

# Teaching & Examination Regulations

Master's Programme  
**Health Care Management / Zorgmanagement**

2023/2024

# Teaching and Examination Regulations for the master's programme Health Care Management / Zorgmanagement

## Introduction

The Teaching and Examination Regulations (TER) include the programme specific rights and obligations of students following the master's programme Health Care Management (hereinafter referred to as HCM) / Zorgmanagement (hereinafter referred to as ZoMa). The general University Student's Charter stipulates the rights and obligations applicable to all students.

This regulation was adopted by the dean of Erasmus School of Health Policy & Management (hereinafter referred to as ESHPM) on 6-7-2023 with the approval of the ESHPM Council (faculty council and programme committee), dated 3-7-2023, following advice from the Examination Board, dated 6-2-2023 and the ESHPM Council, dated 15-5-2023.

## SECTION 1 – GENERAL PROVISIONS

### Article 1.1 – Applicability of the regulations

1. These regulations apply to the study programmes and examinations of the fulltime master's programme in Health Care Management and the part-time master's programme Zorgmanagement offered by ESHPM, and to all students enrolled in the academic year 2023-2024.

The programme is the responsibility of ESHPM.

### Article 1.2 Definitions

In the regulations, the following definitions apply:

- a. academic year: the academic year runs from 1 September to the following 31 August (inclusive);
- b. the Act: the Higher Education and Research Act (WHW);
- c. Admission Committee: the committee, established by the Executive Board of ESHPM to make decisions about the admission of applicants to the master's programme;
- d. bachelor: the bachelor's programme of Health Sciences, offered by ESHPM;
- e. Canvas: web-based application which contains all information on a course including the learning objectives and the tests;
- f. credit: a unit expressed in EC, whereby one credit is equal to 28 hours of study;
- g. Council: committee consisting of ESHPM's faculty council and programme committee;
- h. course: a unit of study as referred to in art. 7.3 sub 2 of the Act;
- i. course coordinator: the person who is responsible for the management of a course in the master's programme;
- j. course catalogue: the digital document which describes the programme, the courses and corresponding types of tests;

- k. director of education: the person who is responsible for the general management of all study programmes provided by ESHPM;
- l. diploma supplement: the annex to the master's certificate in which an explanation is given of the nature and content of the programme;
- m. EC: abbreviation of credit points as defined by the "European Credit Transfer System". One EC represents 28 hours of study;
- n. ESHPM: Erasmus School of Health Policy & Management;
- o. examination: the total of tests as part of the programme. If all tests for the programme's units of study have been successfully taken, the examination has been passed insofar as the Examination Board has not determined that the examination will also include a review to be carried out by the Examination Board;
- p. Examination Board: the board referred to in art. 7.12 of the Act, responsible for the quality assurance of the tests and examination of the study programme;
- q. examiner: a person, as referred to in art. 7.12 of the Act, who is designated by the Examination Board to administer tests;
- r. hbo: abbreviation of 'hoger beroepsonderwijs' (professional education/university of applied sciences);
- s. master: the fulltime master's programme of Health Care Management (HCM) and the part-time master's programme Zorgmanagement (ZoMa) of ESHPM;
- t. OSC: the Education Service Center of ESHPM that is responsible for the administrative procedures of the programme;
- u. partial test (also: interim test): test in which part of the course's learning goals are tested;
- v. practical: skills training, as referred to in art. 7.13 of the Act, in one of the following forms:
  - writing a thesis,
  - writing a paper or essay,
  - carrying out a research assignment,
  - taking part in a study visit,
  - carrying out a practical assignment,
  - taking part in another study activity aimed at the attainment of certain skills;
- w. pre-master programme: programme for Dutch speaking students with an hbo-bachelor or a university-bachelor degree, aimed at removing any deficiencies before entering the master's programme;
- x. programme: a coherent set of units of study ('onderwijseenheden'), aimed at achieving the defined learning outcomes; the master's programme referred to in art. 1.1 of these regulations;
- y. programme director: the person who is responsible for the management of the master's programme;
- z. Rules and Regulations: the rules, guidelines and instructions of the Examination Board with regard to the tests and examinations, as referred to in art. 7.12, par. 4 of the Act.
- aa. student: a person enrolled at the university in order to pursue the study course and/or to take the tests and examination of the study programme;

