



Program Manual
Extended Master Organization Studies

2021 - 2022

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1. Goals and content of the Extended Master

In the academic year 2021/2022 the Department of Organization Studies will, for the 14th year in a row, run the Extended Master Organization Studies program. Extended Master combines **academic education and scientific research**, which involves following degree courses and writing a Master thesis, with an **in depth working experience** in an organization in a way that is not possible in the regular one year Master's program. The Extended Master Organization Studies program systematically links the department's educational programs with the population of organizations where our graduates pursue their careers after graduating from the university. It further constitutes an outworking of the department's strategy to position itself in the academic market primarily via the outflow of students; being able to provide the graduates of its programs with interesting job opportunities according to their level of qualification that lead to promising career paths. In years past between 30 and 50% of the Extended Master students in a given cohort received a job-offer from their partner organization.

1.1 Goals

From the **students'** point of view, the Extended Master intends to:

- a) broaden the students' knowledge about organizational life. Students often lack first-hand experience with organizational structures and processes in a real life setting.
- b) broaden the empirical basis of students' Master's theses and help them in addressing their research questions. Students will get acquainted with the character and the environment of the organization and possibly encounter interesting questions to conduct research on.
- c) let students apply scientific theories and methods to practical problems. The Extended Master OS program aims to integrate and realize synergy between theory and practice through supervision of the students by both the university and the partner organization.
- d) broaden the knowledge and experience of graduates in analyzing organizations. Graduates of the Master's program Organization Studies have limited experience with applying of scientific knowledge and methodology to researching practical organizational problems and with developing interventions to solve these problems. The aim is to teach students to apply theories to organizational problems, and enable them to generalize these problems to more abstract levels.
- e) get students acquainted with a situation in which they have to maneuver between the interests and wishes of different stakeholders. Many organizational problem situations are characterized by involvement of multiple stakeholders. Students experience this in the course of the Extended Master program as they need to reconcile their own priorities, the requirements of the department, and those of their partner organizations.

- f) support the transition from the academic program into a professional career. Students get to know their organizations and the surrounding professional fields much better before they decide to start a professional career in a particular organization or a particular field. The Extended Master program enables both students and the partner organizations as potential employers to get to know each other in a fundamental, yet efficient way.

From the **partner organizations'** point of view, the Extended Master program aims to:

- a) contribute to organizational learning by way of the research results generated by the students' Master theses. To accomplish that aim, partner organizations get an important say in the formulation of the topic and the research question of the Master thesis.
- b) secure a continuous knowledge transfer from the university to the organization through interaction with students and their academic supervisors, both of which can contribute to organizational learning.
- c) facilitate recruitment and ease transition of new employees into the organization.

From the **department's** point of view, the Extended Master aims to:

- a) contribute to more stable relationships with organizations in the department's working field.
- b) contribute to knowledge exchange between these organizations and the department.
- c) function as a sounding board for the educational programs of the department.
- d) facilitate access to high quality data about the functioning of organizations and networks of organizations, and to interesting and novel research problems for innovative research.
- e) increase the attractiveness of Organization Studies for students.

1.2 Content and structure of the Extended Master Organization Studies

Extended Master takes 18 months to complete and encompasses the **course work** of the regular Master Organization Studies, the **Master's thesis**, a so called **junior traineeship** of 12 months, **five professional assignments** during the junior traineeship and **six full-day workshops**. In the second and third semester (i.e., during the junior traineeship), students spend *on average* 2.5 days per week on research for their Master thesis. The other 2.5 days, they participate in regular work activities for one of the partner organizations of the department of Organization Studies.

August 2021 / January 2022	February 2022 / January 2023		March 2023
Course work regular Master	Master's thesis research	(±50%)	Graduation Day
	Junior traineeship (including professional assignments)	(±50%)	
	Workshops		

Table 1: Global structure of the Extended Master Organization Studies 2021/2022

1.2.1 Course work

Students who follow the Extended Master Organization Studies will take the six regular content courses of the Master's Organization Studies in the first semester.

1.2.2 Master's thesis (including IRP)¹

In the second and third semester, students spend on average 2.5 days per week on their **Master's thesis research**. In order to guarantee that the results of that research will be relevant for the partner organization where the students do their junior traineeship, **the partner organization is involved in the formulation of the research question**. Hence, the students develop a research question based on a (organizational) problem encountered by the partner organization.

