

Implementation Regulation for the HZ University of Applied Sciences Academic and Examination Regulations for the Programme: Delta Management (39278) 2020-2021

Chapter 1 General provisions of the Implementation Regulation for the HZ University of Applied Sciences Academic and Examination Regulations

1.1 General

1.1.1 The Academic and Examination Regulation (OER HZ) forms the core of the teaching at HZ University of Applied Sciences (HZ), and gives a general picture of all the programmes that HZ provides. The OER HZ contains provisions that are specific to the institution, and these therefore apply to the University as a whole. Each year the Executive Board establishes an OER HZ Implementation Regulation (hereafter: Implementation Regulation) for each programme.

1.2 Programme Committee

1.2.1 The Programme Committee is given the opportunity to issue advice to the Executive Board before it establishes a specific Implementation Regulation.

1.2.2 The Programme Committee assesses how the OER and the Implementation Regulation were applied each year.

1.3 Domain Director

1.3.1 The Domain Director in question is responsible for:

- a. the implementation of the OER HZ;
- b. the interpretation and implementation of the Implementation Regulation;
- c. an annual evaluation of the OER HZ and the Implementation Regulation to be presented to the Executive Board; in this evaluation he or she considers how much of the student's time the OER HZ and the Implementation Regulations require, and consequently monitors and if necessary modifies the student workload (art. 7.14 Higher Education and Academic Research Act (WHW));
- d. the preparation of modifications to the Implementation Regulation.

Chapter 2 Implementation Regulation per programme: Delta Management, full-time

2.1 Enrolment, required qualifications and entry requirements

2.1.1 Overview of further qualification requirements (art. 2.3 OER HZ in addition to the requirements stated in article 2.2. OER HZ)

Havo-profiles	NT	NG	EM	CM
Study programme: Watermanagement / Delta Management				
Student with HAVO diploma (up to 1-Aug-2009)	✓	✓	✓	✗
Student with HAVO diploma from 1-Aug-2009	✓	✓	✓	✗

VWO profiles	NT	NG	EM	CM
Programme:				
Student with VWO diploma (up to 1-Aug- 2010)	✓	✓	✓	✗

Student with VWO diploma from 1-Aug- 2010	✓	✓	✓	✗
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- ✓ right to access
✗ **no** right to access

Students with a MBO level 4 diploma have right to access, except when the programme is a part of the domain “handel en ondernemerschap” or “economie en administratie”. In that case the student is deficient.

2.1.2 Deficiency investigation (article 2.4 of the HZ AER)

1. When enrolling for the Delta Management programme, the investigation will consist of one of the following subjects at HAVO level 5:
 - Economics
 - Physics
 - Mathematics
2. The student demonstrates (by attending one of the transition programmes for mathematics, physics or economics offered by the HZ and completing it with a pass grade, or by certificates obtained elsewhere) that one of the subjects stated has been passed successfully at HAVO Level 5 before 1 September 2015 (minimum score 5.5).

For students with a MBO diploma the deficiency investigation is a part of the SKC.(Studie Keuze Check)

A positive advice based on the SKC means that the student have the right to access.

A negative advise leads to refusal of the access.

2.1.3 Additional requirements (art. 2.5 OER HZ)

Not applicable

2.1.4 Working environment requirements for the part-time programme (art. 2.6. OER HZ)

Not applicable, as this is a full-time programme.

2.1.5 Working environment requirements for the dual programme (art. 2.7. OER HZ)

Not applicable, as this is a full-time programme.

2.2 Structure of the programme and teaching, supplement with degree certificate

2.2.1 Course requirements profile (Article 3.2, HZ Academic and Examination Regulations)

The Aquatic Ecotechnology and Civil Engineering programmes are the direct partner programmes for Delta Management within the Delta Academy at Hogeschool Zeeland.

This inclusion ensures a proper foundation in natural sciences.

Part of the courses that will be given to students of the new programme will also be used for the other two programmes within the Delta Academy.

