

**Rotterdam School of Management  
Erasmus University**

**Examination Regulations 2017 – 2018  
Research Master in Business and Management  
(ERIM Research Master)**

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Secretary Examination Board BSc & MSc Programmes

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# I. Examination Board RSM

## Tasks

The legal framework of the Examination Board is given by Dutch Law, in particular the Dutch Higher Education and Research Act (*Wet op het hoger onderwijs en wetenschappelijk onderzoek- WHW*). The Examination Board BSc & MSc Programmes has many different tasks. Generally, the following components can be discerned:

1. A *supervisory responsibility* with regard to exams and examinations. This responsibility is manifested in the competence of the Examination Board to:
  - a. award the diplomas;
  - b. appoint the examiners;
  - c. supervise the quality of exams and examinations;
  - d. take disciplinary action in case of fraud;
  - e. supervise the practice of the examination rules with due observance of the common legal principles like equality, legal security, legitimacy, reasonableness, fair play and so on;
  - f. be a mediator or even a defendant in case of disputes or appeals.
2. *Legislation*: the Examination Board makes Rules and Guidelines concerning the examinations, for example rules for enrolment and rules concerning order during examinations, fraud, assessment criteria, and classifications (like *cum laude*). Once a year new Rules and Guidelines are drawn up.
3. *Tasks that are further defined in the Teaching and Examinations Regulation (TER) established by the Dean*. This concerns the granting of exemptions from the OER in individual cases due to personal circumstances or on grounds of the hardship clause (if a rule in an individual case leads to unreasonable consequences). A few examples are: the granting of exemptions for courses, granting extra and/or accelerated examinations opportunities.
4. *Advisory tasks*: the Examination Board advises the Dean regarding the Teaching and Examination Regulations.

## Composition

The Examination Board consists of six members of the academic staff and an external member. All members are appointed by the Dean. The Examination Board collectively sets up rules and policy. The Examination Board as a whole meets once a month. Each member has his own portfolio. The Examination Board is supported by the secretary.

### Members

Prof. Dr. L.C.P.M. Meijs (Chairman)  
Ir. A.J. Roodink (Vice Chairman)  
Dr. E.A. van der Laan  
Dr. M.B.J. Schauten (external member)  
Dr. B.H.E. Wempe  
Two vacancies

### Secretary to the Examination Board

Ms. C.M. Dirks - van den Broek LL.M.	managing director/secretary
Ms. I.M. van Essen LL.M.	deputy-secretary
Mr. A. Markus MSc	deputy secretary
Ms. A.M. Schey MScBA	deputy-secretary

### Administration

D.M. Schonis	team leader
G.M. den Bakker	assistant
L. Guo	assistant

### Contact

Tel. 010-4081895/88731

E-mail [eb@rsm.nl](mailto:eb@rsm.nl)

### Requests and information

Information concerning examinations can be found on the website of the Examination Board: [www.rsm.nl/examination-board](http://www.rsm.nl/examination-board). Please consult these sites before contacting the Examination Board. You may first want to take a look in the [Frequently Asked Questions \(FAQ\) section](#) to see whether you can find an answer to your question there.

Brief general questions can be asked by e-mail to RSM [eb@rsm.nl](mailto:eb@rsm.nl) or by phone 010 4088731/1895 during opening hours (09.00 – 12.30 hrs.).

Official requests (e.g. requesting extension of grade validity) must be submitted by the EB's webportal: <https://request-eb.rsm.nl/>.

When submitting the request, please include all relevant documentation. Be explicit in addressing the Examination Board. When a course is involved, mention the course's title, the teacher responsible, and the course's code. When a test or examination is involved, mention the course's title and code, the teacher, and the date. Once again, being explicit and clear in your request helps handling it expediently. Finally, always provide motivation as to why the request is submitted and as to why the request should be granted.

In the event that you are asked to hand in a (certified copy of a) certificate, transcript or diploma, you still have to send/show this document in its original form to the Examination Board for verification. These kind of documents will not be accepted in a digital form.

Please take into account that it may take up to 4 weeks before you receive a reply from the Examination Board.

### Postal address

Rotterdam School of Management, Erasmus University  
Examination Board RSM,  
PO Box 1738  
3000 DR Rotterdam  
The Netherlands

## II. Legal protection

If you disagree with a decision by a university body such as the Executive Board, the Dean, the Examination Board or an examiner, there are legal redress possibilities. You can submit an objection or lodge an appeal against this decision. Which procedure should be followed is specified by law and depends on the type of decision involved. All decisions should include an appeals clause, which refers to the appropriate legal process. Both procedures are briefly described as follows.

### Appeals procedure

A student who objects to a decision of an examiner (e.g. assessments) or the Examination Board may lodge an appeal with the Examination Appeals Board (in Dutch College van Beroep voor de Examens (*CBE*)) of Erasmus University Rotterdam. In urgent cases, the chair of the *CBE* can be requested to make provisions.

Only the student whose interest is directly involved in a decision, can lodge the appeal. The appeal has to be lodged within six weeks of the announcement of the disputed decision. If the appeal concerns a decision that was not made on time, it must be submitted within a reasonable period of time.

The appeal should be submitted at [legal.protection@eur.nl](mailto:legal.protection@eur.nl) to the attention of the *CBE-EUR*. For further information check [the EUR website: objections and appeals](#) or the Student Information Leaflet "Submitting an appeal with the Examinations Appeals Board" (available at the ESSC (Hall E-Building)).

You can also visit the website of the *CBE-EUR* <http://www.eur.nl/abd/jz/cbe/> (in Dutch), where you can find the *CBE*'s rulings on various disputes.

Before the *CBE-EUR* deals with the appeal, there is a settlement phase, in which the Examination Board concerned attempts to settle the lawsuit amicably (= formal amicable settlement attempt).

The *CBE-EUR* assumes that the complainant him/herself will first have made contact with the examiner concerned or with the Examination Board, in order to try to reach agreement (=material amicable settlement attempt). Account should be taken of the fact that meanwhile the period of six weeks for lodging an appeal with the *CBE-EUR* continues to run. In view of this, a provisional appeal can be lodged for the interim.

