

# ANNUAL REPORT 2014

Examination Board BSc&MSc programmes  
Rotterdam School of Management  
Erasmus University

© Examination Board BSc&MSc programmes,  
Rotterdam School of Management, Erasmus University,  
Rotterdam, April 2015

*Editor*

Ms C.M. Dirks – van den Broek LL.M.  
Managing Director Examination Board BSc&MSc programmes  
Rotterdam School of Management  
Erasmus University  
Burg. Oudlaan 50, Mandeville Building, room T5-41  
P.O. Box 1738  
3000 DR Rotterdam  
tel.: 010-4081895/2743  
e-mail: [EC@rsm.nl](mailto:EC@rsm.nl)

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# 1. The Examination Board BSc & MSc programmes

## 1.1 Tasks

The Examination Board has a broad range of different tasks with regard to the examinations. The tasks of the Examination Boards are based on the Higher Education and Scientific Research Act (*Wet op het Hoger Onderwijs en Wetenschappelijk Onderzoek- WHW*). A summary of the Board's tasks can be found in [appendix A](#).

The Dean established the Examination Board for the accredited government-funded BSc- and MSc-programmes as well as for two accredited non-funded postgraduate MSc programmes. [Appendix B](#) shows the BSc- and MSc-programmes concerned and the amount of students per programme.

## 1.2 Composition and way of working

The Examination Board consists of six members of the faculty, including the chairman. The members are appointed by the Dean for a period of four years. Their 0.2 fte appointments shall be renewable. In 2013, the Committee consisted of the following members:

- prof.dr.ing. T.W. Hardjono (Chairman until 16 June 2014);
- prof.dr. P.P.M.A.R. Heugens (acting Chairman from 16 June 2014);
- dr. E.A. van der Laan;
- dr. J. van Rekom;
- ir. A.J. Roodink;
- dr. M.C. Schippers.

The Examination Board jointly sets up the rules and policy. The Examination Board as a whole meets once a month. Each member has a portfolio, see [appendix C](#). The members are responsible for taking care of the daily matters regarding their own portfolio.

## 1.3 Mission and vision

The Examination Board has been commissioned by the legislator to supervise the examinations and the final exams. The Examination Board performs this independently. Core task of the Examination Board is to ensure the civil effect of the certificates. To this end, the Examination Board draws up rules and policies. Key documents are:

1. The *Teaching and Examination Regulations* (TER) of the programmes concerned. In the TER the educational programme is laid down and matters such as the number of examination opportunities, any mandatory sequence of examinations, the binding study advice, and possible exemptions.
2. The *Rules and Guidelines* (R&G) that lay down rules regarding examination competence of examiners, fraud, assessment, compensation.
3. The policy paper '*Integrated Testing Policy*' which describes the quality assurance of the testing policy. This paper also describes the core values of the Examination Board: professionalism, academic freedom, fair play, continuous improvement.

## 1.4 The Examination Board's Office

The Examination Board is supported by the Examination Board's Office which consists of the Secretary and two deputy secretaries, three assistants, a project manager and a Management Information Assistant. The Secretariat prepares the meetings and the decision making of the Board and implements the decisions. The staffing in 2014 was as follows:

C.M. Dirks-van den Broek LL.M. (0,8 fte)	Secretary/ Managing Director
I.M. van Essen LL.M. (0,8 fte)	Deputy Secretary
A.M. Schey MScBA (0,4 fte)	Deputy Secretary
M. Hutting – Schutter BA (0,8 fte)	Project manager / Team leader administration
D.M. Schonis (1,0 fte)	Team leader Administration (from 1 September 2014)
G.M. den Bakker (0,4 fte)	Assistant;
I.T.T. Przewoźna MA (0,7 fte)	Assistant
A. Markus MSc (0,4 fte)	Management Information Assistant

