

Master of Science in International Management

Examination Regulations 2017 – 2018

**Rotterdam School of Management
Erasmus University**

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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 has many different tasks. Generally, the following components can be discerned:

1. A *supervisory responsibility* with regard to the final exams, examinations and tests. 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 final exams, examinations and tests;
 - 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, rules concerning order during examinations, fraud, assessment criteria, classifications (like *cum laude*). Once a year new Rules and Guidelines are drawn up.
3. *To grant exemptions* from the rules in individual cases.
4. *Advisory tasks*: three times a year the Examination Board issues an advice to every first year student concerning his success-rate. Furthermore the Examination Board advises the Dean regarding his Teaching and Examination Regulations.
5. In addition, on behalf of the Dean of the Rotterdam School of Management, the chairman of the Examination Board grants *admission statements* to the MSc-programmes.
6. *Other*, such as delegations in selection committees and the colloquium doctum committee.

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/her own portfolio. The Examination Board is supported by the secretary.

Members

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

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

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

Contact

Mandeville Building, Room T5-41
 Tel. 010-4081895/88731
 E-mail eb@rsm.nl

Requests and information

Information concerning examinations can be found on the website of the Examination Board: 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 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

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Examination Board RSM
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PO Box 1738
3000 DR Rotterdam
The Netherlands

Visiting address

Secretariat Examination Board
Mandeville Building, room T5-41
Burgemeester Oudlaan 50
3062 PA Rotterdam

II Legal protection: Objections and Appeals

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 an interested party, that is a person 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 to the attention of the *CBE-EUR*. For further information check http://www.eur.nl/english/essc/legal_position/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 www.eur.nl/english/essc/legal_position/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.

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. 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 Master of Science in International Management 2017 - 2018

Section 1 – General

Article 1.1 – applicability of the regulations

These regulations are applicable to the curriculum and final exam, examinations and tests of the master's degree programme MSc in International Management at the Rotterdam School of Management, Erasmus University, hereinafter referred to as the degree programme.

Article 1.2 – aims of the programme

The degree programme is intended to impart scientific knowledge, skills and insight in the area of international management in such a way that the graduate is capable of scientific and socially responsible professional practice in this area, and is qualified to take any desired advanced programme and to become, among others a scientific researcher.

Article 1.3 – definitions

In the regulations, words shall have the following meanings:

- a. Law: the Dutch Higher Education and Research Act (*Wet op het hoger onderwijs en wetenschappelijk onderzoek - WHW*);
- b. Rules and Guidelines (R&G): the rules, guidelines and instructions of the Examination Board as referred to in Article 7.12b of the law;
- c. MScIM 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 MScIM 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 in to the university and admitted to the degree programme pursuing the study and/or taking part in the examinations of the programme; for the further application of these regulations, this designation also applies to an enrolled 'extraneus';
- k. Examination Board: the board referred to in Article 7.12 of the law for supervising the examinations and organization 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. Dean of the MScIM degree: the person who is responsible for the degree programme;
- n. Dean: head of the Rotterdam School of Management, Erasmus University;
- o. Academic Director: the person who is responsible for a specific master programme;
- p. School: Rotterdam School of Management, Erasmus University;
- q. Academic personnel:
 - the members of the academic staff of the School,
 - the trainee research assistants (PhD candidates) of the School,
 - the other academic personnel;
- r. Academic staff:
 - the full professors,
 - the associate professors of the School,
 - the assistant professors of the School;
- s. Teaching team: the members of the academic staff and the academic lecturers teaching courses within the degree programme.

Article 1.4 – degree

1. The one who has successfully passed all the programme components of the MScIM degree programme will obtain the degree of Master of Science in International Management and is eligible for the CEMS degree.
2. The obtained degree will be written down on the master's degree certificate.

Article 1.5 –language of instruction

1. The language of instruction - teaching and examinations – is English, with the exception of certain courses as may be offered by the student's exchange school, and which the student may choose to take.
2. In cases, the Examination Board can grant exemption from paragraph 1.