- bb. test (also: examination component): an examination of the knowledge, insights and/or skills of the examinee, as well as the assessment of the results of that examination, as referred to in section 7.10 of the Act. This includes written tests, oral tests or different kinds of tests;
- cc. vwo: abbreviation of 'voorbereidend wetenschappelijk onderwijs' (Dutch pre-university education);
- dd. unit of study (also: course): one component of the programme as referred to in section 7.3 of the Act. There is a corresponding test for each unit of study.

### **Article 1.3 – Evaluation of education**

1. The programme director is responsible for ensuring the evaluation of education.
2. The programme director informs the Council of the method and frequency with which components of the curriculum are evaluated.
3. The programme director informs the Council of the outcomes of the evaluation, the amendments made as a result of this and the effect of the actual amendments.
4. All courses are evaluated by students at the end of the course.

## **SECTION 2 – PRIOR EDUCATION**

### **Article 2.1 – Admission**

1. Students will be admitted directly to the fulltime master's programme HCM and part-time master's programme ZoMa if they fulfil at least one of the following criteria (a, b, c):
  - a. Those students who obtained a Bachelor or Master of Science degree at a Dutch university in:
    - i. Health Sciences (Health Policy and Management)
    - ii. Medicine
    - iii. Medical Informatics
    - iv. Public Health
    - v. Business administration
    - vi. Public administration
    - vii. (Business) Economics
  - b. A similar degree obtained at a research-driven non-Dutch university such to be determined by the Admissions Committee.
  - c. Students with sufficient educational background in health care and/or management and organization, such to be determined by the Admissions Committee.
  - d. Those who have obtained a certificate of the pre-master programme (HCM/ZoMa-variant), especially designed by ESHPM for graduated hbo-bachelors and graduated university-bachelors, for the purpose of removing any deficiencies before entering the master's programme.
2. In addition, students must have sufficient proficiency in language and mathematics:

- a. Applicants for the English taught fulltime master's programme HCM must have proven that they meet the eligibility criteria for written and spoken English, as specified in art. 3.3a and sufficient proficiency in mathematics as specified in art. 2.2.
- b. Applicants for the Dutch taught part-time master's programme ZoMa must have proven that they meet the eligibility criteria for written and spoken Dutch, as specified in art. 3.3b and sufficient proficiency in mathematics as specified in art. 2.2.

The admission procedure is available on the website:

<https://www.eur.nl/en/master/health-care-management>

<https://www.eur.nl/eshpm/master/zorgmanagement-deeltijd/toelating>

### **Article 2.2 – Required proficiency in Mathematics**

In addition to art. 2.1, students must prove sufficient proficiency in mathematics to be admitted to the fulltime master's programme HCM and part-time master's programme ZoMa. Proficiency can be proven by:

- a. a vwo diploma including mathematics A, B or equivalent; or
- b. research methods in previous education, to be assessed by the Admission Committee; or
- c. a vwo mathematics certificate, to be assessed by the Admission Committee.

## **SECTION 3 – CONTENT AND STRUCTURE OF THE PROGRAMME**

### **Article 3.1 – Objective of the programme**

1. The graduate can bring together multiple perspectives (within and across the areas of patient-centered care, quality- and safety, human resources, governance, and strategic, capacity and process management) to complex healthcare management challenges. This means:
  - The graduate is able to recognize different angles of organizational and managerial challenges and is motivated to identify possible alternative angles.
  - The graduate is able to interpret organizational and managerial challenges from different stakeholder perspectives, as for instance that of a health care professional, a patient, a policy maker, or a regulator.
  - The graduate can reflect on the institutional context and competing logics in healthcare.
2. The graduate can formulate a coherent and well-motivated advice on how to address healthcare management challenges. This means:
  - The graduate can engage with the research of others and can appraise scientific insights to adequately inform and advice others.
  - The graduate can weigh different interests to come to reasoned solutions for healthcare management challenges.