However, Watermanagement / Delta Management is not purely a technical programme, but is instead one in which a range of aspects play important roles and are indispensable for an integral approach to area development in delta regions. The programme thus has a unique position in the Netherlands.

The Watermanagement / Delta Management programme responds to society's growing demand for people at the higher vocational level, specialising in management (or assistance with the management) of area development within the context of delta areas. It provides a balanced curriculum that is built upon the basic principles of integral area development and focuses expressly on the spatial transformation processes that are intended to ensure sustainable development, water safety and water quality in the delta. As a result, the programme is distinct and different from existing programmes - and programmes that are under development - in all seven of its key aspects.

Watermanagement / Delta Management is about area development in all work related to the delta for a broadly-oriented professional, expanding upon it from an interdisciplinary overview of the content and the process in public, private and personal contexts.

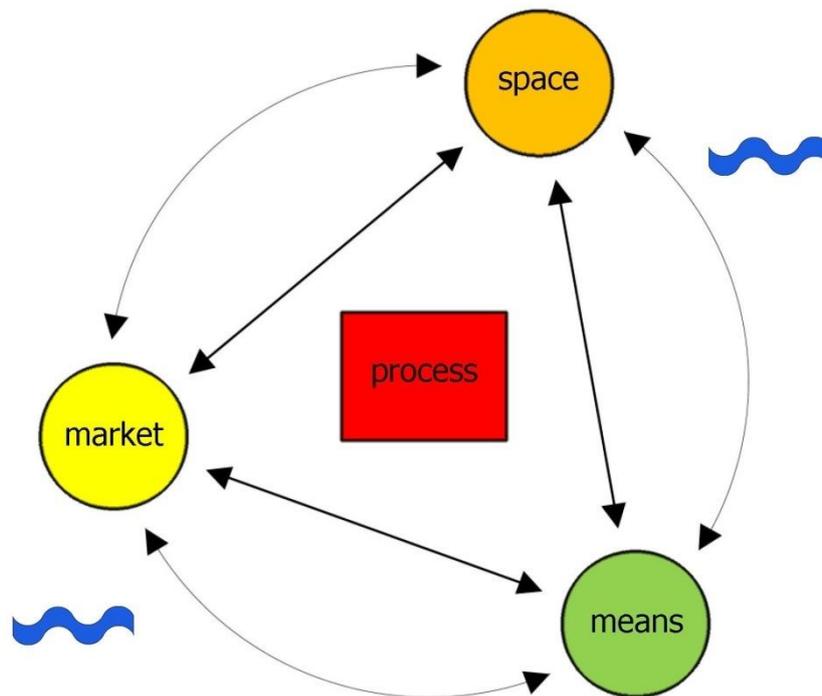


Figure 1: Overview of the delta manager's integral approach to area development

Area development...

The fulcrum of the programme is the area development. Area development is a collective term that covers the integral development and redevelopment of clearly defined areas from the perspective of all relevant sub-aspects, combining the interests (public, private and sometimes personal) in an interdisciplinary fashion. It is a form of cooperation between parties and stakeholders, which - certainly given the administrative hustle and bustle of well-off delta areas - can be seen as a very common working method for the realisation of spatial projects involving diverse interests. Area development also comprises active intervention in a spatial/physical context and the term is applied in particular to spatial work with a certain degree of content -related or process-related complexity.

Area development is a relatively new specialist field that provides answers for linking interests in the complex terrain where spatial developments are taking place. There is therefore a need for professionals with a broader scope and the ability to link the content, the process and the people - professionals with wide-ranging knowledge and a general vision of the many sub-aspects of the material and the skills for well-considered, open communication with the interested parties.

...in the working terrain of the delta...

The focus of the programme content is on the delta as a working terrain. Deltas are areas that by their very nature are continuously changing and may therefore conflict with interests that want to fix the existing situation in place. Current themes such as climate change and the increasing pressure on available space in delta areas are exacerbating this tension further, leading to sector-based solutions no longer being sufficient. Projects can only be considered from an integral approach: that of area development. The urgency of certain spatial interventions in the delta is also obvious and the task is a hot topic - and therefore also socially very relevant. Current thinking about area development in the delta therefore fits in seamlessly with a wide spectrum of current cases in professional practice.