Article 1.6 – compulsory educational activities

1. Teaching in most of the programme components takes place on a small-scale basis to enable students to obtain knowledge, skills and attitudes in the best possible way. The basic requirement, 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 rules that apply to giving and assessing examinations of particular courses, 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.

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 degree programme

Article 2.1 – full-time / part-time

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

Article 2.2 – study load, feasibility and timetable of the degree programme

1. The degree programme has a study load of 90 ects.
2. Courses and projects, including examinations, are scheduled to be completed in one and a half years.
3. To further increase the feasibility of completing the degree programme according to the schedule, the work load is spread evenly over the programme's duration.

Article 2.3 – composition of the degree programme

1. The composition of the degree programme is built up from the following programme components :

Programme Components:	ECTS
a. Block Seminar	3
b. Skill Seminars	2
c. A choice of one of the following courses:	7.5
- <i>International Strategy</i>	
- <i>International Entrepreneurship</i>	
d. Management Challenges in International Organisations	7.5
e. A choice of two courses out of three following courses:	
- <i>Innovation and Marketing of New Projects and Technologies 7.5 ects</i>	
- <i>Global Supply Chain Management 7.5 ects</i>	15
- <i>Financial Management & Control 3.5 ects + Multinational Financial Management 4 ects</i>	
f. International Business Project	15
g. Research Clinic	5
h. Master Electives	15
i. Master Thesis	20

2. Participation in an international exchange with one of the CEMS partner institutions during either the first or the second semester is a compulsory part of the degree programme; the other two semesters must be completed at the RSM. The programme components stated under paragraph 1, sub a, b, c, d, e, f and h may be attended at a CEMS partner institution.
3. The detailing in the most recent version of the International Management (digital) Study Guide of the further descriptions of programme components into compulsory courses and elective courses, including obligatory practicals, and the thesis project, constitute an integral part of these Teaching and Examination Regulations, without prejudice to the other provisions set out in these regulations.
4. Students may choose the CEMS approved master electives from components of the MSc programmes of the RSM and/or CEMS partner institutions. These electives may exceed the total of 15 ects. However, it is not allowed to do more courses within a block than scheduled. Furthermore, once passed, electives cannot be revoked by the student. All electives will be listed on the grade transcript.

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 examinations

No exemptions from courses, examinations or tests will be granted.

Article 2.6 – free master programme within the master degree programme MSc in International Management at RSM

1. Under approval by the Examination Board, students who are enrolled in the programme can build up their own master's degree programme composed of courses offered by the university, which will lead to the degree of Master of Science in International Management.

2. The master programme mentioned in paragraph 1 must consist of sufficient courses in the area of international management according to the Examination Board, and in any case of the thesis project of 20 erts.
3. The Examination Regulations and Rules and Guidelines are applicable to the programme mentioned in paragraph 1 and approved by the Examination Board.
4. Students who complete the free master will not be eligible for the additional CEMS degree.

Section 3 – Admission

Article 3.1 – admission

With due observance of the rules by law concerning admission and enrolment, eligible for admission to the degree programme is the one who has acquired the admission statement given by the Dean of the RSM, on behalf of the Executive Board of Erasmus University.

Article 3.2 – admission procedure

The admission is selective: it is a three stage procedure consisting of formal requirements as stated in article 3.3, including assessment and interview.

Article 3.3 – admission requirements

Candidates are considered eligible for selection if the applicant has (entirely) fulfilled the formal requirements:

- a. A Bachelor's degree in Business, Management of RSM or of any accredited and/or recognized Bachelor's (of Science) degree programme of any research university if equivalent regarding level, size and content of the programme;
- b. Proficiency in English, to be proven by
 - TOEFL iBT minimum overall score of 101 with minimum sub scores of 22;
 - IELTS minimum overall score of 7.0 with minimum sub scores of 6.5;
 - Cambridge certificate of proficiency in English (CPE): minimum C1 level;
 - Cambridge English Advanced (CAE): minimum grade B;
 - Cambridge English Business certificate (BEC): minimum higher grade B;
 - Bachelor's diploma taught entirely in English and obtained in an English speaking country or in a CEMS school or EQUIS/AACSB accredited institution.