3. The graduate can design and carry out research into healthcare management challenges. This means:
  - The graduate is able to identify and formulate a relevant research question, choose an appropriate research design, carry out the necessary activities to gather data and interpret and analyze the results and to report on their findings in an academic manner.
  - The graduate is able to effectively present their work and translate research findings to different audiences.
  - The graduate is able to translate their research results into an advice to improve healthcare management.
  
4. The graduate possesses the necessary academic and professional skills to contribute to improving management of healthcare. This means:
  - The graduate can critically reflect on a healthcare management problem to self-initiate approaches to address the problem.
  - The graduate is able to collaborate in groups and integrate different individual perspectives within a (group) project.
  - The graduate is able to include, convince and work together with different stakeholders towards a solution to a health care issue.
  - The graduate is able to assess their own level of competence and is motivated to update missing competences.
  - The graduate has a critical attitude towards their role and discipline.

### **Article 3.2 – Form of the programme**

The one-year English taught master's programme Health Care Management is offered on a fulltime basis.

The two-year (mainly) Dutch taught master's programme Zorgmanagement is offered on a part-time basis.

### **Article 3.3a – Language: fulltime English taught programme HCM**

1. Taking due account of the provisions of the Code of Conduct of the Executive Board of Erasmus University Rotterdam, the programme is taught, and the tests are taken in the English language.
2. To participate in the education and tests of the programmes, a satisfactory command of the English language is required. This requirement will be deemed to have been met if the student:
  - a. has completed a university bachelor's or master's programme fully taught in English in one of the following countries: the Netherlands (c.q. Dutch university or university of applied sciences), Australia, Canada (with the exception of Quebec province), Ireland, New Zealand, the UK or the USA; or
  - b. has obtained a certificate of the ESHPM pre-master programme (HCM-variant); or

- c. has completed a bachelor's or master's degree at a Dutch university or university of applied sciences; or
- d. has taken one of the tests detailed below:
  - i. a Level Statement of Language & Training Centre Erasmus university (English assessment valid for 1 year) with a minimum level of B2.2;
  - ii. an IELTS score minimum of 6.5 on all components;
  - iii. an iBT TOEFL (valid for 2 years) or iBT Special Home Edition score minimum of 90;
  - iv. an International Baccalaureate "English A: Language & Literature higher level" received in the Netherlands;
  - v. Cambridge B2 First;
  - vi. Cambridge C1 Advanced;
  - vii. Cambridge C2 Proficiency;
  - viii. Anglia exam, only with additional speaking test (C1 of C2 level).
- 3. From the requirement of proficiency in English are exempted those who hold the nationality of one of the following countries: Australia, Canada (with the exception of Quebec), Ireland, New Zealand, UK or the USA.

#### **Article 3.3b – Language part-time (mainly) Dutch taught programme ZoMa**

1. Taking due account of the provisions of the Code of Conduct of the Executive Board of Erasmus University Rotterdam, the part-time master's programme ZoMa is mainly taught in the Dutch language.
2. In derogation from par.1 the plenary sessions, literature and test questions, and the elective course Health Service Innovation are in English. However, students are allowed to answer the test questions in Dutch.
3. To participate in the programme's education and tests, satisfactory command of the Dutch language is required. This requirement will be deemed to have been met if the student:
  - a. has obtained a degree in a programme at a Dutch high school or institution for higher education or at a non-Dutch school at a similar level, provided that the programme included a course and test in Dutch as part of the examination; or
  - b. has obtained a certificate of the ESHPM pre-master programme (ZoMa-variant); or
  - c. has satisfied all the requirements of the test 'Dutch as a second language, level two' (NT-2, Exam II).

#### **Article 3.4 – Study load**

1. Both study programmes have a study load of 60 EC (1680 hours of study).
2. The study load is expressed in whole EC.

#### **Article 3.5 – The programme**

1. The programme's curriculum and the units of study are stipulated in the course catalogue and/or on Canvas. The master's programme Health Care Management/ Zorgmanagement consists of 9 compulsory courses. For the part-time programme (two years), the compulsory courses marked with an asterisk (\*) are taken in year 2.