If the settlement attempt fails, parties will be invited to a sitting of the Examination Appeals Board. The sitting is in Dutch. Foreign students are recommended to take an interpreter with them to the sitting.

If a student disagrees with the decision of the *CBE-EUR* regarding their objection, they can submit an appeal to the Higher Education Appeals Tribunal in The Hague within six weeks of the decision.

### Further information

For further information check [the EUR website: objections and appeals](#)

Further information about the procedure can also be obtained from the Secretary of the *CBE-EUR* by e-mail to [cbe@eur.nl](mailto:cbe@eur.nl).

### Objections Procedure

You can submit a notice of objection against decisions by or on behalf of the Executive Board. This mainly concerns decisions on enrolment as a student, decentralised selection, termination of enrolment, payment or refund of tuition fees, financial aid and having been barred entry to

the university's buildings, premises or facilities. You can also submit an appeal against the written refusal to make a decision or if a decision is not taken in a timely manner.

Of course, you do not necessarily have to start an appeal or objection procedure if you have a difference of opinion with someone. Talking to the person who took the decision is often enough to resolve the issue.

The notice of objection should be submitted at [legal.protection@eur.nl](mailto:legal.protection@eur.nl). In all cases the period of objection is six weeks.

Your notice of objection will first be handled by the Advisory Committee on Objections. This Committee advises the Executive Board about your objection, after which the Executive Board reconsiders the case and makes a decision regarding your objection. Before issuing its advice, the Committee will also investigate whether an amicable settlement between parties is possible. The Executive Board shall decide on the objection no later than 10 weeks after receipt of the notice of objection.

If you disagree with the decision regarding your objection, you can submit an appeal with the Higher Education Appeals Tribunal in The Hague within six weeks of the decision.

You can find more information about this Objection Procedure on [this EUR-website](#).

### III. Teaching and Examination Regulations of the Research Master in Business and Management (ERIM research master)

#### Section 1 – General

##### Article 1.1 – applicability of the regulations

These regulations are applicable to the curriculum and examinations of the two-year master's degree programme Research Master in Business and Management (ERIM Research Master), hereinafter referred to as the programme. The programme is provided by the Erasmus Research Institute of Management (ERIM) hereinafter referred to as ERIM. ERIM is a joint venture of the Rotterdam School of Management (RSM) and the Erasmus School of Economics (ESE)/Faculteit der Economische Wetenschappen, hereinafter referred to as the Schools.

##### Article 1.2 – aims of the programme

The programme offers a thorough training in methodology, methods and techniques used in contemporary research in management, combined with an extensive training in one of the chosen fields of expertise within the broader field of management. The programme aims to:

- provide specialised knowledge, skills and insights within one of the fields of business and management,
- provide training in methodology, methods and techniques used in contemporary research in management,
- prepare the student for research-oriented positions in large corporations or institutions,
- prepare the student for a PhD programme in one of the fields of business and management.

Graduates from the programme should be able to independently set up and carry out scientific research projects in one of the fields in management. In cooperation with senior faculty, graduating students should be able to write a research thesis that is potentially publishable in one of the international refereed journals in the field.

##### Article 1.3 – definitions

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

- a. the law: the Dutch Higher Education and Research Act (*Wet op het hoger onderwijs en wetenschappelijk onderzoek - WHW*);
- b. regulations and guidelines: the regulations, guidelines and instructions of the Examination Board as referred to in Article 7.12b of the law;
- c. *MSc curriculum*: the total of programme components qualifying for the final exam;
- d. *Programme component*: a bundling of examinations with a designated function and meaning within the MSc curriculum;
- e. *Course*: an instruction given under the authority of a member of the academic staff; each course is concluded with an examination;
- f. *Final exam*: the total assessment of the performance of the student for separate examination parts of the programme, as referred to in article 7.10 of the law;
- g. *Examination*: every course will be assessed by an examination. Each examination includes an investigation into the knowledge, insight and skills of the student, as well as the appraisal of the results of that investigation. An examination may consist of more than one test.
- h. *Test*: a test may be:
  - A written test (i.e. a plenary test, open or closed book with open or multiple choice questions);
  - An individual assignment (i.e. a case or a thesis);
  - A group assignment (i.e. a team assignment);
  - An oral test;
  - A presentation;
  - A practical exercise;
  - A research or consultancy project;
  - An excursion or study trip;



- An internship;
  - Participation performance.
- i. **ects:** abbreviation of “European Credit Transfer System”. One ects represents 28 hours of study;
  - j. **student:** a person who is enrolled at the university in order to pursue the study course and/or to take the exams and examinations of the programme; for the further application of these regulations, this word also means an enrolled ‘extraneus’;
  - k. **Examination Board:** the board referred to in Article 7.12 of the law for supervising the examinations and organisation and coordination of the examinations of the programme;
  - l. **academic year:** the academic year runs from 1 September to the following 31 August (inclusive);
  - m. **Academic Director / Director Doctoral Programme:** the person who is responsible for the general management of the programme;
  - n. **Scientific Director ERIM:** the person who is responsible for the general management of ERIM;
  - o. **dean:** the dean of the Rotterdam School of Management (RSM) (administratively responsible faculty);
  - p. **the Schools:** the Rotterdam School of Management (RSM) and the Erasmus School of Economics (ESE), of the Erasmus University Rotterdam;
  - q. **academic personnel:** fellows and members of ERIM or equivalent.

#### **Article 1.4 – degree**

1. The one who has successfully passed all the examination parts of the programme will obtain the degree of Master of Science (MSc) in Research Master in Business and Management.
2. The obtained degree will be written down on the Master’s degree certificate.

#### **Article 1.5 – programme language**

The programme language – teaching and examinations – is English.

#### **Article 1.6 – compulsory educational activities**

1. Teaching of the programme in principle takes place on a small-scale basis to enable students to obtain knowledge, skills and attitudes in the best possible way. The basic assumption, therefore, is that the students take part in all activities.
2. If students are prevented from participating in certain educational activities due to special circumstances, they should report this to the instructor concerned in advance. In such cases, without prejudice to the regulations that apply to giving and assessing examinations of particular subjects, instructors may assign alternative activities.

