

Erasmus School of Health Policy and Management  
Erasmus University Rotterdam

**Teaching and Examination Regulations**  
**Master in Health Care Management / Zorgmanagement**

**Academic year 2019-2020**

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# Teaching and Examination Regulations

## 1 General

### Article 1.1 Applicability of the regulations

These regulations are applicable to the study programme and examinations of the fulltime master programme in Health Care Management (HCM) and the part-time master programme Zorgmanagement (Zoma), for all students enrolled in the academic year 2019-2020, offered by the Erasmus School of Health Policy & Management, hereinafter referred to as the School.

Where necessary, interim rules related to pending changes to the curriculum are appended to these Teaching and Examination Regulations. These rules do not include individual arrangements that are handled by the Examination Board. The master programme HCM/Zoma is legally bound by the Dutch Higher Education and Research Act (Wet op het hoger onderwijs en wetenschappelijk onderzoek - WHW).

### Article 1.2 Aims of the study programme

The master Health care Management/Zorgmanagement is designed to provide students with the analytical skills and conceptual knowledge to understand and cope with management and organisational issues in health care. Students are taught knowledge and skills to analyse these issues from multiple perspectives, and to be able, despite the complexity, the dynamics and often incomplete availability of information, to formulate a coherent vision on how to deal with management and organisational issues in health care. The programme addresses and integrates conceptual frameworks, methodological tools and research methods from Organisational and Policy Sciences, Social Medicine, Business Administration, Humanities and Health Law. Holders of the master HCM/Zoma degree who graduate from Erasmus University are able to:

1. integrate conceptual knowledge from Organisational and Policy Sciences, Social Medicine, Business Administration, Humanities and Health Law to identify, reflect on, analyse and find suitable solutions for management and organisational issues in health care.

2. reflect on the nature and usability of concepts, methods and knowledge from these scientific domains with regard to management and organisational issues in health care.
3. identify principles and assumptions from these scientific domains relevant for the efficient and effective management of health services.
4. take into account the institutional context and relations in health care, to reflect on and formulate a coherent vision on how to deal with management and organizational issues.
5. abstract relevant knowledge from scientific publications, assess the quality and use this knowledge in practice.
6. assess the current state of finance, strategy and staffing of a health network or organization.
7. assess the consequences of innovations with regard to the organization, strategy, staffing and finance.
8. present an analysis of a healthcare problem and/or research findings to an academic audience.
9. perform scientific research and report on the findings in writing at master level.

### Article 1.3 Definitions

In the regulations, the following words shall have the following meanings:

- a. *academic year*: the academic year runs from 1 September to the following 31 August (inclusive);
- b. *Admission Committee*: The Committee, established by the Executive Board of the School to make decisions about the admission of applicants to the master programme;
- c. *bachelor*: the bachelor programme of Health Sciences, offered by the Erasmus School of Health Policy & Management;
- d. *course*: a specific examination part (art. 7.3 sub 2 of the law) to which an exam is connected;
- e. *Canvas*: web based application which contains all information on a course including the learning objectives and the examination;
- f. *course coordinator*: the person who is responsible for the management of a course in the master programme;
- g. *study guide*: the digital document which describes the programme of studies and states the forms of examinations and their weighing;

- h. *director of education*: the person who is responsible for the general management of all study programmes provided by the School;
- i. *EC*: abbreviation of credit points as defined by the “European Credit Transfer System”. One EC represents 28 hours of study;
- j. *exam*: the total assessment of the performance of the student on separate examination parts of the master programme, as referred to in Article 7.10 of the law; the aforesaid;
- k. *Examination Board*: the board referred to in Article 7.12 of the law for the quality assurance of the examinations of the study programme;
- l. *examination part*: a study unit of the master programme, within the meaning of the law;
- m. *examiner*: a person, as referred to in Article 7.12 of the law, who is designated by the Examination Board to administer examinations;
- n. *hbo*: abbreviation of ‘hoger beroepsonderwijs’ (professional education/university of applied sciences);
- o. *the School*: the Erasmus School of Health Policy & Management;
- p. *the law*: the Dutch Higher Education and Research Act (Wet op het hoger onderwijs en wetenschappelijk onderzoek - WHW);
- q. *master*: the fulltime master programme of Health Care Management (HCM) and the part-time master programme Zorgmanagement (Zoma) of the School;
- r. *OSC*: the Education Service Center of the School that is responsible for the administrative procedures of the programme;
- s. *practical*: a practical exercise, as referred to in Article 7.13 of the law, 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;
- t. *pre-master programme*: especially designed programme for Dutch speaking students with an hbo-bachelor or a university-bachelor degree, aimed at removing any deficiencies before entering the master programme;
- u. *programme director*: the person who is responsible for the management of the master programme;