Compulsory courses

EC

1. Advanced Research Methods*	5
2. Patient Centered Care Delivery	5
3. Quality and Safety	5
4. Organisational Behaviour*	5
5. Health Service Operations Management	5
6. Capacity & Process Management	5
7. Governance and Strategy	5
8. Thesis plan*	5
9. Thesis*	15

In block 4 and 5 students of the HCM/ZoMa programme choose a track, that consists of elective courses with a total minimum of 10 EC. Within the HCM/ZoMa programme the following tracks are offered:

1. Digital Transformation
2. Value-Based Health Care
3. Sustainable Health Care
4. Personal Leadership

Within the HCM/ZoMa programme the following elective courses are offered:

Block	Track	Course	EC	HCM	ZoMa
4	Digital Transformation	Digital Transformation: Drivers & Dilemmas	5	√	√
	Value-Based Health Care	Value-Based Services	5	√	√
	Sustainable Health Care	Sustainable Care Systems	5	√	√
	Personal Leadership	Health Care Ethics	5	√	√
5	Digital Transformation	Embedding Digital Healthcare Technologies Responsibly	5	√	√
	Value-Based Health Care	Healthcare Procurement & Value Chain Management	5	√	√
	Sustainable Health Care	Sustainable Healthcare Organizations	5	√	√
	Personal Leadership	Internship (flexible start date)	5	√	√

HCM/ZoMa students who go on an exchange to a university abroad, may ask the Examination Board for permission to replace their elective courses with master-level courses that are offered by the receiving university. Other students may request permission to replace one course with one or more master-level courses from outside the



HCM/ZoMa programme, which have not already obtained study credits (EC's). Students need prior consent from the Examination Board.

Requirements for both groups of students are (i) that the content of outside courses is related to the learning objectives of the HCM/ZoMa programme, (ii) that the outside courses have no substantial overlap with the compulsory courses of the HEPL programme and with the ESHPM bachelor's programme, (iii) the course is followed within the relevant academic year; all to be determined by the Examination Board. The Examination Board will ask the programme director for advice.

2. With regard to master's examination, the Examination Board is authorised to adopt provisions determining that not all examination components need to be successfully taken in order to determine that the examination has been passed. The compensation opportunities in the programme are described in art. 6.1.1. of these regulations.

### **Article 3.6 – Honours programme**

The master's programme Health Care Management/Zorgmanagement does not offer an honours programme.

## **SECTION 4 – EDUCATION**

### **Article 4.1 – Enrolling for units of study**

Units of study may only be participated in after a student has enrolled in time via OSIRIS.

### **Article 4.2 – Entry requirements for units of study; prior knowledge**

There are no entry requirements for courses in the programme.

### **Article 4.3 – Attendance and best-efforts obligation**

1. Students are expected to actively participate in every educational activity that the programmes HCM/ZoMa offer irrespective of whether the activities are compulsory or not. This concerns not only lectures and workgroups but also filling in course evaluations.
2. Participation in educational activities is compulsory when it concerns practicals for which participation in the corresponding skills training is necessary for taking the test.
3. Canvas and/or the course catalogue contain information for each course stating:
  - a. for which educational activities participation is compulsory because it concerns a practical as outlined above;
  - b. which educational activities are directly linked to the learning goals and therefore part of the test;
  - c. which assessment methods are used for the above-mentioned educational activities.

4. By derogation from par. 2, the Examination Board can grant exemption from the obligation to take part in practicals. In that case, the Examination Board can decide that the practicals should be carried out in another way, to be determined by the Examination Board.
5. A request for exemption from the obligation to take part in practicals, as referred to in par. 2, should be submitted by the student in writing, with reasons and supported by documentation, to the Examination Board at least four weeks before the scheduled commencement of the practical for which exemption is requested. In exceptional cases, the Examination Board may permit derogation from the period stated in the last sentence.