#### **Article 1.7 – Evaluation of education**

1. The programme director will be responsible for ensuring the evaluation of education.
2. The programme director will inform the faculty council and the programme committee of the method and frequency with which components of the curriculum are to be evaluated.
3. The programme director will inform the faculty council and the programme committee of the outcomes of the evaluation, the amendments made as a result of this and the effect of the actual amendments.

### **Section 2 – Composition of the Master programme**

#### **Article 2.1 – full-time / part-time**

Within the scope of the law, the programme is only offered full-time.

#### **Article 2.2 – study load of the programme**

- 1 The programme has a study load of 120 ects
- 2 The total study load consists of 60 ects in the first year and 60 ects in the second year.
- 3 The study load is expressed in whole ects.

## Article 2.3 – composition of the programme

1 The exam of the programme is as follows:

<b>Examination parts:</b>	<b>ECTS</b>
<b>First Year</b>	
<u>Foundation courses</u>	
Behavioural Foundations	3
Economic Foundations	3
Management Foundations	3
<u>Methodology courses</u>	
Students follow at least 20 ECTS of the methodology courses below (depending on their specialisation):	
Philosophy of Science	5
Research Methodology and Measurement	5
Statistical Methods	6
Qualitative Methods	5
Applied Econometrics	5
Stochastic Models and Optimisation	4
Mathematics and Statistics	4
Programming	4
Microeconomics	5
<u>Specialisation courses</u>	
One or more examination parts with a total minimum amount of 20 ECTS	20
<u>Seminars and Skill courses</u>	
English Course	4
Presentation Skills	2
Publishing Strategy	1
Research Seminars	2
Scientific Integrity	1
<b>Second Year</b>	
<u>Advanced methodology courses</u>	
One or more examination parts with a total minimum amount of 10 ECTS	10
<u>Advanced specialisation courses,</u>	
One or more examination parts with a total minimum amount of 10 ECTS	10
<u>Advanced electives</u>	
One or more examination parts with a total minimum amount of 10 ECTS	10
<u>Master Thesis Proposal</u>	5
<u>Master Thesis</u>	25

Students may choose one of the following specialisations

- Business Processes, Logistics and Information Systems (LIS)
- Organisation (ORG)
- Marketing (MKT)
- Finance & Accounting (F&A)
- Strategy and Entrepreneurship (STR)

2. The further descriptions of the examination parts referred to in paragraph 1 including obligatory practicals, as stated in the most recent version of the Research Master in Business and Management Study Guide, constitute an integral part of these Teaching and Examination Regulations, without prejudice to the other provisions set out in these regulations.
3. Each year the Academic Director will provide a list of approved courses. Students may choose the advanced methodology courses, advanced specialisation courses and advanced electives from this list.
4. Students may also choose courses - not included in the list as mentioned in paragraph 3 - which are taught at other Master programmes at Erasmus University Rotterdam, Master programmes offered by other universities in the Netherlands or abroad, or from courses offered by academic networks and institutions, after approval by the Academic Director of the programme and the Examination Board. Written approval by the Examination Board is required before the start of the course.
5. The Examination Board has the right to assign credits (ects) to courses taken outside the programme, irrespective of the credits or study hours assigned to these courses in any other programme.

#### **Article 2.4 – exemption from obligatory practicals**

In exceptional cases, the Examination Board can grant exemption from the obligation to take part in practicals. In that case, the Examination Board can decide that the practicals should be carried out in another way, to be determined by the Examination Board.

#### **Article 2.5 – exemption from examination parts**

In principal, no exemptions from examination parts will be granted.

#### **Article 2.6 – permission to proceed to the second year**

Every year, no later than the 31<sup>st</sup> of August, the Examination Board determines whether a first-year student will be allowed to the second year. A minimum requirement is that the student has successfully completed 45 ECTS.

### **Section 3 – Admission**

#### **Article 3.1 – admission statement**

With due observance of the regulations by law concerning admission and enrolment, eligible for admission to the programme is the one who has acquired the admission statement given by the Examination Board on behalf of the Board of the Erasmus University Rotterdam.

#### **Article 3.2 – admissions board**

In order to determine eligibility for admission to the programme, the Admissions Board advises the Examination Board.

The committee is comprised of:

- The Academic Director, who is also the chair;
- At least one member appointed from the other ERIM fellows and members.

The Scientific Director ERIM appoints the committee member(s).

#### **Article 3.3 –selection**

A selection process is part of the admission procedure, and is aimed at selecting students who show potential for high academic performance. The Admissions Board will carefully consider and evaluate test grades, knowledge, insights and skills of the applicant. The committee may request experts within or outside the university to assess the applicant's knowledge, insights and skills in particular areas, in addition to a review of tests, written documents of qualifications gained.

In order to determine eligibility for admission, the Admissions Board will check whether the applicant fulfils or will fulfil the requirements, listed in Article 3.4, before the established deadline date. In its evaluation the committee will consider the applicant's motivation and ambition with

respect to the programme of study in question, as well as the applicant's command of the language in which the programme is given.

Other admission criteria being equal, preference is given to candidates who show capacity for higher academic performance.

### **Article 3.4 – requirements**

Applicants should fulfil the next requirements:

- a. have at least a university Bachelor's diploma in a field related to management (preferably business administration, economics, econometrics, psychology or engineering).
- b. a minimum score of 85% in either the GMAT (Graduate Management Admission Test) or GRE test (Graduate Record Examinations). Scores that are more than five years old are not valid and will not be considered.
- c. For non-native English speakers, a TOEFL score of at least 100 on the internet based test or 600 on the paper based test is required. For IELTS a minimum score of 7.5 is required. The language test results should not be older than two years.
- d. Attach letters of recommendation supporting their capability and aspirations, CV and interview with the Doctoral Admissions Committee.