...for a professional with a broad perspective...

Integral area development is a relatively new phenomenon and the body of knowledge about this specialist field is still limited. The content of the training of professionals currently operating in area development has often involved a single one of the sectors (such as a technical or administrative course or real estate studies) and they have then been 'learning on the job' to improve their skills further across the breadth of the profession - 'learning by doing'. It was not until a few years ago (2003) that the first post-initial area development education started in the Netherlands (such as the MCD - Master in City Development - programme and the practical academy for area development). These educational programmes focus on providing additional knowledge for (working) professionals with experience in area development. In addition to this group of area development experts, the professional practice also needs broadly-oriented and strong middle management in both public and private organisations. These are people with general rather than specialist skills who have a broad outlook and are capable of considering projects from an international perspective too, people with a higher vocational profile who can progress into professional practice immediately.

...communicating...

Area development in the delta requires people who are capable of making integral judgements from a wide perspective and who can communicate well about the considerations involved. Watermanagement / Delta Management deals with recognising the various parties (and types of parties) who are active in the work terrain, and it pays a great deal of attention to communication with all parties involved and all stakeholders, based on an overall perspective of the content and an understanding of the interests. Learning to 'speak the language' of the clients and professionals from various disciplines and other interested parties is a guiding principle for this.

...using an interdisciplinary overview...

The interdisciplinary structure of the programme is crucial. The course does not operate primarily from within any one specialist field - as is the case with other programmes - but focuses on the cohesion of the components. The interdisciplinary nature of the programme is about the importance of learning to think thoroughly and rigorously, across the boundaries of disciplines or sectors. There is no sector-based and/or facet-based approach in the course; instead, it is an approach based on mutual relationships in the correct proportions. For instance, the course touches upon not only aspects of (planning) economics and spatial development, but also on communication, project management and process management. It deals with them through all the planning phases (from preliminary studies to taking an initiative, the planning phase, realisation and management).

...about the content and the process...

The position of delta area development within the Watermanagement / Delta Management course programme considers three main interests: space (in the delta), the market and the resources. These are balanced out in a process within which organisational skills are central (see figure). It is a combination of project management and process management for area development, with content that focuses on the delta. In addition to general knowledge and expertise about technology, finance and market developments, it also deals with organising planning processes in which multiple parties have roles to play.

...in the public, private and personal contexts.

Knowing the differences and similarities between the parties involved in the area development process is very important. Delta Management provides insights into the efforts and interests of various parties. It also discusses familiarisation with the various parties who are active in the working

terrain, as well as explaining the importance of strategic networks.

2.2.2 Competences (art 3.2 OER HZ)

Description of the competencies of the study programme:	
1	The Delta manager is capable of investigating and analysing the actors and their physical and societal context and is thus capable of determining the sense of urgency and the intended market quality of the task which plays a role in the area development of a delta, both in the Netherlands and in any selected area abroad.
	1.1 Recognizing potential developments of an area
	1.2 Exploring the area
	1.3 Exploring the policy strategies (with respect to the area)
	1.4 Exploring the global needs of the market
	1.5 Exploring the financial and legal framework
	1.6 Analysing actors and societal field of force
2	On the basis of the analysis within competency 1, the Delta manager is capable of designing a vision on content and process for a Delta region and he/she is capable of creating support for it.
	2.1 Designing a working method aimed at support
	2.2 Developing an integral vision
3	The Delta manager is capable of designing the outlines of a spatial plan and knows how to involve the persons concerned within this process in an interdisciplinary, efficient and effective way as to the realization of the development.
	3.1 Carrying out process management (including organization)
	3.2 Concretising market needs
	3.3 Drawing up a schedule of requirements and the outlines of a spatial plan
4	The Delta manager is capable of applying the required set of legal instruments and is capable of drawing up the accompanying plans; he/she is also capable of presenting and managing these plans in an understandable and transparent way.
	4.1 Analysing the required set of legal instruments
	4.2 Determining the financial strategy
5	The Delta manager is capable of carrying out the required opportunity management; he/she is capable of drawing up a communication plan and of steering the process on the basis of the major production and direction variables.
	5.1 Carrying out project and/or process management
	5.2 Testing, adjusting and marketing the plan on the basis present-day events
6	The Delta manager is capable of working out the design into a mature and well-considered development plan for a Delta region and he/she is capable of linking an implementation strategy to this plan.
	6.1 Drawing up a delta area development plan
	6.2 Applying the required set of legal instruments
	6.3 Determining financial feasibility
7	The Delta manager is capable of optimising the realisation process by continuously analysing the risks and by timely converting these risks into adjustments, improvements or innovations.
	7.1 Carrying out project management
8	The Delta manager is capable of evaluating an entire development process of the delta region and is, on the basis of this evaluation, capable of formulating improvement actions with respect to the sustainable use and/or management of the area.
	8.1 Transferring and evaluating projects, defining, if needed, a schedule of requirements for redevelopment