## 1.5 Output of the Examination Board

	2010	2011	2012	2013	2014
<i>Meetings</i>					
Plenary meetings EB RSM	8	9	9	8	8
Meetings Chairmen EUR EB's	3	3	3	3	4
Meetings Secretariats EUR EB's		1	6	6	9
<i>Degrees awarded</i>					
BScBA	413	517	448	426	432
BScIBA	299	280	287	289	292
MScBA (AC en MiM)	881	806	409	145	176
MScBIM			32	74	130
MScCHEB			6	25	28
MScEShip			19	50	50
MScFI	24	237	313	304	275
MScGBSM			24	39	39
MScHRM			18	26	46
MScMI			47	42	53
MScMM			92	165	176
MScSCM	3	63	76	116	145
MScSM			112	151	238
MScOCC			31	27	63
MScIM	57	63	54	69	61
PMB	101	95	102	72	69
MPhil	15	9	10	9	11
MScCC	nvt	9	17	22	17
<b>Total</b>	<b>1793</b>	<b>2079</b>	<b>2097</b>	<b>2051</b>	<b>2301</b>
<i>Fraud</i>					
<b>Total</b>	<b>29</b>	<b>47</b>	<b>64</b>	<b>142</b>	<b>194</b>
<i>Appeals</i>					
<b>Total</b>	<b>34</b>	<b>51</b>	<b>47</b>	<b>45</b>	<b>50</b>
<i>Individual requests</i>					
	<b>1258</b>	<b>1122</b>	<b>940</b>	<b>2164</b>	<b>2196</b>
<i>Admission Statements MSc programmes</i>					
MSc internal students	673	908	784	714	727
MSc external students	363	405	537	734	714
<b>Total</b>	<b>1036</b>	<b>1313</b>	<b>1321</b>	<b>1448</b>	<b>1441</b>

## 2. Performance in 2014

### 2.1 The Examination Board as supervisor

#### a. The awarding of degrees

According to law the Examination Board establishes whether a student meets the requirements set by the Teaching and Examination Regulations (TER) with regard to the knowledge, insight and skills needed to obtain a Bachelor's or Master's degree<sup>1</sup>. The degree certificate is issued as proof that the requirements have been met. The degree certificate is accompanied by a list of grades and a diploma supplement. The Chairman of the Examination Board signs these three documents.

In 2014, the Examination Board issued **2301** degree certificates, 250 more compared to 2013. Below, an overview of the number of degree certificates issued per programme including the number of the *cum laude* certificates. For the first time there has been awarded summa cum laude certificates as well. Remarkably, the number of cum laude certificates varies considerably per programme.

programme	certificates	cum laude	summa cum laude
BScBA	432	4	2
BScIBA	292	41	7
MScBA Acc & Control	121	14	1
MScBA MiM / GM	55	15	0
MScBIM	130	7	0
MScCHEB	28	3	0
MScEShip	50	5	0
MScFI	275	49	2
MScGBSM	39	11	0
MScHRM	46	5	0
MScMI	53	5	1
MScMM	176	31	0
MScSCM	145	20	0
MScSM	238	25	0
MScOCC	63	7	0
MScIM- CEMS	61	17	0
PMB	69	3	0
MPhil	11	2	0
MScCC	17	0	0
<b>Total</b>	<b>2301</b>	<b>264</b>	<b>13</b>

#### b. The appointing of examiners

The Examination Board appoints the examiners. In the Rules and Guidelines, the Examination Board has specified that the members of the academic staff (professors and lecturers and senior lecturers) are examiners for the courses that they provide<sup>2</sup>. Other members of the academic staff, e.g. PhD candidates (aio's), are therefore not 'automatically' authorised to act as examiners. If an aio or an expert from outside the RSM wishes to act as examiner and also to mark examinations, the Examination Board must declare that he or she is authorised to do so.

In the event that an expert from outside RSM wishes to be temporarily declared authorised to act as an examiner in order to participate in a thesis committee, for example, the Examination Board will

<sup>1</sup> See article 7.11, paragraph 2, WHW

<sup>2</sup> See Article 1.4 of the R&G of all programmes

check whether the person in question complies in principle with the requirements to be appointed as a member of the academic staff of RSM: the minimum requirement is a completed university degree programme and preferably also a completed PhD, or in any case experience in performing scientific research.

In 2014 9 external experts has been declared authorized to act as a co-reader within a thesis committee.

### c. Quality assurance of (final) examinations: the integrated testing policy

One of the core tasks of the Examination Board is to supervise the quality of the degree programmes' (final) examinations. In the *Integrated Testing Policy* memorandum, the Examination Board sets out how it wishes to promote and monitor the quality of testing and examinations.

#### Supervision of Master's theses

The Examination Board views the final graduation examination as the ideal moment to check whether a student meets the required level, which is why the Board has opted to pay special attention here to that examination. First of all, a procedure has been drawn up to randomly check whether the final graduation examinations meet the specified learning objectives and procedural rules: this is called *sampled monitoring*. The Examination Board has also introduced an *excellence check*.