The test results may not be more than 2 years old.

No other English language test results will be accepted.

- c. A grade point average (GPA) equivalent to a 7 out of 10 in the Dutch education system, which is considered to be above average;
- d. A GMAT score of at least 600. Students with a bachelor's degree from a Dutch university are exempted from submitting a GMAT score;
- e. Candidates must have proven minimum proficiency in three languages, one of which should be English. The second language: all applicants must provide the admissions office with proof of proficiency in a CEMS language (Arabic, Bengali, Cantonese, Czech, Danish, Dutch/Afrikaans, Farsi/Tajik, Finnish, French, German, Greek, Hebrew, Hindi/Urdu, Hungarian, Indonesian/Malay, Irish, Italian, Japanese, Korean, Mandarin, Polish, Portuguese, Romanian, Russian, Serbo-Croat (Bosnian, Croatian, Serbian, Montenegrin), Spanish, Swedish, Tagalog, Tamil, Thai, Turkish, Vietnamese) at B1 level in the Common European Framework. The third foreign language can be any language and applicants must provide proof of proficiency at A2 level. Certain combinations of similar languages will not be allowed (e.g. Danish/Swedish/Norwegian).
The test results for the second and third language may not be more than 1 year old.
- f. Motivation letter.

Section 4 – Taking examinations

Article 4.1 – frequency of examinations and tests; examination schedule; re-examinations; extra opportunities

1. The opportunity to take a test is presented at least once per academic year.
2. The opportunity to take written tests when belonging to an examination as referred to in Article 1.3 is given twice per academic year. However in case of no registrations during the regular registration period for the re-sit, this test shall be cancelled.
3. Only students who submitted the final thesis before the deadline of the first opportunity in February as announced by the programme in question, are eligible to submit a repair version for the deadline in April.
4. Students who have not passed the thesis proposal at the first opportunity, will be offered a retry for which the submission deadline is set at least at two weeks from the date of publication of the first opportunity results.
5. The student has a free choice in the number of repeats for taking a written test when part of an examination. The result for the test is established on the last test result obtained. If the material to be studied for a course has changed, the subsequent tests will reflect the new material.
6. In addition to the provisions set out in paragraphs 1 and 2, the opportunity to take a test for which the accompanying course is given for the last time ever, is given two times in the academic year subsequent to the last year of the course in case of a written test and only once in case of an assignment. The tests of the master electives are excluded from this rule. The tests will be scheduled during the examination period concerned. Deviating from paragraph 5 above, tests for these courses that have already been passed may not be taken again.
7. Without prejudice to applicable regulations regarding a period free of tests, and with due observance of the other provisions set out in these regulations, and of the Rules and Guidelines established by the Examination Board, the Dean of the MScIM degree establishes a schedule for written tests and examinations before the start of the academic year. In the event of urgent exceptional circumstances, the Dean of the MScIM degree can change the schedule during the academic year, provided that the change is announced in good time and no later than the start of the registration period, of the period of tests concerned, via appropriate channels such as SIN-Online.
8. In exceptional cases the Examination Board can, at the request of the student, decide that an extra opportunity to take a written test will be offered, in derogation from the schedule.

9. To courses that are instructed under the supervision and authority of accredited institutions other than RSM Erasmus University and for which results are converted to the MScIM curriculum, the rules and regulations apply as set, upheld and applied by the Examination Board, or equivalent body, of that accredited institution.

Article 4.2 – form of the examinations and tests

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 paragraph shall be different, it will announce this to the students no later than two months before the test is to be held.
3. The elaborations on the form of the tests 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 sensory impaired students are offered the opportunity to take tests in a manner adapted as far as possible to their individual impairment. The Board will, if necessary, obtain expert advice before making a decision.

Article 4.3 – oral tests

1. No more than one person will be given an oral test at a time, unless the Examination Board has decided otherwise.
2. An oral test 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.

