

Minutes MSc PC – 30 January 2025

Online meeting via Teams and T3-42 10:00–12:00 hours

Present	Absent
AL: Annelie van der Leelie (Minutes)	(MBI)
MS: Maciej Szymanowski (Chair, MM, BAM)	SML: Sofia Murell Lema (PM)
JV: Jelle de Vries (SCM)	SG: Shanifa Goelab (POC)
KV: Kristina Vereshchagina (MScBA AFM)	NL: Niccolò Di Leo (SE)
SP: Suus Pleyte (SM)	KK: Korcan Kavusan (MscBA MIM)
GB: Guido Berens (GBS, P-MM)	KB: Kathrin Borner (MI, MBI)
JS: Jeffrey Sweeney (BIM)	
MAS: Maartje Schouten (POC)	
MP: Mihail Pop (MScBA BAM)	
AD: Andreas Distel (SE)	
RH: Reina Hamersak MScBA MiM)	
PJ: Patryk Jarmakowicz (MI)	
PS: Pravar Saran (BIM)	
EB: Emanuel Ubert (SM)	
LF: Luca Fanelli (SCM)	
LW: Lot van Westerveld (GBS)	
AR: Anna-Maria Radeva (FI)	
SZ: Solomon Zori (MScBA AFM)	
SJ: Sarah Janders (MM)	
DY: Dong Yan (FI)	Guests
EH: Evi Hommez (MScBA P-MIM)	ANP: Anne Nederveen Pieterse (Academic Director MSc POC) GS: Giada Sabbion (Continuous Improvement Officer) AH: Ali Hussain (Project Manager Standardization Education Project) AT: Alfredo Trovato (Lead Education Coordinator) JM: Jeroen Melein (Director Digitalisation and Information Service) AJB: Amy Janssen- Brennan (Cluster Lead/ Director of Student Affairs)

1. Opening and announcements

The chair welcomes everybody present.

2. Approval of minutes from MSc PC meeting 19 December 2024— see attachment.

GB: In the table Overview of subcommittees and topics, the name IDEA Project Lead Julia Cselotei should be added to the stakeholders category of the Course Evaluation Subcommittee.

3. Request for consent on ILO changes in the MSc POC programme – Anne Nederveen Pieterse

ANP informed the Committee about the ILO change proposal in the MSc POC programme.

- 1) The MSc POC programme was redesigned a few years ago. Therefore, there are no major changes in the ILOs.
- 2) The current ILOs are visible in Figure 1:

ILO's POC

Knowledge	Skills	Attitudes
1. Critically evaluate the role and impact of individuals, leaders and structures on organisational effectiveness	5. Reflect on one's own leadership capacity, strengths and areas for personal growth and development	8. Appreciate the importance of being a people-oriented responsible and ethical leader, manager or consultant
2. Develop context- and people-sensitive solutions to organisational challenges	6. Demonstrate managerial and leadership, and academic skills (including decision making, organisational design, teamwork, effective communication, managing diversity, and influencing and developing others, and interpreting and executing academic research)	9. Demonstrate an open and inquisitive attitude alongside a critical evidence-based mindset
3. Initiate and manage people dynamics for sustainable personal and/or organisational development		10. Evaluate the importance of balancing the needs of various stakeholders in processes of people management and/or change and organisational development
4. Analyse people and change management from behavioural, cognitive, political, social and organisational perspectives	7. Analyse information using critical thinking to drive people-related organisational decision-making	

RSM Erasmus
Classification: internal

Figure 1.

- 3) According to the department, the current ILOs don't include academic and research skills, which is a problem as the programme is an MSc programme and academic skills are part of the programme content (for example in the Research Methods course). Therefore, the department would like to change ILO 6 to: ' Demonstrate managerial, and leadership, and academic skills (including decision making, organisational design, teamwork, effective communication, managing diversity, and influencing and developing others, and interpreting and executing academic research), to better capture the programme's focus and content.

Comments of the Committee:

- 1) MS: In the current new ILO 6, there is no visible framework making it difficult to identify which skills are involved. Therefore, it would be better to improve the structure of ILO by, for example, changing the order of ILO or categorising academic and practical skills.

The proposed ILO change in the MSc POC programme was unanimously accepted by the Committee: MS will write a consent letter.