- *Sampled monitoring*

In 2008 the Examination Board decided, in consultation with the programme directors, to stop using a graduation committee with a second co-reader and to introduce a *dual quality check*. As the body that issues the degree certificates and also as the supervisory body, the Examination Board is very closely involved with the graduation process. The thesis is the ideal moment to check whether the student has attained a high enough level to be eligible for a degree certificate from the degree programme. In 2008 it was decided that about 10% of the theses would be randomly, expertly and objectively monitored by or on behalf of the Examination Board.

Mid 2014 the first cohort students graduated under the new Thesis Trajectory system. In autumn, the Examination Board initiated the sampled monitoring. The members of the Council for Distinction Marks agreed to implement this Sampled Monitoring under the supervision of the Examination Board. The results of this monitoring are expected for mid 2015.

- *Excellence check*

Apart from the introduction of *sampled monitoring*, the Examination Board decided in 2008 that theses that will probably receive a mark of 9 or more out of 10 would be submitted to a **Council for Distinction Marks** in advance to assess whether the thesis is actually at that level. This procedure is similar to that of the degree classification *cum laude* for doctoral degrees. This *Council for Distinction Marks* consists of members of the academic staff at professor level (if possible) from the various departments of the RSM.

Member	department
Prof. dr. ir. H.W.G.M. van Heck	1
Prof. dr. B.M. Balk	1
Prof. dr. S.J. Magala	2
Dr. J. van Rekom	3
Prof. dr. P.P.M.A.R. Heugens (chairman)	4
Dr. T.J.M. Mom	4
Dr. M. Szymanowska	5
Dr. E Sojli	5
Prof. dr. R.J.M. van Tulder	8

In 2014, the committee reviewed 65 theses. In 14 instances the verdict was negative initially. The coach and co-reader can lodge an appeal against a negative verdict of the Council for Distinction Mark. The thesis will then be sent out for a second reading to another member of the Council, who will review the thesis. Hereupon the Chairman will take a final decision, taking both reviews into account. In 2014, this happened 5 times, resulting in a positive final decision in one case.

The tables below display the number of theses that were nominated for an excellence check per MSc programme.

<b>MS Programme</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>MSc (initieel) 60 ects</b>	<b>37</b>	<b>44</b>	<b>38</b>	<b>34</b>	<b>59</b>
- A&C	1	4	1	0	6
- BIM	4	4	3	3	3
- CHEB					1
- ES/E&NBV	0	2	2	0	0
- FI	8	8	5	10	13
- GBSM	0	3	4	1	4
- HRM	5	1	1	2	1
- OCC/MC	0	2	5	0	0
- MI	1	1	2	2	3
- MM	10	10	8	9	10
- SCM	0	1	3	1	7
- SM	8	8	4	5	11
- GM				1	
<b>PMB</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>
<b>IM-CEMS</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>6</b>	<b>2</b>
<b>MPhil</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>
<b>Total</b>	<b>48</b>	<b>51</b>	<b>48</b>	<b>40</b>	<b>65</b>

#### The Education Service Point

Promotion of expertise and training of academic staff regarding the preparation of high-quality tests is a crucial part of assuring the quality of testing. Since the year 2000, examiners are offered tailor-made support in relation to the construction of examinations by the EUR's Risbo Institute. The aim of this support is that examiners can contact the Risbo with questions encountered when preparing examinations, preparing scoring instructions, determining the pass grade, evaluating examination questions, instructing marking assistants, etc. The examiners receive both verbal and written feedback from the Risbo. In 2014, **27** examinations were checked by the Risbo.

#### The Examination Monitor

The Examination Monitor is an important and labour-intensive instrument for quality assurance. The Examination Board developed the Examination Monitor to allow the Board to receive information about all examinations taken for quality assurance purposes. The Examination Monitor consists of two parts: a comprehensive examination monitor for the Business Administration and International Business Administration Bachelor's degree programmes and a simple monitor for the pre-experience Master's degree programmes. Incidentally, the monitor for the Master's theses described above is not considered to be part of the Examination Monitor, as this only involves a few individual examinations that are checked more thoroughly.

In the autumn of 2014 the Examination Board established an annual report on the examination monitor for the first time. This annual report covers the academic year 2013-2014. It has a dual purpose: on the one hand it gives a detailed report on the monitors during the academic year, including the findings, decisions and policy changes of the Examination Board, on the other hand it aims to be a document for the purpose of debate between the Examination Board and the Dean of BSc & MSc Programmes, Programme Directors and the Departments.