Since the research question must also have theoretical relevance, students translate the (practical) research question of the partner organization into a theoretically relevant knowledge question. In their thesis, students answer that question by using the appropriate scientific literature and analytical tools. The results and findings are then translated into practical recommendations.

The thesis is a report of about 10.000 - 20.000 words presenting the research the student conducted. In the report, the student demonstrates that (s)he can go through the research cycle independently and that (s)he is able to answer the research question accurately. The thesis is written in English. The partner organization can ask for a summary in Dutch. In this case, details should be agreed on between academic supervisor, student, and partner organization beforehand.

Before students can start data collection, they have to complete an individual research proposal (**IRP**) with a maximum of 2.000 words (see syllabus Master Seminar OS). In the IRP, students lay out a research plan based on prior empirical and theoretical literature and present the research design and the methodological approach. Students can proceed with their Master's thesis **only** after the IRP has been approved by the Department and received clearance from the Ethics Review Board (see below). Students will be provided a manual (Master Seminar Organization Studies course manual) in which process, formats, deadlines, and criteria for the IRP and thesis are stated.

Extended Master students start their junior traineeship in February. They are advised, however, **not to postpone working on their IRP until February**, but to start orienting on their IRP (research problem and question) already in October/November. When they start their junior traineeship in February, they will ideally already have an idea about the global outline of their IRP. Since the IRP needs to address a question relevant for the partner organization, in order to be able to work on their IRP from October/November onwards, students should consult their partner organization already in these months to get acquainted with the research questions that are of interest to the partner organization. Students should also involve their academic supervisor at this stage already. A **meeting of their academic supervisor with the partner organization** to achieve alignment on the research question to be pursued by the student needs to take place in the early stages of the traineeship (February/March).

¹ All the detailed requirements regarding the writing and defending of the IRP and the Master thesis can be found in the course syllabus of the Master Seminar OS (MSOS) / Master Thesis OS (MTOS) that will be provided to the students in due time.

Students perform their thesis research and write their thesis individually as part of the course Master Thesis OS (see syllabus MTOS for all details). In order to monitor the progress of the research and to provide students with feedback, the students' ongoing work will be regularly discussed in a group of students and an **academic supervisor**, the so called '**thesis circle**'. All students doing their traineeship at a given partner organization are part of the same thesis circle. In the circle meetings, students present their ongoing work, and give and receive feedback to and from their peers and the academic supervisor.

The IRP and thesis are defended by the students in a special circle session with the academic supervisor, second reader and the fellow students. Before the IRP defense, a lecturer from the MTO-department will provide suggestions. The assessment of the IRP is conducted by the academic supervisor and the second reader. The professional supervisor of the partner organization can also participate in the defense meeting and has an advisory role in the grading of the IRP. The assessment of the thesis is conducted by the two academic supervisors. The professional supervisor has an advisory role, and has to be consulted by the academic supervisors about the grading of the final thesis.

Clearance by the Ethics Review Board

All research that involves human participants conducted by staff and students of Tilburg School of Social and Behavioral Sciences needs to be screened by the Ethics Review Board. This implies that every Master thesis research project involving data collection among human participants will need to be reviewed. Each student – with the assistance of his or her supervisor – is required to submit his/her research for clearance. Depending on the type of data collection involved (e.g., secondary vs. primary, anonymous vs. non-anonymous, for publication or for education purposes only), a somewhat different procedure will need to be followed. Circle supervisors will decide with each student which procedure to follow. What holds for all students is that as part of their IRP they will need to prepare the following documents:

- introductory script (a description of what you will tell a potential (eligible) research participant before starting a research activity (interview, survey, experiment)).
- informed consent form (a form that each participant needs to sign before participating in the questionnaire or an experiment stating that he/she understands that his/her participation is voluntary).

Templates for both introductory script and informed consent form can be found as appendices in the MSOS/MTOS syllabus.

1.2.3 Junior traineeship (including the professional assignments)

The main aim of the junior traineeship is to provide students with **real life working experience** (in the domain of **organizational analysis and change**), and to broaden their knowledge of the **different stages/aspects of analyzing and changing organizations**. In the junior traineeship, the students **participate in regular work activities** within the partner organization. They perform a wide range of activities for and commissioned by the partner organization. They will conduct research in the context

of organizational diagnosis, take active or passive part in developing interventions and organizational change processes, perform tasks in the implementation of interventions, etcetera.

