

# Manual

## Master Crisis and Security Management



2013-2014

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## **Foreword**

Welcome to the Leiden University Master's programme in Crisis and Security Management! You have probably by now learnt about the programme from a variety of sources: brochures, our website or during one of our Open Days. In this way, you will have acquired a first impression of the students, lecturers and general atmosphere of the Institute of Public Administration.

However, you are probably not yet familiar with the daily procedures of the Institute and the Campus The Hague Faculty (FCDH), so we have put together this brochure to give you a helping hand. The brochure includes everything you need to know about how the teaching programme is organised, the student facilities and the rules that apply within the Institute of Public Administration and FCDH.

In addition to this manual, there are a number of other sources of information, which you can and should consult on a regular basis in order to remain well-informed: uSis (the lecture and examinations registration system), the online prospectus, course manuals, Blackboard, the website and the weblog (available traineeships, etc.). This brochure tells you where you can find all the relevant information. If you have additional questions, you can also always come to me, the staff members of the Institute of Public Administration or, of course, your fellow students.

I hope that this brochure will help you find your way within the Public Administration Institute, and I wish you an enjoyable and successful study period.

Jolanda den Heijer  
*Study Adviser*

## **Master's Programme in Crisis and Security Management**

### **Testimonial**

*The governance of security has been radically transformed during recent decades. Today, security is not provided simply by institutions of the state. State agencies responsible for security are joined and criss-crossed by an array of public-private, private and transnational agencies and informal networks. Also the concept of security itself has been transformed. 'Security' has become a catch-word that defines a range of situations and developments that society considers in some way or other problematic or threatening. Connected with notions of risk and prevention, the governance of security has expanded into the realm of the 'all hazard approach', encompassing every conceivable security risk or breach. Thus, security & risk management has become a technique, wielded by both governmental and private organisations, bureaucracies and agencies, to deal with objective and subjective experiences and perceptions of insecurity, uncertainties and lack of safety.*

*Prof. Edwin Bakker  
Master's Programme Coordinator*

### **Programme philosophy**

The Master of Science programme in Crisis and Security Management is an academic programme that emphasises the ability to understand and analytically apply insights from Public Administration and other disciplines to problems of crisis and security management. The programme aims to educate students to become scientifically trained crisis and security management experts in a broad sense. It aims to teach students to develop a critical attitude.

### **The core of the programme**

The academic foundation of the master's in Crisis and Security Management reflects these developments and insights. The programme consists of eight substantive courses which focus on such topics as the causes of different forms of threats to security, with patterns of responses to these threats, strategies of prevention and 'best practices'. Students have the opportunity to develop a broad approach with an international perspective or to focus on the specific security questions in the Netherlands.

### **Schedule**

The schedule of the courses and additional information about the courses can be found at: <https://studiegids.leidenuniv.nl/> → Master's Programmes → C → Crisis and Security Management. Please take a look at this website before the academic year starts.

## **Thesis**

The Institute has taken a number of steps to ensure that the master thesis process goes smoothly and that you receive support in completing a good thesis on time. One of these steps is the creation of a thesis coordinator per master, who can assist you with finding a supervisor and with other academic coordination aspects of the thesis process.

The thesis coordinator, currently Dr. Jaap van Donselaar will make sure that students and their thesis projects will be linked to appropriate supervisors. The supervisors then guide students during the process of writing their thesis and function as one of the two final examiners of the thesis. As coordinator, he will also inform you about further steps and deadlines and administratively track the progress of your supervision.

Do note that due to other teaching activities, capacity for supervision is limited for every supervisor, and it may be that you cannot write your thesis with your first-choice supervisor. At the same time, we will ensure that you will be assigned to a supervisor that is competent to help you with your research project.

You can visit the Institute's personnel web pages to get an idea about the kind of research that we are engaged in. Of course, you can likewise draw inspiration from courses that you followed, including Research Design.