Article 4.4 – sequence of programme components

1. The International Business Project has to be taken in the second semester, unless approved by the Examination Board.
2. A student needs to have completed at least 30 ECTS of the degree programme before he/she can start with the third semester, i.e. the Research Clinic and the Master Thesis. The Research Clinic together with the Master Thesis will be offered in the third semester only.
3. A student may continue the thesis trajectory only after a designated research methods course of at least 4 and of most 6 ECTS of the degree programme has been passed.
4. If the thesis proposal has not been passed or has not been delivered in a timely manner, the student may not proceed the thesis trajectory and will have to restart the course the next academic year.
5. The examination for the thesis project can only be completed once all the courses of the other programme components of the degree programme have been passed.
6. In exceptional individual cases, at the student's request, the Examination Board may derogate from the foregoing paragraphs, after consulting the student adviser and the involved examiners.

Section 5 – Result of examinations

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

1. After an oral test has been taken, the examiner determines the result immediately, and gives the student a written notification.
2. The examiner determines the updated result of an examination and/or test as a consequence of a new outcome for a written test as soon as possible, and no later than four weeks after the day on which the examination or test was conducted. In deviation from the foregoing, the thesis proposal and the thesis report must be assessed within two weeks after submission. In the event of *force majeure*, the Examination Board can permit derogation from these deadlines.
3. The Department for Exam Administration RSM 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 a test that is to be taken in a manner other than orally or in writing, the Examination Board decides in advance in what way and within what period the student will be given a written notification of the examination and/or test result involved.
5. The examiner immediately reports updated examination and/or test results to the Department for Exam Administration RSM, which then informs the student of this in writing.
6. The Department for Exam Administration RSM is responsible for recording the results of examinations and tests. 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 Executive Board of the Erasmus University, the student advisor, the student counsellor and the Examination Appeals Board (CBE). The Examination Board may decide on derogation from the provisions set out in the last sentence under the consent of the student involved.
7. The involvement of the Department for Exam Administration RSM as referred to in the previous paragraphs is without prejudice to the provisions in this matter as determined by the Executive Board of the Erasmus University.
8. The written certificate concerning the result of an examination or test 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 test 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 written test. 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. In case of a 100% multiple-choice test and the answer key and multiple-choice answer forms are available, the examiner is exempted from organizing 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 tests

1. The assignments, answers and the assessment of the written tests 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 final exam

Article 6.1 – the result of the final exam

1. The result of the final exam is determined by the Examination Board based on the examinations of courses in the programme components that build the MScIM curriculum and in compliance with the regulations stated in article 5.2 of the Rules and Guidelines.
2. In derogation from the provisions set out in paragraph 1, the Examination Board may, before determining the result of the final exam, conduct an investigation into the knowledge of the student with regard to one or more examinations or tests of the programme, if and insofar as the results of the examinations or tests concerned give it cause to do so.

Section 7 – Final and Implementation Provisions

Article 7.1 – amendments changes

1. Amendments to these regulations will be adopted by the Dean RSM 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 RSM is responsible for an appropriate announcement of these regulations, of the Rules 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.

IV Rules and Guidelines 2017 - 2018

Section 1 – General

Article 1.1 – applicability of the Rules and Guidelines

These Rules and Guidelines are applicable to the curriculum and final exam, examinations and tests of the master's degree programme MSc in International Management at Rotterdam School of Management, Erasmus University, hereinafter referred to as the degree programme.

Article 1.2 – definitions

1. Unless stated otherwise, in these Rules and Guidelines, the same definitions will be used as formulated in the Teaching and Examination Regulations of the degree 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 judgment 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 procedures.

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 and maintenance of the quality and grading criteria of each examination or test;
- the efficiency of the study, for example, expressed in terms of limiting loss of time (wherever possible) for students who make rapid progress with their studies when preparing for examinations or tests;
- 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;
- maintaining an environment in which students and staff can work effectively and efficiently;
- extending leniency towards students who, through circumstances beyond their control, have encountered delays during their studies.