## SECTION 5 – TESTING

### Article 5.1 – General

1. There is a corresponding test for each unit of study of the programme.
2. Each test consists of an examination of the knowledge, insight, and skills of the student, as well as an assessment of the results of this examination.
3. The examiner appointed by the Examination Board is responsible for administering the test and determining the result of the test.
4. Students will be informed of what is expected from them in the course catalogue and/or on Canvas.
5. Regulations concerning the order during written tests are stated in the Rules and Regulations of the Examination Board. If the institutional administration provides the ability to register for a test outside of the regular registration period, an administration fee of € 20.00 per test will be charged.
6. The further descriptions of the tests, including obligatory practicals, as stated in the most recent version of the relevant course channel on Canvas and/or course catalogue and the HCM/ZoMa master thesis manual, constitute an integral part of these Teaching and Examination Regulations, without prejudice to the other provisions set out in these regulations.
7. In accordance with the Act, the Examination Board takes necessary measures to guarantee the quality of the tests and the examinations, including the organization and procedures concerning the tests and the examinations. The Examination Board can declare a test of an individual student or a group of students invalid if the test itself or the organization or procedures concerning the test, do not meet the quality requirements.
8. The student who participates in educational and examination facilities is obliged, at the request of invigilators, examiners and other designated persons, to immediately disclose name and address and to give student card for inspection.

### Article 5.2 – Number of times tests may be taken and test schedule

1. For all units of study of the master's programmes, the opportunity to take compulsory tests as part of the courses referred to in art. 3.5 is given twice per academic year. The highest result will apply. For the courses Thesis plan (5 EC) and Thesis (15 EC), the rules regarding testing are stipulated in the HCM/ZoMa Master thesis manual.
2. An examination component may consist of two or more partial or interim tests.

3. Students have a free choice in the number of times that they wish to take a written test. If the material to be studied for a test has changed, the new material must be studied.
4. Without prejudice to applicable regulations regarding a period free of tests, and with due observance of the other provisions set out in these regulations, and of the Rules and Regulations established by the Examination Board, the programme director establishes a test schedule before the start of the academic year. In the event of urgent exceptional circumstances, and in cases of force majeure, the course coordinator can, with the approval of the programme director, change the test schedule during the academic year, provided that the change is announced in good time, and no later than 35 days prior to the test.
5. If the Royal Netherlands Meteorological Institute (KNMI) has issued a weather alert (code red) for the entire country or specifically for the Rijnmond region due to extreme weather conditions, the dean, in consultation with the Student Administration, may decide to cancel written tests scheduled during this time. The cancellation will be announced immediately on the homepage of EUR, and/or Canvas.
6. Following the cancellation, the programme director will consult with the relevant examiners to determine as soon as possible when the tests in question can be administered. This date will preferably be within two weeks of the original test date. The new test dates will be published immediately in the timetable.
7. At times of crisis and/or other unforeseen circumstances when physical education is not possible, education will be provided in other forms, such as: digital education, distance learning and digital testing.
8. In exceptional cases the Examination Board may decide:
  - a. In derogation from par. 1, and at the request of the student, that an extra opportunity to take a test will be offered.
  - b. In derogation from par. 4, and at the request of the student, that an extra opportunity to take a test will be scheduled outside of the regular test schedule as it is laid down in par. 4.

### **Article 5.3 – Type of examination**

1. The master's programme's tests are taken in written or oral form and/or by means of a practical, unless the Examination Board has decided otherwise. For each of the programme's courses, as described in art. 3.5, the types of tests and their weighing are determined in the course catalogue and/or described on Canvas. Alterations during the academic year are possible only with approval of the Examination Board.
2. When a course is tested by means of two or more partial tests, the re-sit (i) includes a number of tests that can be taken separately, or (ii) is composed as one single test that comprises all of the course's learning goals and counts for 100%. In both cases, the highest overall mark at course level applies.
3. Students with a functional impairment, chronic illness, or learning disability are offered the opportunity to take the tests in a manner adapted to their individual circumstances as far as possible. A request for granting special provisions should be submitted by the student via Osiris Case or the Examination Board's online forms, stating arguments and supported by documentation with respect to the student's circumstances, to the Examination Board as soon as possible after the beginning of the academic year, but at least four weeks before

the test. The Examination Board will decide within 15 days after receipt of the request and will, if necessary, obtain expert advice before making a decision.