### **Article 3.5 – admission to the second year**

1. Applicants that have a master's degree in a field related to management may be admitted by the Examination Board to the second year of the programme. In addition to satisfying the above criteria, applicants should also
  - a. show course results for the master programme in the top two deciles of their cohort, and
  - b. provide the Admissions Board with a detailed motivation letter.
2. Entrance in the second year will only be allowed if it can be convincingly argued that the student, by the end of the second year, will be able to achieve the same level of education and training as students who started in the first year.
3. As an exception to paragraph 1, students holding a master's degree that are allowed to enter in year 2 of the programme, according to Articles 3.3 and 3.4, will be exempted from a subset of the exam components, with a maximum of 60 ects.
4. The Examination Board will determine the exemptions referred to in paragraph 2 after evaluating the components of the previous master programme of the student.

### **Article 3.6 – tuition fee waiver**

1. The dean of the faculty can grant up to a maximum of 25% of the intake of students with the nationality of a country from outside the European Economic Area (EER) a tuition fee waiver as specified in Article 1a of the Regulation for Institutional fees for tuition and examinations for the Academic year 2017-2018 (Regeling Instellingstarieven voor Collegegeld en examengeld voor het studiejaar 2017-2018). By granting the waiver the tuition fee for the student will be reduced to the level of a student with the nationality of an EER country.
2. The dean grants a waiver only to students who have a formal proof of admission and have shown their outstanding scientific talent through excellent results in their previous education and meet the requirements as specified in article 3.4.
3. The student needs to submit a written request for granting a tuition fee waiver to the Admissions Board before his/her registration to the Master programme.
4. The decision about the request of the student will be announced to the student in writing and can be appealed against. Both, the decision about granting a tuition fee waiver as well as the proof of admission need to be provided by the students at the time of registration for the Master programme.

## **Section 4 – Taking Examinations**

### **Article 4.1 – time periods and frequency of examinations; examination schedule; re-examinations and extra opportunities to take examinations**

- 1 The opportunity to take written tests belonging to the examination parts referred to in Article 2.3 is given twice per academic year.

- 2 In derogation from the provisions set out in paragraph 1, the opportunity to take a written examination belonging to an examination part for which the instruction is the last to be taught in a specific academic year, is given twice more in the subsequent academic year, with the exception of electives.
- 3 Examinations that are taken in a way other than written can be taken at least once per year.
- 4 The student has a free choice in the number of times that he/she wishes to take a written examination. The result for the examination is established on the last test result obtained. If the material to be studied for a course has changed, the subsequent examinations will reflect the new material.
- 5 Without prejudice to applicable regulations regarding a period free of examinations, and with due observance of the other provisions set out in these regulations, and of the Regulations and Guidelines established by the Examination Board, the Academic Director establishes an examination schedule before the start of the academic year. In the event of urgent exceptional circumstances, the Academic Director can change the examination schedule during the academic year, provided that the change is announced in good time, and no later than the start of the enrolment period of the examination period concerned, via Erasmus Magazine and Blackboard.
- 6 In exceptional cases the Examination Board can, at the request of the student, decide that an extra opportunity to take an examination will be offered, in derogation from the examination schedule.
- 7 If no indication is given in these regulations concerning how many times per academic year an examination can be taken, because that examination relates to an examination part that is not taught in the study programme, the provisions on this matter in the relevant Teaching and Examination Regulations are applicable, unless the Examination Board has made a decision in derogation from these, on the understanding that it must be possible to take the examination at least once per academic year.

#### **Article 4.2 – form of the examinations**

- 1 The examinations of the programme are taken according to the test types described in Article 1.3 sub h. Furthermore, attendance requirements may be set as a prerequisite for assessment, provided that this is well substantiated by the examiner and published in the course manual. The Examination Board may allow deviations from this rule.
- 2 If the Examination Board decides that the form as referred to in the foregoing paragraphs shall be different, it will announce this to the students no later than two months before the examination is to be held.
- 3 The elaborations in the form of the examinations as referred to in paragraph 1, stated in the most recent version of the study guide for the study programme, constitute an integral part of these Teaching and Examination Regulations, without prejudice to the other provisions set out in these regulations.
- 4 In exceptional cases the Examination Board may, at the request of the student, decide to permit derogations from the provisions set out in paragraph 1.
- 5 Physically or sensorially handicapped students are offered the opportunity to take the examinations in a manner adapted as far as possible to their individual handicap. The Board will, if necessary, obtain expert advice before making a decision.

#### **Article 4.3 – oral examinations**

- 1 No more than one person will be given an oral examination at a time, unless the Examination Board has decided otherwise.
- 2 An oral examination is taken in public, unless in an exceptional case the Examination Board or the examiner concerned has decided otherwise, or the student has objected to this.
- 3 An oral test assessed by one examiner only, will be audio recorded. The Examination Board will archive the audio file for two years after the assessment.

## **Section 5 – Result of Examinations**

### **Article 5.1 – determining, announcing and recording results of examinations; deadlines**

- 1 After an oral examination has been taken, the examiner determines the result immediately, and gives the student a written notification. The student hands this notification over to the Erasmus Student Service Centre (ESSC).
- 2 The examiner determines the result of a written examination as soon as possible, and no later than four weeks after the day on which it was taken. In the event of *force majeure*, the Examination Board can permit derogation from this deadline.
- 3 The Examination Administration (EA) checks compliance with the deadline mentioned in the previous paragraph, and in the event that it is likely to be exceeded, reports this in good time to the chairman of the Examination Board.
- 4 With regard to an examination that is to be taken in a manner other than oral or written, the Examination Board decides in advance in what way and within what period the student will be given a written notification of the result.
- 5 The examiner immediately reports the result to the Exam Section Business Research of the Student Administration Bureau, which then informs the student of this in writing.
- 6 The Exam Section Business Research of the Student Administration Bureau is responsible for recording the results of exams and examination parts. This Office also records what certificates have been presented to a student. No information about recorded data, with the exception of data about the certificates awarded, is given to anyone other than the student, the Examination Board, the directors of the study programme, the ERIM Board, the Board of the Erasmus University, the student advisor, the student counsellor and the Examination Appeals Board (CBE). With the permission of the student, there may be derogation from the provisions set out in the last sentence.
- 7 The involvement of the Exam Section Business Research of the Student Administration Bureau as referred to in the previous paragraphs is without prejudice to the provisions in this matter determined by the Board of the Erasmus University.
- 8 The written certificate concerning the result of an examination contains information about the way in which the student can lodge an appeal with the Examination Appeals Board (CBE).