The annual report consists of a general process description, a description of the actual assessment methods within the programmes, the monitors during the academic year (bachelor and master), a log with decisions of the Examination Board (adjustments standards, grade changes, etc. at course level), an overview of complaints (except for individual complaints), policy changes and recommendations.

Only the following information from the monitor are listed in the general annual report of the Examination Board: the Excellence Check, the sampled monitoring and the handling of complaints regarding exams. These parts are described above.

#### **d. Anti-fraud measures**

Pursuant to Article 7.12b, paragraph 2 and 3 of the Higher Education and Research Act ('WHW'), the Examination Board can take measures in the event of fraud.

Annually, about 50,000 RSM examinations are taken in the M-building. The increase in fraud reports in the M-building is mainly due to the fact that invigilators report if a student has a mobile phone within reach. In addition, the anti-fraud measures have been significantly tightened by September 1, 2014: for instance, students are no longer allowed to take scratch paper outside the hall nor to wear (smart) watches. Despite the fact that announcements were made that phones must be stored in a jacket or bag at the beginning of the examinations, and despite the fact that it was on the front page of the exam, there were 109 fraud reports of students with a mobile within reach. Given the high percentage of boys (> 90%) in this group, who often have no bag or are accustomed to carry their mobile phone in their pocket, the urgency to place lockers in the M-hall is high.

All the other cases concern (suspicion of) plagiarism, where both the 'provider' and 'acquirer' are punishable, but the latter is more heavily penalized than the first. Fortunately, more and more lecturers confront students (especially in the first year) with their copycat behaviour by the use of *Safe Assignment* or other plagiarism detectors. Overall, plagiarism is most common in first-year courses. The punishing is primarily intended to deter the students. Therefore, the Examination Board puts relatively much time in these *first-year fraud sessions*.

The fact that fewer senior students commit fraud is probably due to the severe penalties in the first year. As a result of the introduction of N = N, the Examination Board decided that the previously prevailing penalty (exclusion from the course for a year) now has major consequences (= exit programme) in relation to the offense. In many cases, the relevant (not assessable) component was awarded the grade '0', but not to the whole course.

Last year however, there has also been an increase in the number of cases of plagiarism in the master's, for example at the courses RSMRM1SCM-14: *Research Methods and Skills 1* and BKMME178 *The Future of Work*. The impression is that this involves external students who are not familiar with the plagiarism rules. There was also one case of plagiarism discovered during the Thesis trajectory. The Examination Board had a meeting with approximately **100** of the **194** students suspected of fraud: 40 individual interview and the others in pairs. The 94 students not invited were the ones caught with a mobile phone / smart phone (which were turned off) and with a clean record. They received a written reprimand, which is included in their dossier and will be considered in future decisions by the Examination Board.

The following chart lists the measures taken over the past six years.



	2009	2010	2011	2012	2013	2014		
	total	total	total	total	total	BA	IBA/MSc	total
Number of students	49	29	47	64	142	71	123	194
<b>Type of tests</b>								
Group assignment	13	5	21	16	19	27	22	49
Individual assignment	11	2	18	36	54	0	10	10
Written examination	24	15	8	9	65	44	90	134
thesis	1	1	0	3	4	0	1	1
<b>Type of fraud</b>								
plagiarism	23	14	33	55	76	27	33	60
peek	2	8	3	4	6	1	2	3
Cell phone	13	3	1	2	57	38	71	109
Grafic calculator	9	3	10	1	1	3	5	8
Miscellaneous	2	1	0	2	2	2	12	14
<b>Disciplinary measure</b>								
none	2	1	0	3	2	0	0	0
reprimand	18	11	15	13	72	40	71	111
sanction	29	17	32	48	68	31	52	83

#### e. *Settling of disputes*

Students can appeal the decisions made by examiners and the Examination Board. The procedure is laid down in Section 7.60 et seq. of the Higher Education and Research Act ('WHW'). This legal procedure is an administrative appeal as referred to in Section 1:5(2) of the General Administrative Law Act ('Awb'). The Examinations Appeals Board of Erasmus University ('CBE') only performs a review of lawfulness. Both written<sup>3</sup> and unwritten law are used as the basis for the review<sup>4</sup>.

An appeal must be lodged to the CBE within 6 weeks of the decision being announced. Since the 2010-2011 academic year, EUR has had an online helpdesk for students to submit their complaints, objections and appeals online.