#### **Article 5.4 – Terms of admission for participation in tests**

Before a student is allowed to take the examination for a course, other components of the course may need to be completed. Conditions for taking the exam are stipulated in the course catalogue and/or on Canvas.

#### **Article 5.5 – Oral tests**

1. Oral tests may be taken individually and/or in groups, as is determined in the course catalogue and/or described on Canvas for each relevant course.
2. Oral tests are not open to the public unless it has been decided otherwise.
3. In case an oral test is cancelled due to force majeure (as described in art. 5.2 par. 4 and 5), a new time and date will be determined by the relevant examiner or examiners in consultation with the student (where possible).

#### **Article 5.6 – Time frame of assessments**

1. The examiner determines the result of a test and publishes the result of the test in Osiris within four weeks following the date of the test. Students can find the results on Osiris Student.
2. If the re-sit of the course takes place within a period of 4 weeks following the regular test, then a shortened marking period will be applicable. The results of the test must in that case have been announced by the examiner at least one week before the re-sit.
3. At the start of the academic year students will be informed about their right of inspection, as referred to in art. 5.8. The inspection meetings will be included in the course schedules and in the student's personal timetable. The student's possibility of appealing to the Board of Appeal for Examinations is specified in art. 18 of the Rules and Regulations of the Examination Board.

#### **Article 5.7 – Period of validity**

1. The validity of the results of courses is unlimited. The Examination Board can restrict the validity period if, in its opinion, the knowledge, insight and skills assessed in the test are obsolete.
2. If a course includes two or more partial tests, the validity period of the result of a partial test for which no EC are awarded, is unlimited. This rule applies only if no substantial adjustments of that specific partial test were made.
3. By derogation from par. 2 the validity period of the result of the master thesis is limited to the end of the academic year
4. Regarding a test result of which the validity period has expired, the Examination Board can require a student to take an additional or replacement test before allowing the student to take the examination.

### **Article 5.8 – Right of inspection**

Within a period of thirty calendar days after the results of a test are published, but at least before the re-sit takes place, students get an opportunity to inspect the questions and assignments in the relevant test, one's own answers, as well as the assessment criteria. As a rule, inspection of exams is on campus under the supervision of a lecturer. The procedure for inspection is laid down in the Inspection Protocol.

### **Article 5.9 – Follow-up discussion**

During the inspection of the first examination opportunity, the examiner is (online) present during the inspection to provide a substantive explanation. For the resit the presence of the examiner at the inspection is not mandatory. Deviations from this point are in coordination with the program director.

### **Article 5.10 – Period of retention of tests and final assignments**

1. The computations and the assessed work from written tests will be retained (in paper or digital form) for two years after the assessment.
2. Test protocol, test key, pass mark, test / assignment and evaluation of the written tests are stored (in paper or digital form) for seven years after the assessment.
3. The final assessment will be retained (in paper or electronic form) for seven years after the assessment.

### **Article 5.11 – Exemption**

1. At a student's request and having consulted the relevant examiner, the Examination Board can grant student exemption from a component of the programme, if the student has either:
  - a. completed a corresponding, in terms of content and level, component of a university or higher professional education programme prior to the start of the master's programme; or
  - b. demonstrated through work or professional experience that the student has sufficient knowledge, insight and skills in respect of the relevant component; or
  - c. completed a corresponding, in terms of content and level, component of a university programme as part of an exchange period during the HCM/ZoMa programme.
2. An exemption can only apply to an entire course and not to part of a course.
3. The master thesis is excluded from the exemption possibility.

### **Article 5.12 – Requests and decisions**

Requests to the Examination Board on behalf of these regulations must be submitted in writing, with reasons given and accompanied by relevant documents, and must be issued as soon as possible but at least within four weeks or the time frame specified in the Rules and Regulations of the Examination Board. For more information: see art. 7 of the Rules and Regulations.

### **Article 5.13 – Appeals**

A student who objects to a decision of the Examination Board (e.g. assessments), the dean and the Admission Committee may lodge an appeal with the Examinations Appeal Board (CBE) of

Erasmus University Rotterdam. In urgent cases, the chair of the CBE can be requested to make provisions. For more information: see art. 18 of the Rules and Regulations.