The tasks assigned to the junior trainees in their regular work activities at the partner organization should be according to their level of qualification and should enable them to use their knowledge and skills acquired during their Bachelor and Master's program. *On average*, participating in regular work activities within the partner organization should amount to about 50% of the working time per week of the student. The rest of the week, students are occupied with writing their IRP, doing research for their Master's thesis and writing their Master's thesis.

In order for the students to develop as a professional during their junior traineeship, their professional development is supervised by a representative of the partner organization, a **professional supervisor**. The professional supervisor and the student should have a **feedback/coaching session at least once a month**. During the talk professional development of the student is discussed and the student gets feedback on his/her performance as a junior trainee. In other words, during the progress sessions with the professional supervisor student's professional development during the traineeship is being monitored, giving the student insight into his/her strengths as well as areas that require growth. The basis for these sessions should be a) a '**personal development plan**' formulated by student and professional supervisor at the start of the junior traineeship and during workshop 1.

During the junior traineeship, students carry out **five professional assignments**

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Assignment 1. Personal development plan

The goal of the **first assignment** is for students to set goals for their own development. This is done by creating a personal development plan that they can use to guide their development and learning over the year.

Together with their professional supervisor, the students have to create a preliminary plan in the first weeks. The goals in this plan should be formulated in a SMART way. Students can use the junior traineeship competence framework in Appendix 1. During the first workshop, the students will receive further input during an intervision session, based on which they can finalize their personal development plan. It is recommended that students keep a weekly log regarding the extent to which they are achieving the goals set in the personal development plan. The personal development plan must be digitally submitted to the coordinator one week after workshop 1. There are no requirements regarding form and style – choose whatever fits best with your plan.

Assignment 2. Reflection paper #1

The **second assignment** is a **reflection paper**. The goal of the reflection paper is to train students, as future knowledge workers, to creatively transform personal impressions, thoughts and observations into actionable knowledge.

The basis for the reflection paper should be the personal development plan (Assignment 1). Students will reflect in their reflection paper how their development has been on the different goals outlined in their personal development plan. The intervision session during workshop 3 will also be used as input for their reflection paper. The reflection paper must be digitally submitted to the coordinator one week after workshop 3. There are no requirements regarding form and style – choose whatever fits best with your plan.

Assignment 3. 100 day report

The goal of the **third assignment** is for students to get to know their organization well. When a new employee enters an organization, (s)he is usually confronted with a new set of explicit and implicit rules, a specific culture, specific structures and processes which over time (s)he will get socialized into. Each time an organization receives a new employee, it is a possibility to use him/her as an independent observer that takes a fresh look at the mechanisms, structures, processes, patterns of action, values, culture, management styles, etcetera that (s)he is confronted with in the organization.

The task for students is to perform a participant observation about the culture, structure and processes they encounter and familiarize themselves in that process thoroughly with the organization. In the observation students can focus on aspects of the organization that they think work well, aspects that they find surprising or things they think can be improved. Students should spend *about 30 minutes every week* to reflect on what they have experienced in the organization and record their observations and experiences in a weekly logbook that can be used as the main data source for the report. In addition, students might conduct a few informal interviews. Students should use theoretical concepts to describe, analyze and understand the practice of the organizations, but also use their empirical observations to reflect on the theory. A fresh look at the organization, supported by intriguing conceptual models and good data, can be of tremendous value to organization management. Students should allow themselves to be an inquisitive outsider and ask questions! The 100 day report is an outsider's perspective on the quality and vitality of (a part of) the coordination and control processes of the organization. The report is given as a **15-30 minute presentation** for the partner organization in **June** (after handing in and defending the IRP). Coordinator of the Extended Master program joins the presentation at the partner organization if possible.

Assignment 4. Reflection paper #2

The **fourth assignment** is a **final reflection paper**. About a month before the end of the junior traineeship students will conduct a 360 degree feedback in the partner organization, asking a number of people with whom they worked throughout the year for their assessment of their performance. Based on the results as well as their own experiences in relation to their personal development plan, students will then write a reflection paper. The reflection paper will be discussed with the students by the Extended Master program coordinator during an exit talk that takes place in January 2023.

Assignment 5. Practitioner's guide

With the Master Thesis being first and foremost an academic piece, it may be difficult for the Partner Organizations to see what they can learn from the thesis. Students therefore need to translate the findings and other insights into a Practitioner's guide that delineates specific recommendations and suggestions to the Partner Organization based on the Master Thesis. Because this Practitioner's guide is aimed to improve the value of the Master Thesis for the Partner Organization, the Partner Organization determines the style and scope of the Practitioner's guide. The deadline for the Practitioner's guide is **31 January 2023**.