Below an overview of the appeals over the past five years.

<sup>3</sup> Written sources include the Higher Education and Research Act ('WHW'), the Teaching and Examination Regulations ('OER') and the general principles of good governance included in the General Administrative Law Act ('Awb').

<sup>4</sup> Examples of unwritten sources include general principles of good governance and other general legal principles.

<b>Appeals</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>subject</b>					
denial BScBA (Colloquium Doctum)					1
denial pre-Master's NL	3	4	4		9
denial pre-Master's ENG		4			
denial admission MScBA (GM)				1	
denial admission MScBA	6	11	16		
denial admission MScBIM				2	1
denial admission MScCHEB				1	
denial admission MScSM				2	2
denial admission MScSCM				2	3
denial admission MSChRM				1	
denial admission MScGBSM				1	1
denial admission MScMM				1	3
denial admission MScIM	1	3	1	1	
negative bsa	13	17	16	24	12
Denial grade registration		1			
denial admission Research Project			1		
Fraud sanction	1	3	6	1	2
Denial exemptions	1				
Denial additional examination		2		2	7
Denial reassessment	1	1		1	2
Extension validity grade	2	1	1	2	2
Denial external elective/project				2	1
Denial grade registration					1
other	6	4	2	1	3
<b>total</b>	<b>34</b>	<b>51</b>	<b>47</b>	<b>45</b>	<b>50</b>

<b>Final decision/verdict</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
premature		1	1		
withdrawal	10	13	19	17	16
settlement	16	29	17	24	31
inadmissible			1	1	
unfounded	2	2	8	3	1
Well founded	0	0	0	0	
No verdict yet	2	2	1	0	2
<b>total</b>	<b>30</b>	<b>47</b>	<b>47</b>	<b>45</b>	<b>50</b>

## **2.2 Regulations: the rules and guidelines and recommendations regarding the OER**

The Examination Board has regulatory power. The Board can set rules and provide the examiners with guidelines and instructions. These powers are reflected in the Rules and Guidelines ('R&G'), governing matters such as fraud, rules on passing/failing examinations, *cum laude* rules, compensation schemes, registering for examinations, perusals and the composition of graduation committees.

The most important changes for the academic year 2014-2015 was the tightening of the granting of the *cum laude* classification in the bachelor's programmes: henceforth the classification will be granted only if at the most *one* course has been retaken.

Also, in 2014 the Examination Board established Rules of Procedure. These are regulations regarding for instance the content of the portfolios of the members, the mandates, the signing of decisions and certificates.

In addition, the Examination Board advises the Dean with regard to the setting of the Teaching and Examination Regulations ('TER') for each programme. The Examination Board can also independently submit proposals for changes to the Teaching and Examination Regulations. The Examination Board has given a positive advice regarding the proposed rules regarding the new thesis project.

The most significant change to the TER was a clearer definition of the content of Trimester 7: the elective possibilities within the bachelor programmes.

## **2.3 Decisions in individual cases**

The Teaching and Examination Regulations (the 'OER') of the various study programmes state in various articles that the Examination Board can allow deviations from the rules in certain cases. The Board can grant exemption from the OER in individual cases, for example, due to personal circumstances, or based on the hardship clause (if a rule would result in unfair consequences in an individual case), or for other specific reasons.

The following overview shows the number of the main requests by topic. There is a distinction between Dutch requests (from BScBA students or students of the PMB degree programme) and English requests (from BScIBA and MSc students).