Section 2 – Exemptions

Article 2.1 – exemption from practical tests

1. A request for exemption from the obligation to take part in practical tests, 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 test 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 – Rules concerning good course of things during examinations and tests

Article 3.1 – registration for examinations and written tests

1. A student who is registered for a course in Osiris will be automatically registered for all of that course's tests with the exception of the re-sit, if applicable. Registration for a re-sit is possible via Osiris during the registration period starting 35 days before the test and expiring seven days before the test. During this period, registration is also possible at the ESSC.
2. The head of the Department for Exam Administration RSM can, with the approval of the Examination Board, establish specific rules for proper registration for examinations, or written tests 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.
3. The Examination Board can derogate from the date of registration referred to in paragraph 1 if the student, as a result of *force majeure*, has been unable to register 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 register 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.
4. 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 which 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.
5. Anyone who has not registered for an examination or a written test in accordance with the provisions of or by virtue of these Rules and Guidelines may not take part in the examination or test concerned. If, notwithstanding the foregoing, the student nevertheless takes part in the examination or test, the examiner and the Examination Board will not establish a grade.
6. 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 test 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 RSM 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 test

1. 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.
2. Every student should comply with the instructions of the invigilator. If a student does not comply with the instructions of the proctor, or does not obey his /her request, the proctor may exclude him/her from taking further part in the test, with the consequence that no result will be established.
3. 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 enrolment (student card) or another legally valid proof of identity.
4. 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.
5. 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.
6. 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.
7. 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.

8. The head of the Department for Exam Administration RSM 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 a test, fraud – within the meaning of Article 1.2 – is detected or suspected, this is set down in writing as soon as possible by the proctor or the corresponding examiner. The proctor 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 proctor. 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 of which the test for which the irregularity was detected is part, and/or take other appropriate measures. The exclusion has the consequence that no result will be established for the examination or test 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 and/or test concerned;
 - c. exclusion from one or more examinations and/or tests;
 - d. exclusion from one or more examination period;
 - 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 examinations and tests of the courses

Article 4.1 – the questions and assignments, peer review

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.
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 – assessment criteria

1. Wherever possible, assessment of written tests, takes place on the basis of previously established model answers and criteria, which can possibly be modified as a result from correcting the tests.
2. The assessment method is sufficiently transparent that the examinees can see how the results of the tests were established.
3. In cases of tests of an examination given and assessed 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 conducting the tests.

Article 4.3 – determining the grades: rounding off, averaging, passing, grade floor

1. Examinations and tests are assessed with grades on the scale 0.0 - 10.0, accurate to one decimal point, 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
final grade:			5.74	5.8
			5.7	5.8

- 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.
- In case the course manual for a particular course holds additional or other rules to those stated under paragraph 2 and 3, 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 and 3 continue to apply.
- For the establishing of grades for a multiple-choice test the following principles apply:
 - No wrong answers in the test counts as a 10.0.
 - All questions incorrect up to and including the number of correct answers that correspond with the random guessing counts as a 0.0 This means that the '0.0' amounts to: (the number of multiple-choice questions)/(the number of response alternatives). For instance 40 questions and 4 response possibilities: $40 / 4 = 10$: 10 answers correct counts as a 0.0.
 - Each question has equal weight. The weight per correct answer above the random selection then is in case of for example 40 four choice questions: $30 (40 - 10)$ questions make the difference between a 0.0 and a 10.0 (so 10 points): so, each question is worth $10 / 30 = 1/3$ points.
 - The standard cut score for pass/fail is set on 5.5. In case of for example 40 four choice questions the cut score is at 27 correct answers, rounded off ($10 + 5.5 / 0.33$). The grade will be a 5.7.
If an examiner concludes that a multiple-choice question is incorrect after the examination, this question should be dropped. Consequently, the multiple-choice test will have fewer questions and this can affect the cut score of the examination as well as the weight of each good answer in the grade of a student.
Only if the exam question in itself is correct but has more than one correct answer, it remains part of the MC-test. If all answers to a question are considered correct, it does not assess anything i.e. has no value, and will therefore not count as part of the examination and should be removed.
Examiners may only derogate from these instructions with the approval of the Examination Board.
- Examination results are registered centrally by the Department for Exam Administration RSM Erasmus University.
- In derogation from the previous paragraphs of this article, results of examinations and tests taken in the context of an international exchange are established under the authority and responsibility of the foreign university.