2.2.3 Structure of the programme (art 3.3, 3.13, OER HZ)

Structure of the programme:	
National name:	<i>Delta Management</i>
International name:	<i>Delta Management</i>
Degree awarded:	<i>Bachelor of Watermanagement / Delta Management</i>
Duration of study:	4 years
Study workload during the first-year phase:	60 EC
Study workload during the main phase:	180 EC
Variant:	Full-time
CROHO code:	<i>39278</i>
Location:	Vlissingen
Teaching language:	English
Starting date of accreditation:	<i>24-01-2011</i>
Ending date of programme:	<i>31-08-2021</i>
Associate degree:	<i>not applicable</i>
Joint programme:	<i>not applicable</i>
Accelerated HBO (Vwo) programme:	<i>not applicable</i>

The bachelor programme Delta Management (DM, Croho 39278) has been disestablished by the government since September 1st 2015. Since then the programme has been conjoined with the bachelor programme Aquatic Eco Technology (Croho 34332) under the new 'root' programme Water Management (Croho 34074). As off 31st of August 2021 the programme DM 39278 will fully expire (art. 7.3, 6 WHO). Thus 2021 is the last year in which the programme DM can be completed by students who are still subscribed to the programme. After the 31st of August 2021 it is no longer possible to acquire the diploma Delta Management.