<b>Individual requests by Decos 2014</b>	<b>NL</b>	<b>UK</b>	<b>Total 2014</b>
Appeals	19	38	57
Binding Study Advice	3	2	5
Grade registration Osiris	55	20	75
Compensation rule B2/B3	34	33	67
Composition graduation Committee	0	12	12
Confidentiality form	0	64	64
English registration Osiris	4	0	4
ERIM customised study programme	0	21	21
Examination authority external lecturers	1	23	24
Exchange	0	2	2
Excellence check	0	64	64
Extra exam opportunity during BSc& MSc	8	27	35
Extra exam opportunity for purpose of graduation MSc	0	23	23
Extra exam opportunity for purpose of passing BSc or premaster programme	39	25	64
Fraud / plagiarism	71	123	194
GMAT registration	56	22	78
Graduation MSc	0	99	99
Hardship in N=N	0	3	3
Switch from IBA to BA	7	0	7
IBCOM course counting towards curriculum	0	12	12
Enrolment after 31 August	29	53	82
Extra-curricular elective	10	2	12
Elective/project counting towards the curriculum	71	74	145
Complaint	35	23	58
Requests without workflow	38	53	91
Admission MSc without BSc degree	2	16	18
Transition rule 'last result counts'	2	3	5
Postponement Active degree granting	3	140	143
Examination abroad	1	1	2
Examination under special supervision	9	6	15
Late registration examination	2	10	12
Admission programme	3	4	7
Registration course although not measure up to requirements	0	0	0
De-registration programme	0	1	1
Statement special examination provision	68	28	96
Statement of no objection	10	5	15
Extension validity (partial) grades	27	73	100
Extension validity cases	21	5	26
Extension validity grades PMB	6	0	6
Early marking of examination	0	0	0
Request different examination	1	11	12
Exemption	132	18	150
Examination without registration	170	120	290
<b>Total</b>	<b>937</b>	<b>1259</b>	<b>2196</b>

## 2.4 Binding study advice

The Examination Board plays an important role in relation to the binding study advice. The EB issues a provisional advice to all freshmen twice a year. At the end of the academic year, in August, the Dean issues the final binding study advice. The Examination Board in collaboration with the student advisers and the student counsellors prepares this final advice. If the standards have not been met, the student must leave the programme and may not subsequently re-start the programme for the next three academic years.

Before the final decisions are sent, the Examination Board determines which students may be exempted from the BSA standard because of personal circumstances or hardship. To be exempted from the BSA standard means that the student, will get the chance to comply with the BSA standard in the subsequent academic year. If he fails, then he must leave the programme at the end of the second year.

In August 2014 **760** BA students and **417** IBA students received a binding study advice. The EB considered **181** individual student files because of personal circumstances or hardship. To determine which students will qualify for exemption from the standard, the Examination Board meets with the student advisers and student counsellors to discuss the relevant student files.

On 20 and 21 August 2014, the BSA meetings 2014-2015 took place: one for the Dutch language BA bachelor's programme and one for the English language International Business Administration bachelor's programme.

Because so many students appealed to the hardship clause in 2013, the Examination Board decided to prevent students from writing letters in 2014. The Board decided to organize a hardship meeting where all students with one non-compensable insufficient grade or two insufficient grades would be discussed case by case. Decisive factors for application of the hardship clause were the average grade and the overall picture (like how seriously insufficient are the grades, poor results for the same kind of courses etc.). If these factors implicate that the student is most likely fit for the BSc programme, then he will not receive a negative binding study advice based on hardship. Remarkably, most students in this category had quite high averages.

During the meetings on 20 and 21 August not only the files of students with personal circumstances were discussed with the student advisers and student counsellors but the hardship files as well, in view of a consistent policy.

The next table shows the total number of the decisions taken during the BSA meetings of 2014 and of the years before so that trends may be observed.

BSA cases	2011		2012		2013		2014	
	BA	IBA	BA	IBA	BA	IBA	BA	IBA
<b>Files:</b>								
Personal circumstances	74	41	44	33	57	77	45	21
Hardship	15	26	16	22	92	65	70	33
Appeals	5	12	5	9	1	23	5	7
<b>Total files per programme:</b>	<b>94</b>	<b>79</b>	<b>65</b>	<b>64</b>	<b>150</b>	<b>165</b>	<b>120</b>	<b>61</b>
<b>Total files both programmes:</b>	<b>173</b>		<b>129</b>		<b>315</b>		<b>181</b>	
<b>Decisions:</b>								
Exemption due to PC	43	27	23	18	41	25	39	17
Exemption due to hardship	5	17	10	17	78	25	51	39
<b>Total exemptions</b>	<b>48</b>	<b>44</b>	<b>33</b>	<b>35</b>	<b>119</b>	<b>50</b>	<b>90</b>	<b>56</b>
Negative BSA	41	23	27	20	30	92	30	5

Compared to the pre N=N era, more students are exempted from the BSA standard after the first year. But the big difference is that these students have a much better position: they have to retake only one or two B1 courses in the second year of enrolment. It now appears that almost all these students succeed to do so. In addition, the average N=N students achieve higher grades for the exams.

## 2.5 Admission statements

The Chairman of the Examination Board received the mandate from the Dean to issue *Admission Statements* to the Master's degree programmes.

A distinction can be made between the admission of internal students (students from the BSc(I)BA and premaster programmes) and the admission of external students.