- v. *Rules and Regulations*: the rules, guidelines and instructions of the Examination Board with regard to the examinations and exams, as referred to in Article 7.12, paragraph 4 of the law. The Rules and Regulations are added to the Teaching and Examination Regulations;
- w. *student*: a person who is enrolled at the university in order to pursue the study course and/or to take the exams and examinations of the study programme;
- x. *vwo*: abbreviation of ‘voorbereidend wetenschappelijk onderwijs’ (Dutch pre-university education).

#### **Article 1.4 Degree**

1. Whoever has successfully passed the master exam of the programme as referred to in art. 7.1 will obtain:
  - a. the degree of Master of Science in Health Care Management in the event of passing the examination parts of the fulltime master programme as referred to in article 3.3;
  - b. the degree of Master of Science in Zorgmanagement in the event of passing the examination parts of the part-time master programme, as referred to in article 3.3.
2. The obtained degree will be inscribed on the master certificate.

#### **Article 1.5 Language**

1. The teaching for the fulltime master programme is entirely in English.
2. The practicals, exams and examinations for the fulltime master programme are held in English.
3. The plenary sessions for the part-time master programme are in English; the workgroups are in Dutch (except for the elective course Health Services Innovation, which is entirely in English).
4. Literature and examination questions for the fulltime, and part-time master programme are in English. Students of the part-time masterprogramme Zoma are allowed to answer the examinations in Dutch. For students in the part-time masterprogramme Zoma of cohort 2018-2019 or earlier a transition regulation is applicable, see appendix.

## **Article 1.6 Participation in educational activities**

1. Students are supposed to actively participate in every educational activity that the School offers 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 a practical for which participation in the corresponding practical exercise is necessary for taking the examination.
3. On Canvas the information of each course states:
  - 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 examination;
  - c. which assessment criteria are used for the above mentioned educational activities.
4. All courses are evaluated at the end of the course.

## **2 Admission to the master programme**

### **Article 2.1 Admission requirements**

Admitted to the master programme are, conditional upon sufficient proficiency in English (full-time programme) or Dutch (Part-time programme) as stated in article 2.3 and 2.4 and sufficient proficiency in mathematics (full-time and part-time programme) as stated in article 2.5:

1. Those who have obtained a Bachelor or Master of Science degree at a Dutch university in
  - European Public Health;
  - Health Sciences, with at least one course on healthcare management or health policy;
  - Human Health and Life Sciences;
  - (Business) Economics;
  - Medicine;
  - Business administration;
  - Public administration;
  - Medische Informatiekunde.

2. Those who have obtained a Bachelor or Master of Science degree at a non-Dutch university related to one of the main disciplines; Health Sciences, Economics, Management or Policy. Such to be determined by the Admission Board.
3. Those who have a positive decision (admission statement), granted by the Admission Board on behalf of the Executive Board of Erasmus University Rotterdam and the Dean of the Faculty of Medicine and Health Sciences, for the duration of the academic year.

## **Article 2.2 Admission Statement**

1. Eligible for obtaining an Admission Statement are:  
Those who have obtained a certificate of the pre-master programme, HCM/Zoma-variety, especially designed by the School for graduated hbo-bachelors and graduated university-bachelors, for the purpose of removing any deficiencies before entering the master programme. In addition, those with a relevant degree must have proven that they meet the eligibility criteria for written and spoken English and mathematics, as specified in Article 2.3 and 2.5.