### **Article 5.2 – period of validity**

- 1 Unless otherwise mentioned, the term of validity for passed courses – including approved courses of another degree programme – is in principle unlimited.
- 2 In derogation from the preceding paragraph and as long as the final exam has not been passed yet, the Examination Board, in consultation with the Academic Director concerned, may declare the term of validity of a course that has been passed more than six years ago expired if – in its judgement – the knowledge, insights and skills taught during the course have become obsolete. In that case, the Examination Board can impose an additional or alternative course or examination, before the student may pass the final exam.
- 3 If the examination of a course is composed of more than one test, the term of validity of each test shall be limited to the academic year in which the tests are taken, unless the examiner explicitly determined otherwise in the course manual.

### **Article 5.3 – Feedback and perusal**

- 1 As soon as possible but no later than four weeks after the written test, the examiner will give generic feedback. The examiner will provide information about the content of the written test and the correct answers/answer models in an explanatory session or via another approved medium. This offers students the opportunity to review the questions and assignments of the exam concerned, along with the answer models and criteria for assessment. The examiner sets the date, time and procedure of the feedback. The feedback must be realistically managed and the use of appropriate media (such as BlackBoard) is allowed.
- 2 As soon as possible – or at the same feedback session – but no later than four weeks after the feedback, students will have the opportunity to peruse their own assessed exam. The examiner may determine that the perusal is only for students who registered for it and/or who have attended the feedback meeting. The examiner sets the date, time, location and procedure of the perusal.



- 3 In the event that a student can demonstrate that he/she was prevented from being present at the assigned location and time for the feedback or the perusal due to force majeure, at the request of the student an alternative opportunity will be offered, if possible within the term mentioned in paragraph 2.

#### **Article 5.4 - Archiving period of written examinations**

1. The assignments, answers and the assessment of the written examinations will be archived (in paper or electronic form) for two years after the assessment.
2. The Thesis and the assessment thereof will be archived (in paper or electronic form) for seven years after the assessment.

### **Section 6 – Result of the Exam**

#### **Article 6.1 – the result of the exam**

- 1 After all the examination parts of the exam have been taken, the result of the exam is determined by the Examination Board.
- 2 In derogation from the provisions set out in paragraph 1, the Examination Board may, before determining the result of the exam, conduct an investigation itself into the knowledge of the student with regard to one or more examination parts of the study programme, if and insofar as the results of the examinations concerned give it cause to do so.
- 3 In derogation from the provisions set out in paragraph 1, the result of the exam will not be determined by the Examination Board for students who have not yet fulfilled all the requirements mentioned in article 3.4.

### **Section 7 – Final and Implementation Provisions**

#### **Article 7.1 - amendments**

- 1 Amendments to these regulations will be adopted by the dean through a separate decree.
- 2 No amendments will be made that are applicable to the current academic year, unless the interests of the students are, in reason, not thereby prejudiced.
- 3 Moreover, amendments must not influence, to the detriment of the students any other decision, which has been taken with respect to a student by the Examination Board by virtue of these regulations.

#### **Article 7.2 – Hardship clause**

In very exceptional individual circumstances, in which application of one or more of the provisions set out in these regulations leads to evidently unreasonable and/or unfair situations with regard to a student, a student can submit a request in writing, and with reasons, for derogation from the said provision(s) to the Examination Board. The Examination Board may, after consulting the relevant examiner(s) and the student advisor or student counsellor, derogate from the said provision(s) in favour of the student. A decision to reject the student's request will not be made by the Examination Board until the applicant has been given the opportunity to present his or her case, if this is requested.

#### **Article 7.3 – announcement**

The dean is responsible for an appropriate announcement of these regulations, of the Regulations and Guidelines established by the Examination Board, and of amendments to these documents.

#### **Article 7.4 – legal effect**

These regulations have legal effect from 1 September 2017.

Made by decree of the Dean of the Rotterdam School of Management (RSM)

## **IV. Rules and Guidelines**

### **Section 1 – General**

#### **Article 1.1 – applicability of the Regulations and Guidelines**

These Regulations and Guidelines are applicable to the examinations and the final exam of the two-year master's degree programme Research Master in Business and Management (ERIM research master), hereinafter referred to as the programme. The programme is provided by the Erasmus Research Institute of Management (ERIM) hereinafter referred to as ERIM. ERIM is a joint venture of Rotterdam School of Management (RSM) and the Erasmus School of Economics (ESE)/Faculteit der Economische Wetenschappen, hereinafter referred to as the Schools.

#### **Article 1.2 – definitions**

- 1 Unless differently mentioned, in these Regulations and Guidelines, the same definitions will be used as formulated in the Teaching and Examination Regulations of the programme.
- 2 Fraud: the action or negligence of a student as a result of which it is impossible, entirely or in part, to form a correct judgement concerning his/her or someone else's knowledge, insight and skills.