For general information on the thesis, visit:

[http://blackboard.leidenuniv.nl/webapps/portal/frameset.jsp?url=%2Fwebapps%2Fblackboard%2Fexecute%2Flauncher%3Ftype%3DCourse%26id%3D\\_130316\\_1%26url%3D](http://blackboard.leidenuniv.nl/webapps/portal/frameset.jsp?url=%2Fwebapps%2Fblackboard%2Fexecute%2Flauncher%3Ftype%3DCourse%26id%3D_130316_1%26url%3D)

Regular updates and program information will be posted there, and you can find descriptions of areas of expertise of the various supervisors in the Institute.

## **Schedule**

At the Campus The Hague Faculty, the year is divided into *two semesters*, with each semester being further divided into two blocks. Generally, you follow three courses per block: first you follow classes for seven weeks and then the block is concluded with an examination week. Then the next block starts, with three new courses. The last block contains no courses, but is reserved for writing your thesis.

If you fail a course during the examination week, you can take a resit. The resits for the first semester (blocks 1 & 2) take place in January (before the start of the second semester). The resits for the second semester courses (blocks 3 & 4) take place in June. A course can be assessed either with an examination and/or by writing a paper.

All lectures and tutorials take place within the four blocks. Each semester is followed by a lecture-free month (January and June). This does not, however, mean that you have no study obligations in January and June. These months are reserved for i.a. preparing for the resits.

### **Study credits – ECTS<sup>1</sup>**

Students are expected to spend 42 weeks (1680 hours) a year on their study, which works out at 40 hours a week. These 40 hours include all study-related activities, from lectures to independent study.

The components of the study programme are expressed in ECTS study credits. One ECTS credit is equivalent to 28 hours of study (following lectures, following seminars, studying literature, writing papers, etc.). The master's programme consists of a total of 60 ECTS credits.

### **Grades, entry requirements and study progress**

You are considered to have passed an examination if you have a grade of 6 or higher.

If you fail to pass a course after the second time (examination and resit), you have to repeat the entire course in the following year. In academic education it is not in principle possible to repeat the whole year. This does not however mean that you are completely free as to the order in which you complete the programme's courses; you are bound to certain rules.

All the rules that apply within the Institute of Public Administration are set out in the Course and Examination Regulations (OER), which can be found on the website. The website also contains all the examination dates (see schedule), as well as the deadlines for handing in papers. If you fail to meet the deadline, your paper will not be graded.

### **Teaching methods**

There are *lectures* and *tutorials*. Lectures are attended by all the students of your year simultaneously; they are given by one or sometimes two lecturers and, although there is always time for questions, lectures primarily involve listening to what the lecturer has to say. Tutorials require a greater student input. A tutorial usually consists of no more than 30 students.

During the tutorials, the materials from the lecture are covered once again and a number of different skills are trained: how to work in a team, how to carry out independent (research) assignments and how to develop oral and written communication skills. Tutorial participation is obligatory. This does not apply for lectures, although you are strongly advised to attend them, too. Both lectures and tutorials typically last two hours.

### **The organisation of the Public Administration Institute**

One of the characteristics of a university is that lecturers not only teach but also carry out research. There is a Scientific Director (the Chairman of the Institute) and a Director of Teaching Programmes (the Chairman of the Department Administration). The Chairman of the Department Administration is responsible for the content and the organisation of the programmes. He or she works together with the Institute Manager, the student affairs department and the study advisers.

The staff of the student affairs department can help answer your questions regarding issues such as examinations, timetables and grades. Whatever your question, the

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<sup>1</sup> European Credit Transfer System (ECTS)

In recent years, the European Union has developed a system to promote the mobility of students among EU universities by introducing a uniform description of study load (credits).

student affairs department staff will always try to help you. You can reach them by phone at **071 527 3402**. You can also always e-mail them at [onderwijsbsk@cdh.leidenuniv.nl](mailto:onderwijsbsk@cdh.leidenuniv.nl). The student affairs helpdesk is situated on the ground floor of FCDH.

For current opening hours and locations, see [www.bestuurskunde.leidenuniv.nl](http://www.bestuurskunde.leidenuniv.nl) → Students → right-hand column: Student affairs department.

### Study advisers

The study advisers are there to help you with any personal or other circumstances that may hinder the timely progress of your study. You can also contact them for advice and information regarding such matters as the content and organisation of the programme, course and examination regulations, study planning, and choice of elective courses. The services provided by the study advisers are listed below.