### Article 2.3 Required proficiency in English

1. - Proficiency in English with a minimum level B.2 CEFR or equivalent, to be proven by:

| <b>Certificate</b>                                                                                           | <b>Equivalent B.2 CEFR</b>                          |
|--------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|
| Level Statement of Language & Training<br>Centre Erasmus University (valid for 1 year)                       | B2.2                                                |
| IELTS                                                                                                        | Minimum score of 6,5                                |
| iBT TOEFL (valid for 2 years)                                                                                | Minimum score of 90                                 |
| Cambridge First Certificate (FCE)                                                                            | Grade A and B                                       |
| Cambridge Advanced (CAE)                                                                                     | Grade C                                             |
| Anglia Exam                                                                                                  | Only with additional speaking test (C1 or C2 level) |
| International Baccalaurate “English A:<br>Language & Literature higher level” received<br>in the Netherlands | English A                                           |

2. Exempted from the requirements in Article 2.3.1 are:

- a. those with the nationality of one of the following countries: Australia, Canada (with the exception of Quebec), Ireland, New Zealand, UK or the USA;
- b. those who completed a university bachelor’s or master’s programme fully taught in English in one of the following countries: The Netherlands, Australia, Canada (with the exception of Quebec), Ireland, New Zealand, the UK, or the USA;
- c. those who completed a bachelor or master programme at a Dutch university (of applied sciences), or
- d. those who completed the ESHPM pre-master programme.

#### **Article 2.4 Required proficiency in Dutch**

To the part-time master programme are admitted those who have proven to be proficient in Dutch:

- a. those who have obtained a degree at a Dutch high school or at a Dutch school for higher education or at a non-Dutch school at a similar level where a course in Dutch is part of the exams to obtain the degree; or
- b. those who passed the exam “Nederlands als tweede taal, tweede niveau” (NT-2, examen II).

#### **Article 2.5 Required proficiency in Mathematics**

To the master HCM/Zoma are admitted those who have proven to have sufficient proficiency in mathematics. Proficient are those with:

- a VWO diploma with mathematics A, B, C or equivalent or
- research methods in previous education, to be assessed by the Admission Board or
- a VWO mathematics certificate, to be assessed by the Admission Board.

### **3 Composition of the master programme**

#### **Article 3.1 Full-time / part-time**

The study programme is offered full-time (one year) and part-time (two years).

#### **Article 3.2 Study load of the study programme**

1. The study programme has a study load of 60 EC (1680 hours of study).
2. The study load is expressed in whole EC. .

### Article 3.3 Composition of the study programme

1. The master programme Health Care Management/Zorgmanagement consists of 8 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 Financial Management                 | 5  |
| 7 Governance and Strategy              | 5  |
| 8 Thesis*                              | 20 |

Students should choose elective courses with a total minimum of 5 EC. Within the HCM/Zoma programme the following elective courses are offered:

| Elective courses                                  | EC |
|---------------------------------------------------|----|
| 1 Health Services Innovation                      | 5  |
| 2 Health Care Ethics                              | 5  |
| 3 Healthcare Procurement & Value Chain Management | 5  |
| 4 Dual traineeship                                | 5  |
| 5. Big Data                                       | 5  |

2. The further descriptions of the examination parts referred to in paragraph 1 including obligatory practicals, as stated on Canvas and in 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.

#### **Article 3.4 Exemption from obligatory practicals**

1. In exceptional cases, 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.
2. A request for exemption from the obligation to take part in practical exercises, as referred to in paragraph 1, 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 exercise for which exemption is requested. In exceptional cases, the Examination Board may permit derogation from the period stated in the last sentence.

## 4 Taking examinations

### Article 4.1 Time periods and frequency of examinations

1. The opportunity to take examinations belonging to the examination parts referred to in Article 3.3 is given twice per academic year.
2. When an examination part is tested in more than one way, the re-sit (i) also includes different examinations that can be taken separately, or (ii) is composed as one single examination that comprises all of the course learning goals and counts for 100%. In both cases, the highest overall mark at course level applies.
3. In exceptional cases the Examination Board may, at the request of the student or the examiner, decide to permit derogations from the provisions set out in paragraph 1.
4. In derogation from the provisions set out in paragraph 1, the opportunity to take a written examination belonging to an examination part for which the instruction is the last to be taught in a specific academic year, is given twice more in the subsequent academic year.
5. The student has a free choice in the number of times that he/she wishes to take a written examination. The result is the highest grade obtained. If the material to be studied for an examination has changed, the new material must be studied.
6. The programme director establishes an examination schedule before the start of the academic year. In the event of urgent exceptional circumstances, the course coordinator can, with the approval of the programme director, change the examination schedule during the academic year, provided that the change is announced in good time, and no later than 35 days prior to the exam.
7. In exceptional cases the Examination Board can, at the request of the student, decide that an extra opportunity to take an examination will be offered, in derogation from the examination schedule.