The professional assignments can be written in Dutch or English. The decision about the language should be taken consensually by the coordinator of the Extended Master, the partner organization and the student. The second reflection paper will be discussed in a session with the coordinator of the Extended Master, which will also function as the exit interview for the Extended Master. The personal development plan and the reflection papers will be assessed by the coordinator of the Extended Master.

1.2.4 Workshops

During the Extended Master six workshops will be organized for the students. The goal of these workshops is a) reflection on the experiences that students gain during the junior traineeship and b) practicing specific skills regarding organizational analysis and change. Each workshop will be a one-day session. The workshops are obligatory for students in the extended master.

- February: You in the organization (1)
- April: Organizational diagnosis
- May: The client-consultant relationship
- September: Organizational intervention in the organizational analysis and change process
- November: Entering the job-market
- January: You in the organization (2)

1.3 Who can apply for the Extended Master?

Every student who completed the bachelor program Organization Studies or the Premaster Organization Studies can apply for the Extended Master. Also students who completed other educational programs and have been admitted to the Master Organization Studies can apply. The Department of Organization Studies does not apply any further criteria (e.g. concerning the grades for the Bachelor or the Premaster program) for application for the Extended Master. That does not mean that all students who apply for the Extended Master will be admitted for the Extended Master. Admission depends on a) the quality of the motivation letter (see chapter 3) and b) the decision of the partner organization at which the student will have a job interview (see chapter 3).

2. Certification

The Extended Master program ends at the end of January 2023. Graduation will take place mid March 2023. Extended Master OS is based on a voluntary agreement between the student, the Department of Organization Studies, and the partner organization. Students will receive Master's diploma Organization Studies of 60 ECTS and a *professional certificate of 30 ECTS* issued by the Department of Organization Studies and the partner organization.

In order to receive the Master's diploma, students who participate in the Extended Master have to pass all courses in the Master's program as well as the Master's Seminar Organization Studies (IRP/course number 440805) and the Master's thesis (course number 440990). In order to receive the professional certificate, the following requirements have to be met:

- Students have to complete the junior traineeship.
- Students need to have accomplished all assignments.
- Student need to have participated in the professional workshops.

The Master's Seminar Organization Studies, the Master's thesis, and the junior traineeship constitute a learning environment and represent three courses that students can also fail. Students have the possibility to do every assignment twice (with the exception of the traineeship) in one academic year to pass a course. If students do not manage to pass an assignment twice, they have failed the course. Passing the individual research proposal (IRP) in the Master's Seminar is an entrance requirement for the Master's thesis. Students therefore can only start with their Master's thesis after passing the Master's Seminar Organization Studies (IRP). **Important: since IRP/thesis and junior traineeship are connected, the junior traineeship in the partner organization will end if the student does not manage to write a sufficient IRP for the second opportunity (gets a NO GO). In that case, the student should enter the regular Master's program, enroll in a thesis circle there and start writing a new IRP.**

2.1 Grading

Students receive a grade for their traineeship, which are included on a grade list attached to their Professional certificate. Students' traineeship at the partner organization is evaluated by their professional supervisor based on the evaluation form provided by the Department. Every student who completed the traineeship will receive a positive grade for the traineeship. The evaluation form (see appendix 2) includes items related to the *student's personal effort, initiative, intentionality and commitment* to the various aspects of the junior traineeship. Based on the overall score, the coordinator of the Extended Master calculates student's grade for the professional traineeship:

Grading scheme for professional traineeship

Average score (over 25 items, scale 1 to 5)	Grade
2,51 - 2,75	5
2,76 - 3,00	5,5
3,01 - 3,25	6
3,26 - 3,50	6,5
3,51 - 3,75	7
3,76 - 4,00	7,5
4,01 - 4,25	8
4,26 - 4,50	8,5
4,51 - 4,75	9
4,76 - 4,99	9,5
5	10

The workshops: workshops are a crucial part of the training students receive during the Extended Master and as such participation in them is obligatory. In case students are unable to attend, they may receive a replacement assignment.

The professional assignments: Because the professional assignments are focused on the students' development and evaluations can obscure the developmental focus, they will not be graded. However, in case a student is perceived to not take these assignments seriously, the coordinator can opt for a compulsory replacement assignment.