#### **Article 1.3 – day-to-day procedure of the Examination Board**

The Examination Board may assign portfolios to its members for taking care of daily procedure

#### **Article 1.4 – The authority to examine, the appointment of examiners**

1. For the purpose of conducting examinations and establishing the results thereof, the Examination Board appoints the examiners in compliance with the following rules:
  - a) At the start of the Academic Year the Examination Board appoints the examiners for the duration of that year;
  - b) Tenured and tenure track RSM academic staff (assistant professors, associate professors, endowed and full professors) as well as tenured RSM lecturers will be appointed as examiner for the teaching within their discipline (category 1 examiners);
  - c) At the request of the Department, other members of the RSM academic personnel (e.g. untenured lecturers, researchers, PhD-candidates) may be appointed as an examiner for a specific course (e.g. thesis trajectory) (category 2 examiners);
  - d) At the request of the Department, a former member of the RSM academic staff or a (former) member of academic staff of another School of the EUR or any other research university may be temporarily appointed as an examiner for a specific course (e.g. thesis trajectory). This person must meet the following requirements: a completed PhD, or a university master's degree with demonstrable extensive experience in performing scientific research. Furthermore, at least a hospitality agreement is required (category 3 examiners);
  - e) A UTQ (University Teaching Qualification, in Dutch BKO) or equivalent is preferable;
  - f) An examiner who is appointed for the first time shall be mentored by an experienced examiner from the relevant Department.
2. In case of special circumstances, the Examination Board may grant exceptions to the above rules.
3. The examiners provide the Examination Board the information requested.
4. All appointed examiners shall be registered in the RSM's Examiners Register.
5. The Examination Board can suspend or withdraw the appointment as examiner if the person concerned persistently fails to comply with the applicable examination regulations or to deliver examinations that meet the minimum quality standards. The Examination Board will not do so until the person concerned in all fairness has had a chance to conform to the relevant rules.



## **Article 1.5 – the criteria**

In the decision-making process the Examination Board employs the following criteria as a guideline – and in case of contrariety of criteria weighs the importance of employing one against another –:

- the preservation of the quality and selection criteria of each examination;
- the efficiency criteria, for example, expressed in terms of aiming to limit loss of time (wherever possible) for students who make rapid progress with their studies when preparing for examinations
- motivating students to interrupt their studies as soon as possible in cases where it is very unlikely that they will pass their examinations;
- protecting students from trying to take on too large a study load;
- tolerance towards students who, through circumstances beyond their control, have encountered delays during their studies.

## **Section 2 – Exemptions**

### **Article 2.1 – exemption from practical exercises**

- 1 A request for exemption from the obligation to take part in practical exercises, as referred to in Article 2.4 of the Teaching and Examination Regulations, should be submitted by the student in writing, with reasons and supported by documentation, to the Examination Board at least four weeks before the practical exercise for which exemption is requested is scheduled to begin. In exceptional cases, the Examination Board may permit derogation from the period stated in the last sentence.
- 2 The Examination Board makes a decision within four weeks of receiving the request. The student is informed immediately of the decision.

## **Section 3 – Regulations concerning good course of things during examinations**

### **Article 3.1 – application for examinations**

- 1 A student who by virtue of his/her registration for the master is entitled to take final exams and examinations, should apply for them on time and correctly, in accordance with the provisions of or by virtue of these Regulations and Guidelines. The application term has been established per examination period in the examination schedule, as referred to in article 4.1 of the Teaching and Examination Regulations of the master.
- 2 In any examination period, the student may apply for no more than 8 examinations.
- 3 The head of the Student Administration Bureau can, with the approval of the Examination Board, establish specific rules for proper application for examinations, by virtue of the Teaching and Examination Regulations of the master and the Regulations and Guidelines of the Examination Board. These specific rules will be announced in a proper manner in sufficient time.
- 4 The Examination Board can derogate from the date of application referred to in paragraph 1 if the student, as a result of *force majeure*, has been unable to apply on time and correctly. Under certain circumstances, *force majeure* may be said to exist in the event of, for example, a student was unable to apply in the usual way (OSIRIS-online, in writing, another student) because of sickness or special family circumstances. The student should submit the request for this as soon as reasonably possible.
- 5 After the official registration deadline, students can still register at the ESSC counter up to two working days before a test, for an administrative fee of € 20,00 per test. Students will receive a receipt that they should take to the test as proof of registration for the test. In case this late registration period of two working days of the ESSC has expired, students from RSM can still register, but only after paying € 20,00 administration fee (no refund possible) via the online EBS paying system via this link: <https://lateregistration.rsm.nl>. This fee has to be paid on the day of the examination at the latest. If the payment is done, the student will receive a confirmation on the student e-mail account. In addition, the Examination

Board will inform the Exam Administration and the Programme Manager that the grade for the test can be registered in Osiris.

- 6 Anyone who has not applied for a final exam or an examination in accordance with the provisions of or by virtue of these Regulations and Guidelines may not take part in the final exam or examination concerned. If, notwithstanding the foregoing, the student nevertheless takes part in the final exam or examination, the examiner or the Examination Board will not establish a grade.
- 7 Students who received a campus ban from the Executive Board of the EUR may not participate in the tests in the designated examination rooms and halls of the Woudestein-complex of the EUR during the ban.

### **Article 3.2 – entering and leaving the room in which the written examination is being held**

- 1 Only a student who has applied on time and correctly for the written test may take part in the test concerned, and will be admitted to the room where the written test is being held.
- 2 Admission to the hall where a written test is organized is declined fifteen minutes after the start of the written test concerned. A student who is admitted to the hall after the start of the examination concerned should ensure that he/she causes as little disturbance as possible to the students already present.
- 3 A student taking part in the test may not leave the room earlier than one hour after the start of that test. A student who leaves the test before the end of the test concerned should ensure that he/she causes as little disturbance as possible to the students still present.
- 4 A student taking part in the test may, on request and with the permission of the examiner or the invigilator, leave the test's hall a while to use the toilet as from one hour after the start of the written test until half an hour before the end of the test. This permission is granted only to one student at a time. In exceptional cases, the examiner or invigilator may derogate from these rules in favour of the student.
- 5 Personal belongings such as coats, bags, mobile phones, watches and other items that are not allowed to be used during the written test are not allowed to be brought into the hall where the test is held. These must be placed outside the test room in lockers, if available. If no lockers are available, coats must be placed over the chair. Bags must be closed and out of reach of the student. Watches, mobile phones and such must be switched off and out of reach of the student.
- 6 Scrap paper, examination questions, answers and other examination-related documents may not be taken from the room during and after the examination. Only when clearly indicated on the front page of the test paper, scrap paper may be taken by the student after the official examination time has elapsed.
- 7 The head of the Department for Exam Administration can, with the approval of the Examination Board, establish specific rules concerning entering and leaving the room in the Van der Goot (former M-) Building in which the written tests is being held, by virtue of the Teaching and Examination Regulations of the programme and the Rules and Guidelines of the Examination Board. These specific rules will be announced in a proper manner in sufficient time.