## **Article 4.2 Form of the examinations**

1. The examinations of the master programme are taken in written form, oral form and/or by means of a practical, unless the Examination Board has decided otherwise.
2. The elaborations on the form and weighing of the examinations as referred to in paragraph 1 are determined in on Canvas. Alterations during the academic year are possible only with approval of the Examination Board.
3. Physically or sensorially handicapped students are offered the opportunity to take the examinations in a manner adapted as far as possible to their individual handicap. A request for granting special provisions should be submitted by the student in writing, giving reasons and supported by documentation with respect to his or her handicap(s), to the Examination Board as soon as possible after the beginning of the academic year, but at least four weeks before the examination. The Examination Board will decide within 15 days after receipt of the request and will, if necessary, obtain expert advice before making a decision.
4. In exceptional cases the Examination Board may, at the request of the student, decide to derogate from the provisions set out in paragraph 1 and 2.

## **Article 4.3 Oral examinations**

An oral examination is taken in public, unless in an exceptional case the Examination Board decided otherwise, on the request of the examiner or the student.

## **Article 4.4 Quality examination**

In accordance with the law, the examination board takes necessary measures to guarantee the quality of the tests and the exam including the organization and procedures concerning the tests and the exam. The examination board can declare a test of an individual student or a group of students invalid if the test, or organization or procedures concerning the test, does not meet the quality requirements.

## 5 Result of examinations

### Article 5.1 Determining and announcing results of examinations

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. In circumstances where the final grade for a course is based on different examinations, supplementary to the provisions in paragraph 1 of this article, the grade for an interim test must be available to the student prior to the commencement of subsequent interim tests and the final test within the same course.
3. If the re-sit of the course takes place within a period of 4 weeks following the regular exam, 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.

### Article 5.2 Period of validity

1. The validity of the results of passed course 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.a If a course consists of more than one test, and the course has not been passed, the term of validity of the obtained results in the separate tests are limited to the end of the academic year.
- 2.b For a limited number of courses the obtained results in the separate tests will not be limited to the end of the academic year, but remain valid for the following year. This includes only results of 5.5 or higher. The courses and test for which this rule applies are all courses behalf
  - Financial Management;
  - Healthcare Procurement & Value Chain Management;
  - Health Services Innovation.
3. At the request of the student and on the advice of the study advisor, the Examination Board can extend the period of validity of the partial result due to exceptional personal circumstances of the student, provided the content of the test is still applicable to the course content.

4. The Examination Board can impose, with respect to an examination part taken and passed more than three years previously, an additional or alternative examination, before the student is admitted to take the exam concerned.

### **Article 5.3 Right of inspection**

- 1a. Within a period of thirty calendar days after the results of an examination, but at least before the re-sit takes place, students get an opportunity to review their exam and the way it was examined with the examiner. The location and time of this review will be determined by the examiner and is to be announced at the start of the course. The examiner may determine students are only allowed into the review meeting if they have registered for it.
- 1b. If a course is tested in several ways, then, supplementary to article 5.3.1.a, the stipulation for interim tests is that the examiner offers the possibility of review of the exam, at least before the following interim and/or final test of the course concerned takes place.



## **6 Exemptions**

### **Article 6.1 Exemption from examinations**

1. In principle, no exemptions are allowed for examinations as referred to in article 3.3. Only in exceptional cases at the request of the student and as judged by the Examination Board (paragraph 2 of the Rules and Regulations), can an exemption be allowed from the examinations as referred to in article 3.3.
2. Students who participate in an exchange programme as part of their HCM programme are allowed an exemption for the examinations as referred to in article 3.3. provided that the courses can be substituted with courses taken in the exchange programme. Such to be determined by the Examination Board.