4. Update on the redesign MSc programmes – Alfredo Trovato, Giada Sabbion, Ali Hussian

AH updated the Committee on the MSc redesign.

- 1) RSM programmes are redesigned due to the Future Proof Project which involves reducing the number of FTEs, leading to a reduction in the teaching load of the programme.
- 2) The change process is as follows: a) The MSc change process is guided by a series of workshops to define and refine the extent to which each MSc programme requires changes, b) Each stage should help identify and clarify what needs to be changed and c) The primary consideration in the MSc redesign is Future Proof which will have a significant impact on RSM's MSc offering.
- 3) In the overall process, LIT leads the MSc redesign workshops. Which is divided in three phases a) Foundation alignment, b) Programmatic design and c) Course development.
- 4) The purpose of the upcoming 121 workshops are a) ILO coverage, b) ILO (skill) progression and Scaffolding (student journey), c) Number and types of assessments and d) Balance of summative and formative assessments.
- 5) Academic Directors are encouraged to explore Future Proof and quality targets.

6) From January 2025, there won't be ILO changes as this has already been done in the months before.

AT and GS informed the Committee about the redesign of the MSc programmes.

- 1) The presentation provides a preliminary overview of the programme changes and the standardisation master programmes.
- 2) The standardisation of the master programmes is necessary due to a) The budget cut and b) From an administrative perspective to align the master processes.
- 3) The Education Coordinators on the department level will collect the MSc programme changes and to gather the information properly, the Education Coordinators have created a template with six key areas in which programmes can be standardised.
- 4) To standardise the master programmes, departments could implement changes in the following six key areas a) MSc Boilerplate (standardise curriculum structure across MSc (excluding MIM, PMIM and CEMS) must include YFC, a longitudinal experiential learning course integrate MSc research platform. There are three boilerplate examples thus a department could choose a Boilerplate that best suits the programme, b) Integrate 'real-world' learning (must integrate a longitudinal element that includes practical experience mimicking the labour market and reflection), c) Reduce the workload of co-readers, d) Recalibrate ILO and CLO (integrate a cap of 6-10 ILOs), e) Reduce MSc electives (reduce the number of electives following a formula provided by PM) and f) Reduce and simplify summative assessments (integrate a cap of max four summative assessments per ILO).
- 5) To facilitate the assessment process for the MSc PC, the master programmes have been divided into six clusters based on affinity in terms of topics. The six clusters are a) Cluster 1: MSc BA AFM and MSc FI, b) Cluster 2: MSc BIM and MSc BA BAM. C) Cluster 3: MSc POC and MSc MM, d) Cluster 4: MSc MI and MS MBI, e) Cluster 5: MSc SM and MSc SE and f) Cluster 6: MSc GBS and MSc SCM. In this process, four PC members review two master programmes, one of them her/his own programme and one other programme. The findings will be discussed in the plenary MSc PC meeting and a vote will be taken by the entire Committee.
- 6) The programme change approval will take place in two phases: a) Phase 1 Easy Approvals: 1) Informed by programme change information pack (critical information), 2) Reviewed by PC clusters as pre-read and discussed during the February PC meeting and 3) Outcome captured in phase 1 + package of follow up question and b) Phase 2 Changes requiring further Clarification: 1) Informed by follow up information provided on specific open questions identified by PC, 2) Reviewed by Academic Directors and 3) Outcome captured in phase 2 dashboard + approval confirmation email.
- 7) Process manual for review of the programme changes. a) Pre-reading: Review material will be shared in live documents on Teams and the MSc PC members' comments and questions should be placed directly in the live document. AT and GS will put these PC members comments and questions in an overview, b) During the MSc PC February meeting questions and comments will be consolidated and a review structure will be created for the meeting and c) Post meeting Phase 2 steps TBD but will be communicated shortly after the PC February meeting.
- 8) The timeline is as follows

Time	Action
23 January 2025	PC input template socialised with ECs
28 January 2025	Template is shared with LIT and EC for completion
30 January 2025	MSc programme change process socialised with PC members
11 February 2025	Templates completed
12 February 2025	Pre-read sent to PC
20 February 2025	Changes discussed during the PC meeting
25 February 2025	First round of approved changes and follow up questions communicated to the programmes.
14 March 2025	All final MSc plans to be submitted