### The tasks of the study adviser

- Advising and guiding students throughout their study
- Stimulating a responsible study progress, and, should social or study-related problems arise, either as requested or on their own initiative, referring the student to the relevant institutions and, if necessary, acting as intermediary.
- Co-ordinating and coaching students with regard to individual regulations (student grants, study delay due to personal circumstances, Board of Examiners, objections and appeals)
- Contributing to the development, execution and evaluation of the teaching policies
- Providing information regarding the programme both within and outside the Faculty

For current opening hours, see <http://campusdenhaag.leiden.edu/publicadministration/> → Students → Graduate students → Student Counselling

The screenshot shows the website for the University of Leiden, specifically the Public Administration department at Campus The Hague. The header includes the university logo and name, the department name, and a search bar. Below the header is a navigation menu with 'Education', 'Research', 'Organisation', and 'Library'. The main content area is divided into three columns. The left column is titled 'STUDY INFORMATION' and contains three sections: 'Move to Campus The Hague update 02-05 -2012' with a photo of a building, 'Overview Master Public Administration Leiden' with a photo of flags, and 'Graduation procedure' with a photo of flags. The middle column contains four sections: 'Student counselling' with a list of links (Master study advisers, Student Counsellors & Psychologists, Masterthesis & Capstone Project, EMPA exchange, Internships), 'Regulations' with a list of links (Exam registration compulsory, Board of Exams, Rules & Regulations, Student Charter, Rules), 'Facilities' with a list of links (Online Facilities, University Libraries), and 'Study associations' with a list of links (B.I.L., International Student Associations). The right column is titled 'DIRECT LINKS:' and contains a list of links: Dutch homepage, Contact, Bachelor's programme, Blackboard, e-Prospectus, ICT Helpdesk, Master's programmes, Master Thesis Lab, Servicedesk FSW, Student adviser (Master), Student Desk, and uMail/uSis.

## **Information about lectures, tutorials and examinations**

### **Online prospectus**

All information regarding the contents of the courses and the timetable can be found in the online prospectus, also known as the e-prospectus. It can be found at [www.studiegids.leidenuniv.nl](http://www.studiegids.leidenuniv.nl) → Master's programmes. It contains a short description of the course content, the lecturer(s), the literature you will have to study and information regarding the way in which the course is tested.

Timetables are always, no matter how carefully they have been put together, subject to possible changes in the course of the year, which unfortunately can sometimes lead to some confusion. For this reason, the most up to date information regarding the time and location of lectures, tutorials and examinations is offered online. The online prospectus contains all the timetables, see [www.studiegids.leidenuniv.nl](http://www.studiegids.leidenuniv.nl) → Master's programmes. For current information about the lecture halls, see [zrs.leidenuniv.nl](http://zrs.leidenuniv.nl). Not all classes take place in the building in the Schouwburgstraat. Some classes take place at Stichthage (at the Central Station in The Hague). This is something to pay attention to when looking at the timetable. The addresses of these buildings can be found on the last page of this brochure.

### **Enrolment – uSis**

U-sis is used for registering for lectures, tutorials and examinations or resits, all of which are known collectively as 'study activities'. The uSis site is [www.usis.leidenuniv.nl](http://www.usis.leidenuniv.nl). You can sign in using the student number and password connected to your ULCN account.

*You are required to use uSis to enrol for all study activities! If you do not enrol using uSis, you cannot participate in the relevant study activity.*

Enrolling for study activities is compulsory and it can be done from four weeks before the starting date onwards. If, after enrolling, you decide to not participate in the study activity after all, you can terminate your enrolment, also in uSis. This is possible up to one week before the start of the study activity. In order to be allowed to join a study activity you must be enrolled in the study year in which the study activity is examined.

### **Blackboard**

Blackboard is a digital learning environment that contains information on all the courses offered. You can access this digital learning environment using your ULCN login and password. Blackboard contains all the current information about the courses you are following. It often contains lecture sheets, tutorial assignments, and articles from the literature which you have to study for the examination. It also contains a course planner with the planning and timetables of each course, as well as relevant links which you might need to write papers.

