completed, at a university or an institute of higher professional education, one of a programme's components that is similar in content and level to the component for which the student requests exemption;
- The student has demonstrated, through relevant work or professional experience, sufficient skills and knowledge in relation to the component.

## **Article 4.10 The Final Examination**

4.10.1 The student is awarded a diploma by the board of examiners when he provides sufficient proof that all tests have been passed. Furthermore, the student must have earned a bachelor's degree as referred to in



Article 5.1, or possess proof of admission as referred to in Article 5.2. Students must file their applications for graduation with the administration of the Institute of Public Administration.

4.10.2 As part of the final examination, the board of examiners is entitled to perform an additional test of the knowledge, understanding and skills of the student and assess the result.

4.10.3 not applicable.

4.10.4 The board of examiners sets out rules indicating the conditions under which they will exercise the power granted to them in Section 7.12b (3) of the Act to decide that not all tests must have been passed, and/or the conditions under which results of subtests may compensate one another.

4.10.5 Graduation does not take place before the Executive Board has declared that all procedural requirements have been met. For each programme, no more than one diploma will be awarded. It is recorded on the diploma that the programme or the specialisation has been delivered by Leiden University.

4.10.6 Pursuant to the regulation referred to in Section 7.11 (3) of the Act the student who is entitled to graduate may ask the board of examiners to postpone the event.

4.10.7 A supplement written in Dutch or English complying with the agreed European standard format is attached to the degree certificate.

#### **Article 4.11 The Degree**

4.11.1 The degree of Master of Science, is awarded to those who have passed the final examination of the programme.

4.11.2 The degree certificate states the degree awarded.

#### **Article 4.12 Further Education**

Persons awarded a master's degree are eligible to pursue a doctorate.

## **Chapter 5 Admission to the Programme**

### **Section 5.1 Direct Admission**

#### **Article 5.1 Direct Admission**

Requirements for direct admission to the master's programme are:  
a bachelor's degree obtained after completion of the Bestuurskunde programme at Leiden University.

### **Section 5.2 Conditional Admission**

#### **Article 5.2 Proof of Admission**

5.2.1 The faculty board must grant proof of admission to students who meet the admission requirements laid down in Article 5.3, insofar as the maximum number of students to be enrolled will not be surpassed. The maximum number is set by the Executive Board.

5.2.2 Students may apply for proof of admission in accordance with the rules laid down in the Regulation for Admission to Master's Programmes [Regeling toelating masteropleidingen]<sup>7</sup>.

#### **Article 5.3 Admission Requirements**

Without prejudice to the provision in paragraph 5.2.1 regarding the capacity, those will be admitted to the programme who:

- possess the skills, understanding and knowledge that are required for earning the bachelor's degree referred to in Article 5.1;
- have earned the degree of Bachelor at a university not being a university of professional education, or demonstrate to meet the requirements for such a degree;
- are sufficiently proficient in the language(s) of instruction, to be assessed by the board of admissions: TOEFL: internet based 100, computer based 250, paper based 600 or IELTS test: level 7.

#### **Article 5.4 Deficiencies**

5.4.1 Students who have obtained a bachelor's degree or an equivalent degree, but who still have a deficiency of 5 credits, may be admitted to the programme if it can be reasonably expected that they will meet the admission requirements within a limited amount of time.

5.4.2 Students with the deficiencies referred to in paragraph 5.4.1 may participate in the programme after admission, but will not be allowed to take examinations nor the tests named by the faculty board when granting admission to the programme.

5.4.3 For the admission referred to in paragraph 5.4.1, the board of admissions will compile a bridging programme with tests.

5.4.4 If a student is admitted to the programme under paragraph 5.4.1, tests that are taken in order to meet the admission requirements cannot be part of the curriculum of the master's programme.

#### **Article 5.5 Bridging Programmes**

5.5.1 The department has compiled bridging programmes in order to make up deficiencies. Information about the bridging programmes is published in the prospectus.

5.5.2 Information on the bridging programmes may be obtained from the institute.

---

7. The Regulation for Admission to Master's Programmes [Regeling toelating masteropleidingen Universiteit Leiden] was adopted by the Executive Board on 27 April 2005 and reviewed on 20 December 2005 and 6 March 2007; it can be found at [www.reglementen.leidenuniv.nl](http://www.reglementen.leidenuniv.nl)

## **Chapter 6 Student Counselling and Study Advice**

### **Article 6.1 Student Progress Report**

6.1.1 The department keeps records of the results of individual students.

6.1.2 The department provides each student, at his/her request, with a copy of the results obtained..

6.1.3 If the department concludes that a student is experiencing a significant delay in comparison to the nominal study progress, it shall inform the student of the support available for drawing up an individual study plan.

### **Article 6.2 Introduction and Student Counselling**

The department takes care of the student's introduction to the programme and student counselling.

### **Article 6.3 Supervision of the Master's Thesis**

not applicable

### **Article 6.4 Professional Sports**

Students who play sports at a professional level are offered the opportunity to adjust their study programmes to their sporting activities wherever possible. The department follows the guidelines drawn up by the Executive Board to determine who fits into this category.

### **Article 6.5 Permanent Disabilities**

Where possible, students with a disability or chronic illness are offered the opportunity to adjust their study programmes in accordance with the limitations resulting from their disability or illness.

## **Chapter 7 Transitional Provisions**

### **Article 7.1 Provisions concerning Students Previously Enrolled in the Programme**

7.1.1 For students who were newly enrolled in the programme no longer than three years prior to the date these Regulations came into force, Chapters 3 of the Course and Examination Regulations remains applicable as they were formulated at the time of first enrolment.

7.1.2 For students who were newly enrolled in the programme more than five years prior to the date these Regulations came into force, or at the student's request, the board of examiners may declare the Course and Examination Regulations applicable as they were formulated in any year no more that five years prior to the date these Regulations came into force.

7.1.3 In case components as referred to in 3.1.1 and 3.2 of the Course and Examination Regulations applicable pursuant to 7.1.1 and 7.1.2 are no longer on offer, the board of examiners will indicate components to replace them. If necessary, components may be indicated that are offered by another institution.

## **Chapter 8 Final Provisions**

### **Article 8.1 Amendments**

8.1.1 Amendments to these regulations are implemented by a separate order of the faculty board with the prior consent of the faculty council.

8.1.2 Amendments to these regulations which also apply to a particular academic year shall be implemented before the beginning of that year and published in the prescribed manner, unless earlier implementation of an amendment to the regulations is strictly necessary and in all reasonableness does not harm students' interests.

8.1.3 Furthermore, amendments to the regulations may not adversely affect any prior decision pertaining to students taken by the board of examiners on the basis of these regulations.

### **Article 8.2 Publication**

The department takes care of the appropriate publication of these regulations, of the rules and guidelines set by the board of examiners, and of any amendment to these articles.

### **Article 8.3 Entry into Force**

These regulations will enter into force on February 1, 2012.

## Appendix: Components of the Master programme

	<b>ECTS</b>	<b>Niveau</b>
Master Thesis	15	500
Management van de Publieke Sector	5	500
Strategisch Management van de Publieke Sector	5	500
Human Resource Management in de Publieke Sector	5	500
Organisatieverandering in de Publieke Sector	5	500
Publieke Waarden	5	500
Bestuurskundig onderzoek	5	500
Public Governance and government	5	500
MPS en Toezicht	5	500
Financieel Management van de overheid	5	500
State of the Art	10	500
Management, Organizational Culture and Ethics	5	500
Philosophy of Public Administration	5	500