Internal students must have finished the Bachelor's degree programme or premaster programme (including sufficient GMAT and English test-score). There is also a second entry moment for internal students, namely at the end of January.

External students should not only have completed a Bachelor's degree programme, but also met additional requirements, such as a GMAT or specific requirements regarding the average grade.

Furthermore, the Examination Board is authorised to admit students to the Master's based on very special circumstances or based on the hardship clause. The admission statements for internal students (Bachelor's and premaster students) is prepared and issued by the Examination Board's Office. The admissions statements for external students is prepared and issued by the RSM's Admissions Office.

The following is the report on the admission of consecutively internal and external students.

### MSc intake internal students

For the internal master intake per February 2014 **126** students signed up. Of these students, 93 received an Admission Statement.

In total 958 internal students signed up for the start of the Master's programme per September 2014:

- **727** students have been admitted to the master of their choice (in the 1st round, or in the August round after the resits)
- **231** students have been rejected;
- **2** BScBA students have been admitted to a master's programme on the basis of personal circumstances or the hardship-clause. These decisions were taken after consulting the student advisers.

About 64 of the rejected students were granted an extra exam in accordance with the policy of the Examination Board. By achieving the extra exam these students may possibly conclude their BSc degree programme and enrol in the Master's programme per January 2015.

Admission to initial MSc's 2014-2015					
Master	positive	Of which PC	Of which hardship	Of which compensation	negative
Sept 2014	727	1	1	38	231
Sept 2013	642	8	2	23	251
Sept 2012	784	25	12	21	159
Sept 2011	857	33	34	17	156
Sept 2010	623	67		na	155

These tailor-made decisions contributed to the huge peak load for the Examination Board's Office during the last two weeks of August and the first week of September.

### External entry to a Master's

The requests for admission from external students<sup>5</sup> are handled by the RSM Admissions Office under the responsibility of the Chairman of the Examination Board. In contrast to the internal students, the external students can only start the Master's degree programmes as of 1 September.

In 2014, **714** admission statements have been issued to external students, which is 20 less than in 2013. Furthermore, as from September 2014, the CHEB programme will have no new intakes.

<b>Programme</b>	<b>2013</b>	<b>2014</b>
Accounting & Control (MScBA) Accounting & Financial Management	36	42
Business Information Management (MScBIM)	28	21
Chinese Economy and Business (MScCHEB) – no new intakes as from Sept. 2014	17	0
Entrepreneurship & New Business Venturing (MScENBV) Strategic Entrepreneurship	20	29
Finance & Investments (MScFI)	163	177
General Management (MScBA) (Master in Management)	66	77
Global Business & Stakeholder Management (MScGBSM)	21	21
Human Resource Management (MScHRM)	15	15
Management of Innovation (MScMI)	10	25
Marketing Management (MScMM)	83	62
MSc International Management - CEMS	65	60
Organisational Change & Consulting (MScOCC)	19	17
Strategic Management (MScSM)	136	110
Supply Chain Management (MScSCM)	55	58
<b>Grand Total</b>	<b>734</b>	<b>714</b>

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<sup>5</sup> In this case *lateral entrants* means students who enter the Master's directly from outside RSM. This definition does not include pre-Master's students: they are considered to be part of the internal advancement.

## Appendix A. Tasks of the Examination Board

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 for / with regard to exams and examinations.* This responsibility is manifested in the competence of the Examination Board to:
  - a. award the certificate of the degree;
  - b. appoint the examiners;
  - c. supervise the quality of exams and examinations;
  - d. take disciplinary action in case of fraud;
  - e. supervise the implementation and execution of the examination regulations 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. *An administrative, regulatory task regarding the organisation and coordination of the examinations.* The Examination Board sets rules and gives instructions to the examiners. These rules have been laid down in the *Rules and Guidelines*. These rules concern matters such as order during examinations, fraud, assessment criteria, compensation rules, classifications (like cum laude).
3. *Tasks that are further defined in the Teaching and Examinations Regulation or 'Onderwijs- en Examenregeling' (TER or OER) 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, the granting of transition to the Master programme, the interim advice within the framework of the binding study advice, the adjustment of the norm of the binding study advice in the case of personal circumstances, granting extra and/or accelerated examinations opportunities, the establishment of a free master programme.
4. 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.
5. *Advisory tasks:* three times a year the Examination Board issues an advice to every first year student concerning his study progress. Furthermore the Examination Board advises the Dean regarding his Teaching and Examination Regulations.
6. *Other,* such as delegations in selection committees and the 'colloquium doctum' committee.