Before you can make use of the Blackboard site for a given course, you must first confirm your participation by registering for the relevant Blackboard site. This can be done using the Course Catalogue which can be found under the 'Courses' heading on the general Blackboard site. It contains all the courses organised, by faculty and programme. If you click on 'enrol' next to the course that you are following, you can immediately make use of the Blackboard site for that course. It is important to visit the Blackboard site regularly, in order to remain up to date regarding content-related matters, such as sheets and assignments, but also regarding practical matters, such as



possible timetable changes. You can also use the Blackboard site to contact the lecturer(s) and the other students who are registered for the course.

### **Examination**

Every block is concluded with an examination. Examinations can take place in various locations at Campus The Hague. Not every course is concluded with an examination, for some courses you are required to write a paper. This information can be found in the online prospectus, so make sure you keep track of it.

#### *Examination results*

The results of the examinations can be found in uSis (see the paragraph on Grade Overview). For some courses, the grades are also published on Blackboard. The grades that are published on Blackboard are not official grades.

#### *Inspecting your examination paper*

Next to the examination grade you will also find the date on which you can look over your examination paper. A lecturer will always be present while you're looking over your paper, to answer your questions.

If you failed your examination and have to do it again, it is strongly advisable to make use of this opportunity to look over the examination paper. This is the only opportunity you will have to do so.

If you do a **resit**, the higher of the two grades counts as the final grade. Admission to a second examination opportunity is only possible if the grade for the first examination was no lower than a 3. If you pass the examination, you lose your right to a resit.

### **Grade summary**

uSis contains the official final grades of all your courses. If some of the information is incorrect, the Student Affairs Department can correct it for you.

### **General information**

The Institute of Public Administration has a number of information facilities. First of all, you can find the answers to all your questions on our website: [www.bestuurskunde.leidenuniv.nl](http://www.bestuurskunde.leidenuniv.nl). This website contains all the information provided in this brochure, as well as current information on the study programme, consultation hours, opening hours and news. *It is therefore very important that you consult the website on a regular basis.*

### **LU Card**

You must have your student ID card (LU card) and the accompanying proof of enrolment with you at all times. You need your student ID for such occasions as examinations and to use the library. For more information, see: <http://lu-card.leidenuniv.nl>.

### **The Weblog**

The weblog contains activities such as public administration-related lectures and debates, as well as other news items. It also contains reminders of enrolment for study activities and (temporary) modifications in the consultation hours, as well as a page with open traineeships and jobs. You can provide input to the weblog yourself, by e-mailing the editorial team at: ([webredactie\\_bsk@cdh.leidenuniv.nl](mailto:webredactie_bsk@cdh.leidenuniv.nl)).

The address of the weblog is: <http://bestuurskunde.weblog.leidenuniv.nl/>.

## U-mail

Every student has access to a personal U-mail box, which can be accessed from anywhere in the world using internet and your U-account. You can access your U-account by going to the ULCN-website and clicking on the icon in the upper right-hand corner of the website, or directly via: <http://umail.leidenuniv.nl>. You can use the mailbox to send messages to your fellow students or to your lecturers. It is important to check your U-mailbox on a regular basis, because the University uses it to send students important information. *Note: you can also have all your messages automatically redirected to your private e-mail address (<http://ulcn.leidenuniv.nl/> or <http://webmut.leidenuniv.nl/cgi-bin/mailforward>).*

Your U-account information and your U-mail address will automatically be sent by letter to your home address. You do not need to apply for an account yourself. The U-account consists of a user name and a password. The user name consists of your student number preceded by the letter 'S'. The password is generated using an algorithm and consists of a combination of numbers, capital letters and small-case letters. This strictly personal password is the only way you can access facilities such as your U-mailbox or uSis.