3. Selection of students for the Extended Master 2021/2022

3.1 Matching Day Extended Master program

On **May 20th, 2021** (15.00 – 18.00; digital location to be announced), the Matching Day will take place for students who are interested in the Extended Master 2021/2022. During the Matching Day, representatives of the partner organizations will be present and students get the opportunity to informally meet with and talk to the representatives of the partner organizations during an information market and informal drinks. Because the department of Organization Studies has to make arrangements for the Matching Day, students who want to attend that meeting should **subscribe** for it. They have to send an email to Secretariat of the Department of Organization Studies (secretariaatow@uvt.nl) if they want to attend the information meeting! The **deadline for the subscription is May 11th, 2021**. More information on the Matching Day and how to prepare for it is available [here](#).

3.2 Procedure for admittance to the Extended Master program

- Students who want to join the Extended Master 2021/2022 must apply for the Extended Master on **May 24th, 2021** latest. Be mindful that there is only one week to write and send in your application package after the information meeting. We advise the students to start drafting their application letters as well as gather other documents (like the CV and the list of courses and grades) **before the information meeting already**.
- **Each student may apply to 2 organizations**. Therefore, students submit 2 application packages. The packages need to be submitted digitally to secretariaatOW@uvt.nl. Each application package should contain the following
 - ✓ **Motivation letter** that specifies your **motivation** to do your junior traineeship at that **specific partner organization**.
 - ✓ A **curriculum vitae (CV)**, specifying your educational background, as well as your other interests and activities that might be relevant. Suggestion: Look online for a nice format!
 - ✓ Optional: List of **courses and grades** from the Bachelor's or premaster's program.
- Students need to submit their application package to the Department of Organization Studies to guarantee that they only apply to two organizations. Application packages of students are collectively forwarded to the partner organizations. The partner organizations decide which students to invite for a job interview. The interviews are arranged between the partner organization and the student (the Department plays no part in it). Students are not allowed to arrange a job interview with a partner organization that they did not apply to or where they were not invited for an interview. Deadline for the job interviews is **June 10th, 2021!**
- Partner organizations have to formally approve of the candidates. On the basis of the application package and the job interview, they decide whether to offer a traineeship position to the

candidates they had a job interview with. Students will be informed about the decision by **June 11th, 2021**.

- In case both partner organizations at which the student had a job interview in the first round do not offer the student a position, the student can once more apply to two other partner organizations by **June 16th, 2021**. Once again, partner organizations will decide which students to invite for a job interview based on the application package. Arranging the interview is the responsibility of the student him/herself! Deadline for this 'second chance' job interviews is **July 1st, 2021**. Students are informed by **July 2nd, 2021**.
- Students who are not selected (either by the department or by the partner organizations) can then apply for the Master thesis circles within the regular Master's program.

4. Obligations of participating parties

4.1 Partner organizations

The partner organization will offer students the opportunity to work as junior trainee and perform tasks according to the students' level of skills, knowledge, and understanding. The extent of the tasks should on average not exceed 50% of the student's working time per week. The partner organization will designate such tasks to the students that they get the opportunity to get acquainted with (the different stages and aspects of) **organizational analysis, change, and development**. The partner organization will facilitate the students to do research for their Master's thesis and to work on the two assignments that are obligatory for the professional certificate, including facilitation of a working place with desk top computer or lap top computer. The partner organization will also allow students to take part in the six workshops.

The partner organization will designate a staff member as a **professional supervisor** for the students. The partner organization and the students will – at the start of the junior traineeship - make a '**personal development plan**' for the students in which the learning goals for the junior traineeship are formulated. The partner organization will **at least once a month** organize a meeting with the students and their professional supervisor in which the traineeship and the professional development of the students are monitored.

The partner organization will designate a staff member as liaison officer to the department.

The partner organization will offer students a financial compensation of at least **€ 450,- ('net'; **traveling expenses from home to work excluded**)** per month (note that exceptions are possible in consultation with the coordinator of the Extended Master). The organizational and financial circumstances will be formalized in a contract, signed by the student, the partner organization, and Tilburg University. The contract will also contain an agreement about the confidentiality of information, the use of research data and results as well as their publication. Note: if a student has no public transport arrangements (OV-Chipkaart) left, partner organizations will take care of travel expenses based on their own arrangements (CAO). If this is an issue, please **discuss the extent of travel cost reimbursement (based on the CAO) with the partner organization explicitly to avoid problems at a later stage**.