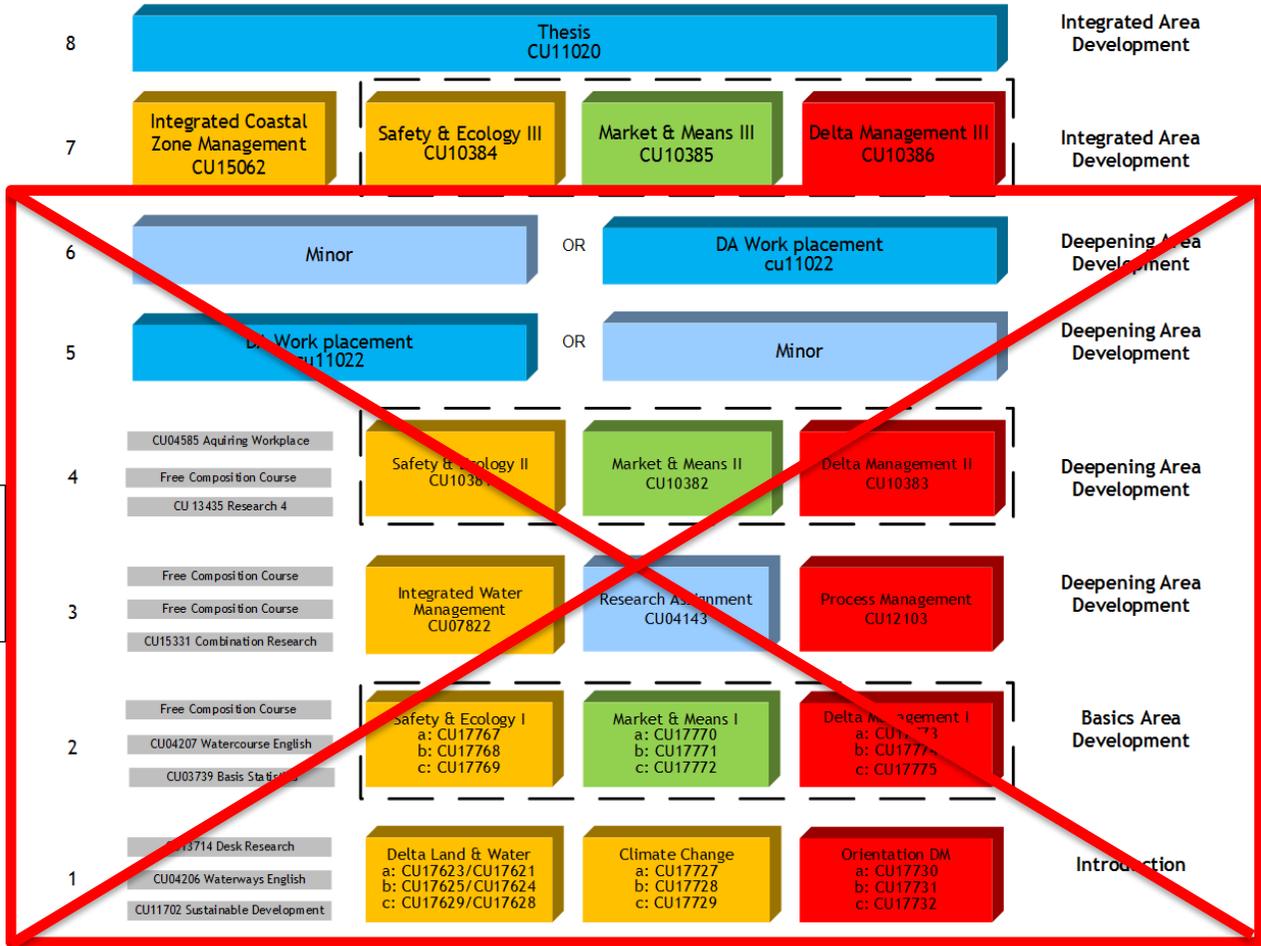
The programme is taking several measures to help students graduate in time:

1. Every student that is still in the programme will receive a letter and e-mail about the expiration of the programme in July 2020.
2. Every student will be invited personally to attend an informative meeting before the start of the study year. In this meeting the dean, study career coach, programme coordinator and education supporter will be present. During this meeting all students get an individual study plan for the year ahead.
3. Resits will be adjusted according to the individual study plans; if possible, resits will be clustered with resits of other students of the programme.
4. Students can only claim resits for courses that are presented in the table on page 7 of the implementation regulation 2017-2018 (*Figure 2: Programme offered for Delta Management in 2017-2018 and the transition regulations in 2.2.14*). Here copied below (p. 7)
5. Next to participating in individual coaching by the study career coach, every student needs to attend a progress meeting every six weeks. It is mandatory to be present and it will be put in their education schedule.

After 31-08-2021 it is only possible to subscribe for the new and broad programme Water Management if students wish to complete a bachelor degree. Based on comparison of the two programmes Delta Management and Water Management it will be decided per student what study route can lead to graduation within Water Management.

This regulation is based upon art. 6.2, 11 of the Implementation Regulation HZ Bachelor and art. 7.3, 6 of the Wet op het Hoger onderwijs en Wetenschappelijk Onderzoek.

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Phased out,
see section
2.2.14.

Figure 2: Programme offered for Delta Management in 2017-2018

2.2.3 Courses propaedeutic phase (art 3.5, 3.11 OER HZ)

There are no courses offered for the propedeutic phase of Delta Management because of the transition to Water Management, see section 2.2.14.