### **Article 3.3 – general provisions concerning order during the written examination**

- 1 During the written examination, at least one examiner is present in the room where the written examination is being held.
- 2 On behalf of the Examination Board, the invigilators appointed for this purpose are charged with maintaining order during the written test. An examiner may act as invigilator.
- 3 Every student should comply with the instructions of the invigilator. If a student does not comply with the instructions of the invigilator, or does not obey his /her request, the invigilator may exclude him/her from taking further part in the test, with the consequence that no result will be established.
- 4 During the written test, the student must, at the request of the examiner or the invigilator, prove his/her identity with a valid proof of registration (student card) or another legally valid proof of identity.
- 5 Only a valid proof of registration (student card), another legally valid proof of identity, the registration verification, the exam paper and answer sheet, writing materials and a ruler

may be placed on the candidate's desk. No study material such as a (graphical) calculator, literature or other sources of information may be placed on the student's desk unless explicitly authorized by the examiner in advance and stated on the front page of the test paper. These study aids (without any notes on them) are solely for the student's own use. During the examination the candidate is not allowed to make use of a dictionary. In addition, a maximum of one cold snack and one bottle of non-alcoholic drink are allowed for own use. The use of food and drink should not in any way cause inconvenience, at the discretion of the principal invigilator.

- 6 A student taking part in the test is obliged, on request of the invigilator, to show, and if requested, to hand over, the materials that he/she has with him/her.
- 7 Only the paper provided by EUR is to be used for the written test. The use of the student's own paper is not permitted.
- 8 A student taking part in the written test should write his/her name, signature and student /examination number on each sheet of paper that is handed in. The invigilator checks whether this has been done correctly before the test is handed in to him/her.
- 9 The head of the Department Exam Administration can, with the approval of the Examination Board, establish specific rules concerning the order during the written test in the Van der Goot (former M-) Building, by virtue of the Teaching and Examination Regulations of the programme and the Rules and Guidelines of the Examination Board. These specific rules will be announced in a proper manner in sufficient time.

#### **Article 3.4 – fraud**

- 1 If in the matter of taking an examination, fraud – within the meaning of Article 1.2 – is detected or suspected, this is set down in writing as soon as possible by the invigilator or the examiner whom he/she must call in. The invigilator or the examiner may ask the student to make available any items of evidence. A refusal to do this is recorded in the written report. The student is given the opportunity to add written comments to the written report of the invigilator or examiner. The written report and any written comments are handed over to the Examination Board as soon as possible.
- 2 The Examination Board or the examiner may exclude a student who has committed fraud from further participation in the examination during which the irregularity was detected, and/or take other appropriate measures. The exclusion has the consequence that no result will be established for the examination concerned. Before the Examination Board decides to make the exclusion, it gives the student the opportunity to give his/her account.
- 3 The other appropriate measures as referred to in paragraph 2 may consist of, among others, the following sanctions:
  - a reprimand;
  - b invalidation of the examination concerned;
  - c exclusion from one or more examinations;
  - d exclusion from one or more examination periods;
  - e a combination of the above measures to a maximum of exclusion for at most one year;
  - f in a serious case of fraud the Examination Board may advise the Executive Board to end the enrolment for the programme of the person concerned once and for all.

#### **Section 4 – The examination**

##### **Article 4.1 – the questions and assignments, assessment plan, peer review protocol and publication exam questions**

1. The form of the examination of a course as mentioned in article 4.2 of the Teaching and Examination Regulations will be announced in the course manual.
2. The examination of a course must meet the following conditions: valid, reliable, transparent and efficient. These conditions are detailed in RSM's testing policy document.
3. The questions and assignments of the examination of a course do not go beyond the sources announced in advance from which the examination material is derived. These sources need to be announced in the course manual before the start of the course.

4. The examination of a course is representative of the learning objectives of the course in terms of content and form and in line with the end terms of the degree programme. This is documented in a course assessment plan that will be published in the course manual.
5. The questions and assignments of an examination are clear and unambiguous, and are asked in such a way, or contain such instructions, that the student can know how comprehensive and detailed the answers must be.
6. Well in advance of a written test being held, the examiner gives the students the opportunity, if possible, to peruse a written sample of a similar examination, and also the model answers and the norms on the basis of which the assessment was made.
7. The duration of the examination is such that examinees have sufficient time, measured according to reasonable criteria, to answer the questions.
8. In advance of the test concerned being held, the examiner asks a colleague to check the test on the instructions mentioned in this article. The Examination Board may prescribe a peer review protocol.
9. The examiner will post the examination questions and (model) answers on Blackboard right after the exam so that students can check which questions they have answered (in)correctly. If a student lodges a complaint to the Examination Board then this information should be included to substantiate the complaint.
10. Upon the examiner's request the Examination Board may grant the examiner an exemption from posting the answers on Blackboard in the event of important reasons.

#### **Article 4.2 – the thesis and admission to the final exam**

- 1 The determination as to whether the conditions have been met for admission to the final exam shall be made by the Exam Section Business Administration of the Student Administration Bureau.
- 2 The thesis will be assessed by a thesis committee. This committee shall consist of at least three members: a coach, a 1<sup>st</sup> co-reader and a 2<sup>nd</sup> co-reader. The composition of the committee should furthermore meet the following criteria:
  - a The members of the thesis committee should be members or fellows of ERIM;
  - b Members who are not part of the academic staff or who come from outside ERIM, should obtain special disposition as examiner from the Examination Board. To this purpose, the student in question should submit a written application to the Examination Board;
  - c The coach shall have chief responsibility for the coaching and activities relating to the thesis. The 1<sup>st</sup> co-reader shall offer advice at critical times during the final thesis (for example evaluating the final thesis proposal, choice of theory, approval of thesis). The 2<sup>nd</sup> co-reader shall review the thesis after the final version has been handed in;
  - d The thesis committee shall assess the thesis immediately after sitting the exam. The assessment shall be unanimous. All members of the thesis committee should take part in the assessment. In case of circumstances beyond one's control, the final thesis may also be assessed by two members of the thesis committee;

At the request of the student; the Examination Board may deviate from the provisions of this paragraph, with the exception of the provisions under b.