## Appendix B. Students per programme (per 01/10/2014)

Programme	CROHO	language	ects	Full time/ part time	2009	2010	2011	2012	2013	2014
BScBA*	50015	Dutch	180	vt	2585	2349	1985	2014	2040	2014
BScIBA*	50952	Eng.	180	vt	1249	1183	1065	1190	1181	1268
MScBA**	60644	Eng.	60	vt	2035	1742	851	268	203	335
MScBIM	60453	Eng.	60	vt			57	153	232	240
MScCHEB	60454	Eng.	60	vt			25	54	46	14
MScES	60455	Eng.	60	vt			48	83	76	73
MScFI	60409	Eng.	60	vt		427	494	525	492	430
MScGBSM	60456	Eng.	60	vt			32	67	69	43
MScHRM	60645	Eng.	60	vt			31	58	68	52
MScMI	60458	Eng.	60	vt			58	80	81	75
MScMM	60063	Eng.	60	vt			153	295	279	217
MScOCC	60457	Eng.	60	vt			45	73	78	50
MScSCM	60093	Eng.	60	vt		126	156	221	231	196
MScSM	60066	Eng.	60	vt			170	323	357	282
PMB	60644	Dutch	60	dt	273	276	248	221	181	181
MScIM - CEMS	60256	Eng.	90	vt	125	132	132	139	127	127
premaster NL	-	Dutch	65	vt	274	304	238	253	231	252
premaster EN	-	Eng.	65	vt	102	82	55	59	54	54
MPhil	60313	Eng.	120	vt	21	28	23	28	28	23
MScCC	75049	Eng.	60	dt			21	95	95	93
MScMC	75051	Eng.	60	dt			55			
exchange/cursist	-		-	-			239	305	276	246
<b>total</b>					<b>6771</b>	<b>6719</b>	<b>6230</b>	<b>6554</b>	<b>6528</b>	<b>6265</b>

## Appendix C. Portfolio allocation of the Examination Board

Allocation of tasks by subject	Board member
<b>Check of entrance and exit qualifications/chairman</b> <ul style="list-style-type: none"> <li>• Chairman/representation EB</li> <li>• Signing of diplomas</li> <li>• Premasters' admission</li> <li>• Masters' admission</li> <li>• Granting of admission statements</li> <li>• Issues related to post-experience master programmes</li> </ul>	Prof.dr.ing. T.W. Hardjono
<b>Graduation routes (bachelors' and masters')</b> <ul style="list-style-type: none"> <li>• Vice Chairman</li> <li>• Excellence check</li> <li>• Sampled monitoring</li> <li>• Presence during examination sessions</li> <li>• Alternative composition of thesis committees</li> <li>• Graduating outside the regular graduation time frame</li> <li>• Issues related to the Master's of Philosophy in Business Research</li> </ul>	Prof.dr. P.P.M.A.R. Heugens
<b>External input</b> <ul style="list-style-type: none"> <li>• Exemptions on the basis of competencies gained elsewhere</li> <li>• Exchange</li> <li>• Electives from outside RSM</li> <li>• Minors from within RSM</li> <li>• Examination authority of external teachers</li> <li>• Issues related to pre-experience master programmes</li> </ul>	Dr. E.A. van der Laan
<b>Supervising the implementation of and derogation from Examination rules / bachelors' programmes</b> <ul style="list-style-type: none"> <li>• Fraud</li> <li>• Request for extra examination opportunities</li> <li>• Request for alternative examination forms</li> <li>• M1-5 statements</li> <li>• Validity terms of examinations</li> <li>• Exemption for practical assignments</li> <li>• Other issues related to Bachelor 2 &amp; 3</li> </ul>	Dr. J. van Rekom
<b>Quality control</b> <ul style="list-style-type: none"> <li>• Complaints about examinations</li> <li>• Examination monitoring</li> <li>• Examination manual</li> <li>• Education Service Point</li> <li>• Issues related to the PMB Programme</li> </ul>	Ir. A.J. Roodink
<b>Study progress Bachelor 1</b> <ul style="list-style-type: none"> <li>• BSA</li> <li>• Project 'Nominal is the Norm'(N=N)</li> <li>• Other issues related to Bachelor 1</li> </ul>	Dr. M.C. Schippers