## Study books

The Public Administration prospectus contains a list of the books you need for each course. Books can be purchased from the following bookstores in Den Haag:

- Via the B.I.L student association, you can get a discount for your books
- Van Stockum, Westeinde 57 2512 GV The Hague  
070 312 5600

## Libraries

You can join one of the two libraries listed below, which will allow you to borrow study books and other literature. Membership is free (do bring your student ID card along!). Students can order books digitally from the University Library using Ulib, and they can choose the The Hague location. The ordered books are brought to The Hague once a day and placed in the lockers in the library. As soon as the order has arrived, students are informed by e-mail and they can pick up the books from the relevant locker. The lockers can also be used for returning books. Please note that it takes at least one day for a book to be delivered to The Hague. A few books can also be found in the library on the Schouwburgstraat itself.

### **Leiden University Library**

Address: Witte Singel 27 (WSD-building 1169), 2311 BG Leiden, P O Box 9501, 2300 RA Leiden  
Telephone: 071-5272814 / 7878 (general information)  
071-5272813 (lending desk)  
Fax: 071-5272811  
Opening hours: Mon to Fri: 08.30 to 22.00 Hrs. Limited opening after 17.00 hrs (only study halls, Open Repository, TIELE-hall).  
Sat: 09.30 to 17.00 hrs (limited opening hours)  
Sun: 13.00 to 17.00 hrs (limited opening hours)  
The consultation rooms of the special study halls cannot be accessed in the evenings or at the weekend.

Starting from the last Saturday in June up to and including the last Sunday in August, the library is closed in the evenings, on Saturday afternoon, and on Sunday.

***Campus The Hague Faculty Library***

Address: Schouwburgstraat 2, second floor.  
2511 VA The Hague

Telephone: 071-5278705  
070-8009305

Opening hours: Mon to Thur: 08.00 to 22.00 hrs  
Fri: 08.00 to 20.00 hrs  
Please note: the desk is open from 10.00 to 13.00 hrs and from  
13.30 to 17.00 hrs.

## **Computer facilities**

### ***Student accounts***

Every student who is enrolled at the Campus The Hague Faculty (FCDH) has the right to make use of the computers in the building on the Schouwborgstraat. In order to use the computers, you must first log in to the university network (ULCN). At the start of your study programme you will receive a letter containing your user name (S followed by your student number) and password. You can use this information to log in to the FCDH network. You can also use this account to access uSis, U-mail and Blackboard. The whole building is covered by a wireless network which can be accessed by students using laptops.

### ***Work stations***

The library on the Schouwborgstraat contains approximately 25 study stations. In addition to the study/work stations for students in the library, there are also 25 work stations on the second floor – in room A2.05 – next to the library. There are also work stations on the 3rd and 4th floors. Copying, printing and scanning facilities can be found in the A-wing on the 2nd floor in the library and in the work station hall, in the B-wing, on the 3rd and 4<sup>th</sup> floor.

The use of computers is free, but there is a charge for printing: copy/printing cards cost 3.75 euro for 75 copies/prints.

## **Students**

### **Interfaculty Association for Public Administration (B.I.L.)**

The Leiden Interfaculty Association for Public Administration (B.I.L.) is the student association for Leiden students in Public Administration. The association has approximately 980 members, which makes it one of the largest student associations in Leiden. Due to the many advantages and the social contacts provided by the membership, almost all students are members of the association. Membership costs € 13.61 per year, and gives you a 10% discount on Dutch study books (and 15% discount on English books), and allows you to buy book summaries and past examination papers at a discount price. In addition, you will receive an Almanac once a year, and four times a year you will be sent the semi-scientific journal Public Administration News (Bestuurskundige Berichten). B.I.L. also organises excursions in the Netherlands (for instance to ministries or advisory offices), lectures and forums. For relaxation, the association often organises free business drinks or speed-dates, which allow potential employers to introduce themselves to students. In addition, yearly short and long trips abroad are organised. In past years, there have been short trips to Berlin, London, Strasbourg and Paris, Prague and Vienna, and long trips to St. Petersburg, Washington D.C., Istanbul, Moscow and Dubai. Every year, the association also organises a fun introduction week for first-year students, a good start to an excellent student time. All in all, B.I.L. membership is fun and instructive, and it only costs € 13.61 a year. Anyone who wants to play a more active role in his or her Public Administration studies can sign up for one of the many B.I.L. committees. For more information, see: [www.billboard.nl](http://www.billboard.nl)

### **Institute Teaching Committee**

The Institute Teaching Committee is a permanent committee of the Institute of Public Administration which offers advice to the Institute Administration (both on request and on its own initiative). This advice always targets department-related matters, which might

include the structure of the bachelor's programme, but also for instance examination dates. The Institute Teaching Committee consists of three lecturers and three Public Administration students. The student members are elected. All student members serve on the committee for one year. Membership of this committee offers a fun and interesting addition to your Public Administration study. In addition to experience in administration, membership will also provide you with good experience of how a department functions in practice and how organisations such as the Faculty and the Public Administration Institute work.