### **Section 5 – The assessment**

#### **Article 5.1 – assessment criteria**

- 1 Wherever possible, assessment of written examinations, takes place on the basis of previously established model answers and criteria, which can be possibly modified as a result from correcting the examination.
- 2 The assessment method is sufficiently transparent that the examinees can see how the results of their examinations were arrived at.
- 3 In cases of examinations given and assessed simultaneously by more than one examiner, the Examination Board ensures that the examiners' assessment is based on the same criteria. If necessary, it shall appoint a supervising examiner for giving examinations.

## Article 5.2 – determining the grades: rounding off, averaging, grade floor

1. Examinations are assessed with grades on a scale 1.0 - 10.0, accurate to one decimal place, where a 5.5 is the lowest pass grade. *Practical tests may be assessed with a 'pass' or 'fail'*. Also, sufficient results of examinations and tests taken in the context of an international exchange at a foreign university will be displayed with a 'pass'. A programme component has been passed only if the examinations of all courses that are part of that programme component have been passed. Tests assessed with a 'pass' or 'fail' cannot be averaged nor included in the GPA calculation.
2. If grades have to be rounded off and averaged – within a course, or between examination parts or to determine the GPA or the classification – the following rules apply by default:
  - unless otherwise stated in the study guide or the relevant course manual, grades are averaged according to the weighted average of the credits, where the average is rounded off to the nearest decimal place. For example, if rounded off to one decimal place, 5.450 is rounded to 5.5, and 6.9449 is rounded to a 6.9. If rounded off to two decimal places (for example to calculate the overall GPA or a cum laude) a 8.2449 is rounded to a 8.24 and a 8.2450 is rounded to a 8.25, etc.;
  - in case the assessment of a course is based on more than one test, then the rule applies that the separate tests are rounded off at one decimal place and the final grade is rounded to one decimal place. All intermediate computations are not rounded off. The same applies if the assessment of one test in fact consists of two parts (such as partly multiple-choice questions and partly open questions): both parts must be considered as separate tests.

For example:

weighing factor	Grade per test unrounded	Grade per test	correct is	incorrect is
20%	6.32	6.3	1.26	1.3
80%	5.58	5.6	4.48	4.5
<b>final grade:</b>			<b>5.74</b>	<b>5.8</b>
			<b>5.7</b>	<b>5.8</b>

3. If the examination is assessed on the basis of more than one test, no final grade for the examination will be calculated if one of the test grades is lower than a 5.5. In that case the student has failed the examination. Tests that can be taken only once per academic year, most likely practical tests such as case reports and team assignments, are exempted from this rule.
4. In case the course manual for a particular course holds additional or other rules to those stated under paragraph 2 as regards the establishment of an examination's result from tests, these rules are only valid if published at least two months ahead of the date of a test and under written approval of the Examination Board. If these latter provisos are not met the default rules under paragraph 2 continue to apply.
5. Examination results are registered centrally by the Department for Exam Administration RSM Erasmus University.
6. In derogation from the previous paragraphs of this article, results of examinations taken in the context of an international exchange are established under the authority and responsibility of the foreign university.

## Section 6 – The final exam

### Article 6.1 – establishment of the result of the Master's

- 1 Students shall have passed their final exam if they have received passing grades for all examination parts.
- 2 The chair of the Examination Board establishes the result of the Master's by signing the list of grades.

## **Article 6.2 – Classifications ‘cum laude’ and ‘summa cum laude’**

1. If the examinee has shown exceptional skill in the concluding examination, this may be stated on the certificate with the words ‘cum laude’ or ‘summa cum laude’.
2. The classification ‘cum laude’ will be awarded if the student has fulfilled at least the following conditions:
  - a. the average of the grades for the examinations under the Dutch grading system as displayed on the list of grades, weighted on the basis of the credits is an 8.25 or higher, and
  - b. the grade for the examination of the thesis trajectory is at least an 8.0;
  - c. no more than one examination has been taken more than once (this applies from cohort 2013-2014 onwards)
3. The classification ‘summa cum laude’ will be awarded if the student has fulfilled at least the following conditions:
  - a. the average of the grades for the examinations under the Dutch grading system as displayed on the list of grades, weighted on the basis of the credits is an 9.0 or higher, and
  - b. the grade for the examination of the thesis trajectory is at least an 9.0, and
  - c. no examination has been taken more than once.
4. A concluding examination classification is awarded only when the examinations entered on the list of grades that have been graded under the Dutch grading system cover at least two-thirds, as measured in ects, of the total of the study load of the degree programme as stated in the Teaching and Examination Regulations.

## **Article 6.3 – the certificate, the transcript and the supplement**

1. To show that the final exam has been passed, the Examination Board awards a certificate, after by or on behalf of the Executive Board has been stated that the procedural requirements for the issuance have been met.
2. On a transcript, which constitutes a part of the certificate, the examination parts belonging to the final exam are stated.
3. The certificate is accompanied by a supplement in accordance with the agreed European standard format.
4. The certificate, the transcript and the supplement are signed by the chairman or the substitute chairman of the Examination Board.
5. On behalf of the Examination Board the Head of the Student Administration shall be responsible for issuing the certificate, the transcript and the supplement to the student in person, unless the student opts for receiving the documents from the Examination Board at the official graduation ceremony.

## **Section 7 – Final and implementation provisions**

### **Article 7.1 – changes in these Regulations and Guidelines**

No changes will be made that are applicable to the current academic year, unless the interests of students or examinees are, in reason, not thereby prejudiced.

### **Article 7.2 – legal force**

These Regulations and Guidelines have legal force from 1 September 2017.

Made by decree of the Examination Board Rotterdam School of Management (RSM).