## SECTION 6 – REVIEW OF THE STUDENT’S ACADEMIC RECORD

### Article 6.1 – Review of a student’s academic record

1. After all the tests as part of the master’s examination have been passed, the Examination Board determines the result of the examination and awards the certificate as referred to in art. 6.4.
2. Prior to establishing the results of the examination, the Examination Board may initiate an assessment of the student’s knowledge, insight and skills with regard to one or more components of the programme.
3. The examination date is the date on which the Examination Board has determined that the student has successfully taken the examination.
4. To have successfully met all the programme’s requirements and be awarded a certificate, the student must have been enrolled in the programme in the period the tests were taken.
5. Students who have successfully satisfied the programme’s requirements and are entitled to be awarded a certificate may ask the Examination Board to delay awarding the certificate. This request to delay the issue of the certificate should be submitted within two weeks of students being told of the results of the review of their academic record. At the time of submitting the request, students should indicate when they want to receive the certificate.

### Article 6.1.1 – The result of the examination and active conferral of a degree

1. Test results are expressed in whole numbers and one decimal on a scale from 1 to 10, in which a score of 5.5 or higher is counted as a sufficient result. If a student has registered for a test, but has not participated in the test, ‘NO’ will be registered instead of a result.
2. A master’s degree is obtained if all examination components, as referred to in art. 3.5, are completed with a grade of 5.5 or higher (art. 7.10a of the Act).
3. In the event that one examination component, except the master thesis, is completed with a grade between 5.0 and 5.5, a master’s degree can be obtained if all other examination components are completed with a grade of 5.5 or higher and if the unweighted average of the grades of all examination components, excluding the master thesis, is at least 6.00.
4. In the event that a course is tested by means of two or more partial tests, the grade at course level is the weighted average of all partial results. The partial result must be at least a 5.0.
5. The defence of the master thesis may be held at the moment that the student has met the conditions for the defence stipulated in the HCM/ZoMa thesis manual.

### Article 6.2 – Degree

1. A student who has successfully satisfied all the requirements of the programme will obtain:
  - a. the degree of Master of Science in Health Care Management, in the case of the fulltime HCM master’s programme;

- b. the degree of Master of Science in Zorgmanagement, in the case of the part-time ZoMa master's programme.
2. The obtained degree will be detailed on the certificate.

### **Article 6.3 – Honours**

This article is not applicable to this programme.

### **Article 6.4 – Certificate**

1. As proof that the student has successfully satisfied all the requirements of the programme, a certificate will be awarded by the Examination Board. One certificate will be awarded for each programme.
2. The Examination Board will attach the list of marks and the Diploma Supplement to the certificate; the Diploma Supplement provides (international) insight into the nature and content of the completed programme.

## **SECTION 7 – STUDENT ADVICE**

### **Article 7.1 – Student progress administration**

1. ESHPM is responsible, without prejudice to the respective provisions of the Executive Board, for recording the study results in such a way that students can be given an overview of the results that they have obtained in relation to the study and examination programme.
2. Students can download a study progress overview via Osiris student. If a certified copy is required, it can be requested from the Study Progress and Diploma Small Faculties ([spd.sf@eur.nl](mailto:spd.sf@eur.nl))

### **Article 7.2 – Student advice**

1. The student advisor is responsible for:
  - a. advising (individual) students who are enrolled in the programme with regard to academic planning and trajectories, as well as academic skills.
  - b. offering guidance with regard to difficulties experienced by students during their studies, for example, as a result of personal circumstances.
  - c. offering support and guidance to (potential) elite sports athletes.
  - d. offering support and guidance to students with a functional impairment.
2. Students who may reasonably expect a delay in their studies due to personal circumstances, are required to report these to the study advisor within four weeks of their occurrence, or – if the nature of the circumstances is such that students or their representative are not in a position to do so – as soon as possible. This is not an arbitrary duty to report; within this four-week timeframe additional study delays can often be prevented. Chronic illness, functional impairment, or pregnancy of the student are considered personal circumstances, as well as special family circumstances, membership of the University Council, the ESHPM Council, the board of the Faculty Association, or circumstances as mentioned in art. 2.1 of the act 'Uitvoeringsbesluit WHW'.
3. The student advisor is a first contact person to inform and report personal circumstances.