## 7 Result of the master exam

### Article 7.1 The result of the exam and active conferral of a degree

1. A master degree is obtained if all examination parts, as referred to in Article 3.3, are completed with a grade of 5.5 or higher (art. 7.10a WHW). Exam 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 not participated in a test, 'NO' will be registered instead of a result. If an examination for one and the same examination part is taken twice or more, the highest result achieved counts.
2.
  - a. In the event that one examination part, excluding the master thesis, is completed with a grade of 5.0 or more, but less than 5.5, a master degree can be obtained if all other examination parts are completed with a grade of 5.5 or higher and if the unweighted average of the grades of all examination parts, excluding the master thesis, is at least 6.0 (not rounded off).
  - b. In the event that an examination part is tested in more than one way, the grade is the weighted average of all partial results.
  - c. The defence of the master thesis may be held at the moment that the student has met the conditions set forth on the Canvas page of the master thesis with regard to the terms which are set for defence.
3. After all the examination parts of the exam have been passed, the Examination Board determines the result of the exam and reaches out the master degree.

## **8 Requests, decisions and appeals**

### **Article 8.1 Requests and decisions**

1. Requests to the Examination Board on behalf of these regulations must be submitted in written form, 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 paragraph 8 of the Rules and Regulations.

### **Article 8.2 Appeals**

1. 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 paragraph 9 of the Rules and Regulations.

## **9 Study counseling**

### **Article 9.1 Study counseling, advice and personal circumstances**

1. The School is responsible, without prejudice to the respective provisions of the Executive Board, for recording the study results in such a way that each student can be given an overview at least once per trimester of the results that he/she has obtained in relation to the study and exam programme of the study programme.
2. The director of education is responsible for the study counseling of students who are enrolled for the study programme, partly in order to assist their orientation towards possible study paths within and outside the study programme.
3. Students who may reasonably expect a delay in their studies due to personal circumstances, are required to report these to one of the School's study counselors within four weeks of their occurrence, or – if the nature of the circumstances is such that the student or his or her representative are not in a position to do so – as soon as possible. Sickness, handicap 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 Article 2.1 Uitvoeringsbesluit WHW.

## **10 Final and implementation provisions**

### **Article 10.1 Hardship clause**

1. If application of the rules of the Teaching and Examination Regulations concerning admission results in unreasonable or unfair situations with respect to the student or a group of students, the student or group of students concerned may submit a written and reasoned request for derogation from the said rules to the Admission Committee, and the Admission Committee can decide to derogate from these rules in favor of the student or group of students.
2. If application of the other rules of the Teaching and Examination Regulations results in unreasonable or unfair situations with respect to the student or a group of students, the student or group of students concerned may submit a written and reasoned request for derogation from the said rules to the Examination Board, and the Examination Board can decide to derogate from these rules in favour of the student or group of students.

### **Article 10.2 Amendments**

1. Amendments to this document can be made in special circumstances by the vice-Dean of the School following discussion with the Examination Board and Programme Director and approval by the ESHPM 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 10.3 Announcement**

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 paragraph 1 of this article by requesting them from Education Support or directly via ESHPM's website.

### **Article 10.4 Entry into force**

These regulations enter into force on 1 September 2019.

Established by the -Dean of the School – mandated by the Dean of the Faculty of Medicine and Health Sciences – on 31 August-2019 after approval by the ESHPM Council on 15 July 2019.

## Appendix

### Transition regulation academic year 2019-2020

This transition regulation is applicable to students who participate in the part-time masterprogramme Zorgmanagement (Zoma) and have been enrolled in this programme since academic year 2018-2019 or earlier. The transition regulation will have effect only in academic year 2019-2020.

In derogation of article 1.5.4 of this Teaching and Examination Regulations, the examination questions of the written exams of the courses:

- Patient Centered Care Delivery (GW4002, 5 EC)
- Organisational Behaviour (GW4004, 5 EC)

will be drawn up in Dutch. Students are allowed to answer the questions in Dutch. Students are not allowed to use a dictionary.

All other rules stated in this Teaching and Examination Regulations and in the Rules and Regulations of the Examination Board concerning the examinations in the masterprogramme continue to apply.