In order to introduce students to the organization before the start of the professional traineeship on February 1, 2022, the partner organization organizes a "day at the organization" in October/November 2021.

4.2 The department of Organization Studies

The Department of Organization Studies will appoint an **academic supervisor** who will be responsible for supervising the thesis circles and will give (individual) feedback to the students concerning (the progress of) their Master's thesis (research) in order to guarantee that the thesis will meet scientific standards. The academic supervisor will see to it that the students' thesis research stays in line with the expectations of the partner organization by maintaining contact with the partner organization

regularly. **At least three times** during the thesis trajectory there should be a meeting (in person or by phone) with partner organization, academic supervisor and student to talk about the progress of the thesis' research.

The Coordinator of the Extended Master program is responsible for the contacts with the partner organizations (except for the contacts that are concerned with (the progress of) the students' Master's thesis research). The Extended Master coordinator ensures the involvement of the partner organizations in the selection of the junior trainees. At least **once every four months**, the Extended Master coordinator meets (in person or virtually) with the partner organization and the students (together or separately) in which the progress of the junior traineeship is discussed.

In order to maximize the added value of the Extended Master program for the partner organizations in terms of knowledge transfer from university to partner organizations and vice versa, the department of Organization Studies invites the partner organizations to attend certain seminars. Further arrangements about knowledge transfer from university to partner organizations and vice versa can be made via the coordinator of the Extended Master and the Chair of the department of Organization Studies.

4.3 Students

The students/trainees will sign a contract with the partner organization where they will do their junior traineeship and by that they subscribe to the organizational and financial conditions of the trajectory. Furthermore, they are obliged to adhere to the rules of conduct of the partner organization and to the confidentiality agreement stated in the contract. The supervision and facilities the students receive from the partner organization are strictly connected to the compliance with the contract and the resulting agreements. Students will formulate the research question of their Master's thesis in close deliberation with their partner organization in order to make sure that the findings/results of their Master's thesis research will be relevant to the partner organization. Students will receive a professional certificate on behalf of the partner organization and the university if they fulfilled the professional assignments that are part of the trajectory, complete the junior traineeship, and receive a positive evaluation of the junior traineeship by the partner organization. The professional certificate is only awarded in combination with the Master's diploma.

4.4 Contracts

The obligations (and rights) mentioned above will be laid down in the contract between the student, the partner organization, and Tilburg University, called "Overeenkomst Extended Master Organization Studies". In addition, the organization may require the student to sign an additional contract regarding rules and procedures in the organization. In case this other contract is in conflict with the Overeenkomst Extended Master Organization Studies, the latter prevails.

5. Time path (deadlines) for the Extended Master 2021/2022

What	By
Subscription of students for Matching Day on 20/5/2021	Deadline: 11 May 2021
Matching day: Introduction of partner organizations (PO's) to students	20 May 2021
Students apply for the Extended Master and a specific partner organization with two motivation letters , list of BA grades and if applicable their pre-master year, as well as a short CV.	Deadline: 24 May 2021
First round of job interviews at PO's	Deadline: 10 June 2021
Students are informed about decision	11 June 2021
Students apply to two additional partner organizations	16 June 2021
Second round of job interviews at PO	Deadline: 1 July 2021
Students of second round are informed about decision. Students who are not selected can start the regular Master's trajectory and apply for regular MA thesis circles	2 July 2021
Students follow all five content courses in the Master's OS	Sept. 2021–End Jan. 2021
Kickoff Session Extended Master	14 September 2021
Students make contact with PO's	June - September 2021
PO's organize "Day at the organization" and sign contract with students	October/November 2021
Students consult PO about research problem and research question for their thesis	October/November 2021
Students start working in PO's	1 February 2022
Working on and finalizing personal development plan (First assignment)	February - March 2022
First workshop/seminar for students	March 2022
Second workshop/seminar for students	April 2022
Students hand in IRP	May 2022, 9:00
Third workshop/seminar for students	May 2022
IRP Assessment meeting	May 2022
Submit one page revisions	In consultation with supervisor
Submit ERB application	June 2022
Second round IRP	June 2022
Presentation of 100 day report (Second assignment)	June / July 2022
Hand in reflection paper (Third assignment)	June 2022
Data collection	June–mid October 2022
Fourth workshop/seminar for students	September 2022
Writing up thesis	September - November 2022
Hand in draft version of thesis	November 2022, 9:00
Defense and go/no go decision. Defense will take place with first and second supervisor and a representative of the PO. If students get a GO (minor), they	November – December 2022