Explanation used terms within the following tables:

V: Verbal

W: Written

O: Other

Ind.: Individual result

G: Group result

Form: Title of test on Infonet

Content: Competencies that will be assessed; the numbering corresponds to the numbering in the table on page 6/7

Contact hours: theory, practical work, excursions, lab, etc. Excl. Examen

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2.2.5.a HZ annual schedule

HZ's annual schedule is available on HZ's website: www.hz.nl =>practical matters year plan

or via the link below: <http://hz.nl/en/Practical%20Matters%201/Practical%20information/Pages/Year-plan.aspx>

2.2.6. Free-format study courses (Art. 3.12 HZ OER)

The Delta Academy has included courses in the free compensation space, see the study programme in Figure 2: Programme offered for Delta Management in 2017-201. For the VCC manual see:

http://hz.nl/en/About%20HZ/HZDocuments/Rules%20and%20Regulations/Documents/English%20-%202014%2009%2008%20Handleiding%20VCC%20complete%20Valk%20en%20Glabbeek%20docx_E.pdf

Cohort 2014-2015 and earlier

For the cohorts of students that started the degree programme in the study year 2014-2015 and earlier a VCC (VCC = Free Composition Course) space is reserved in the curriculum of at least 2.5 and up to 7.5 credits. Students of the cohorts 2014-2015 and earlier are not obliged to follow Free Composition Courses. In that case they follow (other) courses related to the curriculum of the degree programme. The Free Composition Courses manual (edition September 2014), as published on www.hz.nl, applies to these cohorts.

Cohort 2015-2016 and thereafter

For the cohort of students that starts the degree programme in the study year 2015-2016 the VCC space in the curriculum is 7.5 credits, except for the programmes of the Academy of Economics & Management and Scaldis Academy, where the VCC space amounts to 5 credits. For the cohorts of students that start the degree programme in the study year 2016-2017 and thereafter the VCC space in the curriculum is 10 credits. Students who start their degree programme in the study year 2015-2016 and later are obliged to follow Free Composition Courses. The Free Composition Courses manual (edition 2015), as published on www.hz.nl, applies to these cohorts.

2.2.7 Graduation specialisations (Article 3.10, HZ OER)

There are no graduation specialisations for the study programme Delta Management.

2.2.8 Internship (Article 3.9, HZ Academic and Examination Regulations)

Internships have phased out for this Croho. Please refer to the UR WM or section 2.2.14.

2.2.9 Minor course (Article 3.8, HZ Academic and Examination Regulations)

Minors have phased out for this Croho. Please refer to the UR WM or section 2.2.14.

2.2.10 Participation in international exchange programme (art 4.5 OER HZ)

The Delta Management programme does not take part in any international exchange programmes. There are no additional conditions of participation besides the conditions stated in article 4.5. of the Academic and Examination Regulations of HZ.

2.2.11 Graduation (art. 3.9. OER)

In order to participate in the Delta Management programme graduation phase, students must:

- *have obtained at least 175 EC (including provisional credits) from the first-year phase and main phase when starting the graduation study period.*

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- *have obtained 210 EC (including provisional credits) from the first year phase and main phase, before the graduation study report is submitted for assessment, as defined in the course programme.*
- *carry out the graduation project at a company, body or department within the Delta Management field of expertise.*

The test plan is included in the article “Main phase courses”, Semester 8

The maximum period in which students are allowed to work on the same graduation project:

The period in which a specific graduation project is worked out is 1 semester, with a maximum extension of 1 semester.

NB1: For important dates, see the article “Main phase courses” Semester 8 and the graduation manual available on Moodle ‘Graduation DeltaAcademy 2017/18’. NB2: For a description of the documents listed, see Moodle ‘Graduation DeltaAcademy 2017/18’

2.2.12 Supplement with degree certificate (art. 6.11 OER HZ)
Annulled

2.2.13 Not applicable

2.2.14 Course adaptation overview DM year 1 – 4:

- No lectures and no standard resits are offered anymore. If a student needs to do a resit, the student needs to contact the study career coach to find a proper solution.
- Resits are only offered individually.
- See paragraph 2.2.3 'structure of the programme' for more information.