The Chairman of this committee is  
Dr M. (Maarja) Beerkens

### **Campus The Hague Faculty Assessor**

The daily administration of the Campus the Hague Faculty consists of a Dean, an Education & Research Director and an Administration & ICT Director. The Faculty Board also includes a student member, the assessor. The assessor of the Campus The Hague Faculty is Christian van der Woude. You can contact him for any questions or suggestions regarding student affairs and internationalisation by e-mailing him at: [assessor@cdh.leidenuniv.nl](mailto:assessor@cdh.leidenuniv.nl)

### **Institute Administration**

The Institute of Public Administration has two management boards: the Institute Board is responsible for the Institute and the research that is carried out within the Institute, and the Institute Administration is responsible for the teaching programme. The Institute Administration is the most important body as far as you are concerned. It consists of the Chairman of the Institute Administration, the Chairman of the Institute Board and a student member.

In addition, the student member of the Institute Administration is also offered the opportunity to attend the meetings of the Institute Board and the Institute Administration. He or she has an advisory role in these meetings, and in this way represents all students.

### **Useful sites**

[www.bestuurskunde.leidenuniv.nl](http://www.bestuurskunde.leidenuniv.nl) (Dutch) /

<http://campusdenhaag.leiden.edu/publicadministration/> (English)

(Website of the Public Administration Institute. Here you can find e.g., under the heading 'organisation', addresses of the Student Desk, Board of Exam etc)

[www.studiegids.leidenuniv.nl](http://www.studiegids.leidenuniv.nl)

(Course description of all the courses offered by Leiden University. It also contains a description of all Public Administration courses)

[zrs.leidenuniv.nl](http://zrs.leidenuniv.nl)

(room roster)

<http://blackboard.leidenuniv.nl>

(digital learning environment for students)

[http://blackboard.leidenuniv.nl/webapps/portal/frameset.jsp?tab\\_id= 2\\_1&url=%2Fwebapps%2Fblackboard%2Fexecute%2Flauncher%3Ftype%3DCourse%26id%3D\\_130316\\_1%26url%3D](http://blackboard.leidenuniv.nl/webapps/portal/frameset.jsp?tab_id= 2_1&url=%2Fwebapps%2Fblackboard%2Fexecute%2Flauncher%3Ftype%3DCourse%26id%3D_130316_1%26url%3D)

(Blackboardsite Masterthesis)

[www.bilboard.nl](http://www.bilboard.nl)

(student association website)

[www.leidenuniv.nl/ics/sz/so/eerstemini.htm](http://www.leidenuniv.nl/ics/sz/so/eerstemini.htm)

(tips for first-year students)

[www.studenten.leidenuniv.nl](http://www.studenten.leidenuniv.nl)

(services and study tips)

[www.overheid.nl](http://www.overheid.nl)

(website with information and links to governmentl organisations)

[www.bestuurskunde.nl](http://www.bestuurskunde.nl)

(website of the Public Administration Association with relevant information and links)

[www.sls.nl](http://www.sls.nl) (student housing services)

[www.studyinthehague.com](http://www.studyinthehague.com)

(studying and students in The Hague)

<http://issc.leidenuniv.nl/ict-voor-studenten/tips-tricks/engels-correct.html>

(tips and tricks about how to use correct English while writing papers)

## Addresses

### **Faculty Campus The Hague**

Schouwburgstraat 2  
2511 VA The Hague  
T: 070 302 1070

### **Location Stichthage (Above The Hague central)**

Koningin Julianaplein 10  
2595 AA The Hague  
T: 070 800 9500