can hand in the final thesis in December. If students get a NO GO, they can hand in the final thesis in January.	
Fifth workshop/seminar for students	November 2022
Collecting 360 degree feedback	December 2022
1 st hand in of thesis. Grading will be conducted by first and second supervisor	December 2022, 9:00
Hand in reflection paper (Fourth assignment)	January 2023
2 nd hand in of thesis. Grading will be conducted by first and second supervisor	27 January 2023, 17:00
Exit interview with the Extended Master coordinator OS	January 2023
Sixth workshop/seminar for students	January 2023
Hand in Practitioner's guide (Fifth assignment)	January 2023
Graduation and handing over diploma and professional certificate	March 2023

Appendix 1. Competencies students Extended Master Organization Studies

Social-communicative skills:

- In word and writing express themselves clearly and correctly
- Present ideas/plans in a clear and engaging manner
- Adjust/adapt communication style to different (target) groups
- Dare to engage in conflicts, able to contain conflicts
- Able to persuasively present ideas/plans

Analytical skills:

- Analyze/understand organizational problems and their causes
- Use different perspectives/approaches in problem analyses
- Make independent and informed evaluations about organizational problems
- Come up with suitable solutions/interventions for problems
- Make theory/theoretical models useful in practice

Organizational sensitivity:

- Recognize different interests, opinions, motives, and emotions in an organization
- Recognize the role and importance of the informal organization next to that of the formal organization
- Awareness of the formal and informal power distribution in an organization
- Operate effectively in the social-political context of an organization
- Recognize resistance to change and effectively dealing with it

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Project management skills:

- Formulate project goals SMART
- Plan and organize time, resources, people, and activities to realize project goals
- Monitor agreements regarding time, resources, people, and activities
- Intervene effectively when agreements are/may not be realized

General skills:

- Function/perform effectively under time pressure and/or adverse circumstances
 - Remain effective by adjusting behavior to changing circumstances
 - Execute multiple and simultaneous tasks/projects effectively and efficiently
 - Set high demands regarding the quality of own work
 - Operate effectively when working independently as well as in a team
 - Put the desires and needs of clients first
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	The student was proactive in requesting (additional) feedback about his/her professional development.					
9	The student took responsibility for acquiring and utilizing (new) skills that require (further) development - based on the feedback that he/she received.	1	2	3	4	5
10	The student has grown in his/her learning attitude during the traineeship.	1	2	3	4	5
<u>Organizational citizenship behavior</u>						
11	The student was proactive in assisting other colleagues.	1	2	3	4	5
12	The student oversaw the potential consequences of his/her actions for other colleagues.	1	2	3	4	5
13	The student had a positive attitude at work.	1	2	3	4	5
14	The student has grown in the area of organizational citizenship behavior during the traineeship.	1	2	3	4	5
<u>Individual ability to adapt</u>						
15	In stressful situations the student attempted to remain calm and proceed with important tasks.	1	2	3	4	5
16	The student attempted to perform well, even when relevant information was unavailable.	1	2	3	4	5
17	The student attempted to be flexible in dealing with others.	1	2	3	4	5
18	The student has grown in his/her ability to adapt during the traineeship.	1	2	3	4	5
II. Understanding and sensing important matters in the organization and sharing insights with the organization						
19	The student took the effort to recognize and understand important issues in the organization (rather than jumping to conclusions).	1	2	3	4	5
20	The student attempted to communicate his/her insights regarding the organization with managers or colleagues in a tactful/discrete fashion.	1	2	3	4	5
21	The student made progress in the area of organization-diagnosis during the traineeship.	1	2	3	4	5
III. Designing an intervention aimed at the matters that the organization is dealing with and "selling" it to the organization						
22	The student was dedicated to bridging novel and relevant knowledge to the organization, also outside the scope of the Master thesis.	1	2	3	4	5
23	The student took initiative to make sure that the recommendations and/or interventions are realistic and achievable.	1	2	3	4	5
24	The student made progress during the traineeship in the area of giving organizational advice.	1	2	3	4	5

<i>General</i>						
25	During the traineeship, the student met the expectations of the organization.	1	2	3	4	5
26	I would recommend the student as an employee to other organizations.	1	2	3	4	5

You can indicate here any other remarks about the student.