2.3. Study advice

2.3.1. Definition of conditions of enrolment in programme after negative binding study advice (art. 8.1 paragraph 9 OER HZ): Annulled

3.1. Establishment

3.1.1 The period of the Implementation Regulation is equal to the period of the OER HZ 2020-2021.

3.1.2 This Implementation Regulation was established by the Executive Board on 06-10-2020.

Appendices:

Appendix 1. Course overview Delta Management

Appendix 1. Course overview Delta Management (see the structure of the programme on p. 6 and the overview on p. 7)

Semester 7 Phased out											
CU10386		Title: Delta Management 3 Contact hours: 42				Number of ECs: 7.5		Mandatory		Teaching language: English	
Conditions of participation: <ul style="list-style-type: none"> • Propedeutic exam passed • At least 120 EC obtained (including provisional credits) • Internship OR Minor passed 											
Special condition for awarding study points (tick-box test): <i>not applicable</i>											
Brief description of the course content: As a Delta Manager you are able to create your environment! You work on different kinds of projects in delta regions all over the world, principally managing the development of delta areas. All these projects typically deal with a broad scope of contemporary questions. Like, how to prepare areas to cope with the effects of global climate change? How to realize future-proof strategies for living and working with water in a safe way? How to secure the availability of fresh water within the increasing salinization of delta regions? Or, how to create a balance between the spatial needs for different functions within a delta region? As a Delta Manager you give answers to these questions, by organizing all kinds of developments to create the sustainable delta areas of the future											
Test no.	Form			Content	Weighting factor	Minimum score	Planned test in week	Inspection of work (< 1 working day after receiving grade)	Resit planned in week	Inspection of resits in week	
	V	W	O								Form
1		X		Project Delta management (group)	1.1, 1.3, 1.6, 2.1, 2.2, 3.1,	50%	5.5				
3		X		knowledge test Delta Management 1a (ind)	1.1, 1.3, 1.6, 2.1, 2.2, 3.1,	25%	5.5				
4		X		knowledge test Delta Management 1b (ind)	1.1, 1.3, 1.6, 2.1, 2.2, 3.1,	25%	5.5				

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CU10384				Title: <i>Safety & Ecology III</i> Contact hours: 42		Number of ECs: 7.5		Mandatory		Teaching language: English	
Conditions of participation:											
<ul style="list-style-type: none"> • Propedeutic exam passed • At least 120 EC obtained (including provisional credits) • Internship OR Minor passed 											
Special condition for awarding study points (tick-box test): none											
Brief description of the course content: The course Ecology, Safety and Space 3 consists of three mayor components and has its focus on the Mekong delta:											
<ul style="list-style-type: none"> • Ecology: Salt marshes, mangroves, sedimentation, natural land building. • Safety, Governance & Law: aspects of safety for people and their homes and the different ways to approach safety in the Mekong Delta as well as the corresponding basic aspects of the Vietnamese administrative state. • Space: Ecosystem thinking, resilience in ecology and spatial planning, methods the Vietnamese society has developed for planning and managing the Mekong delta conditions and how to adapt the delta to the challenges of climate change. 											
Test no.	Form (<i>verbal (V), written (W) or other exam (O)</i>)			Content	Weighting factor	Minimum score	Planned test in week	Inspection of work (< 10 working days after receiving grade)	Resit planned in week	Inspection of resits in week	
	V	W	O								Form
1		x		Midterm exam (ind)	1.2, 1.3, 2.2, 3.3, 6.1	25%	5.5				
2		x		Final exam (ind)	1.2, 1.3, 2.2, 3.3, 6.1	25%	5.5				
3		x		Practical assignment (ind)	1.2, 1.3, 2.2, 3.3, 6.1	50%	5.5				