### **Article 7.3 – Studying with a functional impairment**

1. Students with a functional impairment, chronic illness, or learning disability are offered the opportunity to adapt their studies, as far as is reasonably possible, to the restrictions determined by the impairment or disability. These adaptations will be aligned as far as possible to the student's individual functional impairment but may not affect the courses' and tests' quality or degree of difficulty. The student counsellors from the department Studying with a Functional Impairment can also offer students specialised advice with regard to what provisions might aid in their studies.
2. Students should submit a request to the Examination Board, if possible, accompanied by a statement from an authorised agency. In case of dyslexia, the EUR Dyslexia protocol applies.

## **SECTION 8 – TRANSITIONAL AND FINAL PROVISIONS**

### **Article 8.1 – Hardship clause**

In any situations not provided for in these regulations, or not provided for unambiguously or which manifestly have an unreasonable outcome, a decision will be taken by or on behalf of the dean, after consulting the Examination Board.

### **Article 8.2 – Amendments**

1. Amendments to this document can be made in special circumstances by the dean of ESHPM following discussion with the Examination Board and approval by the Council.
2. No amendments will be made that are applicable to the current academic year, unless the interests of the students are, within reason, not thereby prejudiced.
3. Moreover, amendments must not influence, to the detriment of the students, any other decision which has been taken with respect to a student by the Examination Board by virtue of these regulations.

### **Article 8.3 – Notification**

1. The Executive Board of the School is responsible for an appropriate announcement of these regulations, of the Rules and Regulations established by the Examination Board, and of amendments to these documents.
2. Interested parties may access the documents listed in par. 1 of this article by requesting them from Education Support or directly via ESHPM's website.

### **Article 8.4 – Entry into force**

These regulations enter into force on 1 September 2023.

Established by the dean of ESHPM – mandated by the dean of the Faculty of Medicine and Health Sciences – on 6 July 2023 after approval by the ESHPM Council on 3 July 2023.



## HCM/ZoMa transition scheme

Supplement to the 2023-2024 Teaching and Examination Regulations (TER) for the HCM/ZoMa master's degree programme.

### Target group

This transition scheme applies to students who started the HCM/ZoMa programme prior to 2023-2024 and have not yet passed HSOM and/or FM.

### Courses this transition scheme applies to

- Financial Management (FM) (GW4006MV/GW4006MD)
- Health Service Operations Management (HSOM) (GW4005MV/GW4005MD)

### Scheme

1. Students who have not yet passed both courses will follow the new curriculum, consisting of Capacity & Process Management and an elective.
2. By the start of academic year 2023-2024, all partial grades of HSOM, that have been obtained so far without having passed the entirety of the course, will expire.
3. Students who have not passed HSOM but did pass FM will have to follow Capacity & Process Management and do an additional assignment (GW4005M)
4. Students who have not passed FM but did pass HSOM will be granted one additional exam resit (70%) for FM in November. To help students prepare for the additional resit, a Q&A will be organized. No additional education will be provided. The partial grade (assignment) of FM (30%) will be valid until the result of the written exam is published.
5. Students who have not passed either HSOM or FM may also choose to follow the new curriculum consisting of Capacity & Process Management and an elective. Already obtained credits (EC's) for either HSOM or FM will not count towards the examination programme nor can they be used for elective space.
6. At the start of the academic year, students will be asked to choose between options 3 and 5 or 4 and 5. **Students are obliged to make their choice by registering for the course(s) of their choice.**
7. This transition scheme is valid for the academic year of 2023-2024. Students who have not passed either HSOM or FM after this time will have to follow the new curriculum, consisting of Capacity & Process Management and an elective. Already obtained credits for either HSOM or FM will not be counted towards the examination programme, nor can they be used for elective space.

For situations not provided for by this transition scheme or exceptions to the scheme, a written request for review providing reasons may be submitted to the Examination Board of the Erasmus School of Health Policy & Management.