Section 5 – The Thesis

Article 5.1 – the thesis, the thesis committee and admission to the thesis defence

- The thesis project is an individual project.
- The thesis project is assessed by a thesis committee.
- This thesis committee shall consist of at least two members: a coach and a co-reader. The composition of the thesis committee should furthermore meet the following criteria:
 - The members of the thesis committee must be appointed as an examiner by the Examination Board;
 - The *coach* must be a member of the academic RSM personnel: this includes tenured and tenure track staff as well as PhD candidates and untenured lecturers as long as they are appointed as an examiner. Furthermore, an exception can be made for former faculty members or PhD candidates who were associated with the RSM: they may continue to act as coach after the termination of the employment contract for a maximum of one year. Hence, all other examiners (from other EUR schools or other universities) may act as co-reader only;
 - The *co-reader* is preferably a member of the academic RSM personnel of another department than the one with which the coach is associated;
 - At least one of the two members must be a tenured or tenure track faculty member. Hence, pairs consisting exclusively of PhD-candidates and/or untenured lecturers are not allowed.
 - Coach and co-reader are allowed to be members of the same department, under the additional requirement that (co-)promotors are not allowed to sit on a thesis committee with their PhD students, and job appraisers are not allowed to form a committee with job appraisees without a PhD degree. The Thesis Coordinator of the MSc programme shall submit a list of the internal thesis committees to the Examination Board for endorsement via ec@rsm.nl;
 - At the request of a student an internal or external expert may be temporarily appointed as a co-reader of a thesis committee. This person must meet the following requirements: a completed PhD, or a university master's degree with demonstrable extensive experience in performing scientific research. This examiner may act as co-reader only;
 - The coach shall have principal responsibility for the coaching and activities relating to the thesis. The co-reader shall offer advice at critical times during the thesis trajectory (for example evaluating the final thesis proposal, the research design, approval of the thesis);
 - The coach and co-reader jointly give an endorsement to a student for applying for admission to the thesis defence on the basis of the thesis report at hand.
- The assessment of the thesis project is based on the thesis report and the oral thesis defence in front of the thesis committee.
The thesis committee shall assess the thesis project immediately after the defence. The assessment is based on the assessment matrix. The assessment matrix must be filled in by the thesis committee within three working days after the oral defence. The assessment shall be unanimous. All members of the thesis committee should take part in the assessment. In case one of the members is unexpectedly unable to attend the assessment, the department involved will provide for replacement.

5. At a student's request the Examination Board may derogate from the provisions of the foregoing paragraphs of Article 5.1.

Article 5.3 – establishment of the final exam

1. On behalf of the Examination Board the Head of the Student Administration establishes the results of the final exam, in accordance with the Teaching and Examination Regulations of the programme and the Rules and Guidelines of the Examination Board, provided the student has passed all programme components of the degree programme as mentioned in article 2.3 of the TER, unless:
 - the Examination Board decided that the final exam also includes its own investigation into the knowledge, understanding and skills of the student;
 - in accordance with article 7.11 of the law, on the student's request, the Examination Board has granted postponing of the establishment of the final exam until a moment determined by the Examination Board.
2. The Head of Student Administration may establish administrative rules for the application for the final exam. These rules must be approved by the Examination Board and must be timely and adequately disclosed.

Article 5.4 – 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.

Article 5.5 – Classifications 'cum laude' and 'summa cum laude'

1. If the examinee has shown exceptional skill in the final exam, 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 (thesis trajectory included) 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 or test (i.e. an officially recorded grade in Osiris) has been taken more than once (this applies from cohort 2013-2014 onwards). The thesis proposal is excluded from this rule.
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 (thesis trajectory included) 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 or test (i.e. an officially recorded grade in Osiris) has been taken more than once. The thesis proposal is excluded from this rule.
4. A final exam 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 52.5 ects of the total of the study load of the degree programme as stated in the Teaching and Examination Regulations.

Section 6 – Final and implementation provisions

Article 6.1 – changes in these Rules 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 6.2 – legal force

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