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CU15062				Title: <i>Integrated Coastal Zone Management</i> Contact hours: 42		Number of ECs: 7.5		Mandatory		Teaching language: English	
Conditions of participation: <ul style="list-style-type: none"> • Propedeutic exam passed • At least 120 EC obtained (including provisional credits) • Internship OR Minor passed 											
Special condition for awarding study points (tick-box test): <i>none</i>											
Brief description of the course content: The first part of the course gives theory and background lessons on the concept of Integrated Coastal Zone Management, coastal management issues and major coastal management and planning techniques. The second part of the course gives practical examples of innovative adaptive coastal measures like building with nature, flood-proof architecture, energetic coasts and floating vegetable bed cultivation.											
Test no.	Form (verbal (V), written (W) or other exam (O))			Content	Weighting factor	Minimum score	Planned test in week	Inspection of work (< 10 working days after receiving grade)	Resit planned in week	Inspection of resits in week	
	V	W	O								
1		x		Midterm exam (ind)	1.2, 1.3, 2.2, 3.3, 6.1	25%	5.5				
2		x		Final exam (Ind)	1.2, 1.3, 2.2, 3.3, 6.1	25%	5.5				
3		x		1 Practical assignment wk 45 1 Practical assignment wk 3	1.2, 1.3, 2.2, 3.3, 6.1	50%	5.5				

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CU10385		Title: <i>Market & means 3</i> Contact hours: 42			Number of ECs: 7.5	Mandatory	Teaching language: English				
Conditions of participation:											
<ul style="list-style-type: none"> • Propedeutic exam passed • At least 120 EC obtained (including provisional credits) • Internship OR Minor passed 											
Special condition for awarding study points (tick-box test): <i>none</i>											
Brief description of the course content:											
In the course Market and Means 3, we learn to look at the financing of large-scale national programs. We zoom in on our national Delta Plan and also to the American coastal defence projects in Louisiana and the national plans for a sustainable Mekong Delta in Vietnam. The latter runs like a thread through the program in which we learn to look at funding models. The focus of this course is on the long-term effects on the economy of cities, regions and countries in which these large-scale projects are located.											
Test no.	Form (<i>verbal (V), written (W) or other exam (O)</i>)			Content	Weighting factor	Minimum score	Planned test in week	Inspection of work (< 10 working days after receiving grade)	Resit planned in week	Inspection of resits in week	
	V	W	O								form
1		x		Midterm exam (ind)	1.2, 1.3, 2.2, 3.3, 6.1	25%	5.5				
2		x		Final exam (ind)	1.2, 1.3, 2.2, 3.3, 6.1	25%	5.5				
3		x		1 Practical assignment wk 45 1 Practical assignment wk 3	1.2, 1.3, 2.2, 3.3, 6.1	50%	5.5				

Semester 8 Phased out										
CU011020	Title: <i>Delta Academy final thesis</i> Contact hours:				Number of ECs: 30	Mandatory	Teaching language: English			
<p>Conditions of participation: In order to participate in the Delta Management programme graduation phase, students must:</p> <ul style="list-style-type: none"> • have obtained at least 175 EC from the propaedeutic phase and main phase when starting the graduation study period. • have obtained 210 study points from the propaedeutic phase and main phase, before the graduation study report is submitted for assessment, as defined in the course programme. • carry out the graduation project at a company, body or department within the Delta Management field of expertise. 										
Special condition for awarding study points (tick-box test):										
Brief description of the course content: See graduation manual										
Test no.	Form			Content	Weighting factor	Minimum score	Planned test in week	Inspection of work (< 1 working day after receiving grade)	Resit planned in week	Inspection of resits in week
	V	W	O	Form						
1	X	X		Profession-specific competencies: Sub-tasks 2.2 and 8.1 from the table below must always be included in the final research project. Furthermore, a choice must be made of at least one of the three combinations of sub-tasks below (extra sub-tasks are therefore permitted) <ol style="list-style-type: none"> 1. One sub-task from "Content Space" + one sub-task from "Content Means" + one sub-task from "Content Market" 2. Two sub-tasks from "Content Space" + one sub-task from "Content Market" 3. Two sub-tasks from "Content Space" + one sub-task from "Content Means" 	1.1 t/m 1.6 2.1 t/m 2.2 3.1 t/m 3.3 4.1 t/m 4.2 5.1 t/m 5.2 6.1 t/m 6.3 7. 1 8.1	50%	5.5			
2	X	X		Research competencies	HZ research competencies	50%	5.5			