Comments of the Committee:

- 1) MS: The timeline is too tight for the entire process because a) Consultations is needed between different departments of RSM and b) More time is needed to collect and process the comments from MSc PC members.
- 2) JS is concerned that due to the review process, the entire Committee has too little knowledge about the changed ILOs and templates thus under this time pressure, proper judgement cannot be formed on the approval of the redesign of the master programmes.
- 3) MS: It would be good if the PC will still be informed by the Academic Directors about the changes in a programme. the question is in what form during the plenary meetings or in small teams.
- 4) MS: The MSc PC members should study the plethora of information carefully. Therefore, it would be better to work in clusters of masters similar to each other.
- 5) MS: If members' comments are in tabulated by others, there is a chance of information being lost through translation. Therefore, it would be better to include all the information in the summary.

5. New lecture attendance system – Alfredo Trovato Jeroen Melein

AT and JM updated the Committee on the Student Attendance Tracking Pilot.

- 1) The Pilot has been implemented for one year during master and bachelor courses with mandatory attendance.
- 2) The reasons for the pilot are a) Students attendance tracking is a long-term desire that might now actually be implemented due to available software, b) An easy way to generate an attendance list and student participation grade including lateness and reasons for absence. In addition, RSM would like to replace the email and Excel absent system with something better, c) Identify ghost students early in the block to avoid unnecessary reservations of scarce resources and support student welfare and d) Link attendance data to study performance (the course manual mentions "attendance affects the students' ability to interact to instructors and ask questions". If proven, this could be a powerful tool to show students, the importance of coming to class).
- 3) The Attendance Rather with Bluetooth beacon was used for the pilot.
- 4) The Attendance Rather app is safe and approved by the GPDR law..
- 5) The result of the pilot is that a) Students from a course with voluntary attendance almost don't fill in the attendance because they don't like it and b) Students from a course with mandatory attendance indicate their attendance until they reach the attendance threshold then the number of students indicating their attendance decreases in app.
- 6) The teachers feedback on the pilot is as follows: a) In the mandatory master course, student engagement improved in quantity and quality as more students came to class and by attending lecture, students' knowledge improved resulting in higher grades, b) For the mandatory BSc course there is no comparative data as this a new track, c) In the voluntary bachelor course, the software was tested to see whether it could manage a class of 350 students, and it worked well. Unfortunately, there is no data to compare how the software worked in terms of student performance and d) In the voluntary attendance master course, there was no improvement in student attendance by using the pilot software compared to using the Canvas system.
- 7) During the second phase of the pilot in September 2024, the following components were improved: a) Single signon improves students experience as it was easier to use the app, b) The pilot was implemented in the MSc MI master because there were two core courses with mandatory attendance. However, they stopped the pilot at an early stage because many students didn't want to mark their attendance in the app and c) PAC students demand attendance tracking in an MIM group assignment to avoid structurally absent students within these groups from still receiving an assignment grade.
- 8) After the pilot, the school has some main questions a) Review the RSM attendance policy. Is mandatory attendance something that adds value to a course? Is it possible to make mandatory attendance as a condition for accessing exams? b) Demand management needed for RSM- or EUR-scope. Other attendance software

programmes can be used, but according to AT, the Attendance Rather software works best. and c) How will the pilot be extended into 2025? RSM would like to implement a pilot with the ESC software in one master programme or the bachelor's 3 tracks during the academic year 2025-2026.

Comments of the Committee:

- 1) MS: It would be better to include Study Advisors in the attendance process because teachers don't want to know everything about students' private situations which Study Advisors already know.

6. Change in the selection for MSc FI programme – Amy Janssen-Brennan

AJB informed the Committee about the change in the selection criteria for the MSc FI programme.

- 1) The MSc FI programme is very popular. It's already a cap programme but every year the application period gets shorter due to the increase in the number of applications.
- 2) The MSc FI programme is the master with the highest number of students who don't finish their studies in one year This is because students think they should do an internship.
- 3) It's visible that students with a higher GPA score often finish the MSc FI master in one academic year.
- 4) The Admission Office problems with the short application deadline are that a) The admission system is too overloaded and b) RSM students go through the application procedure faster than students from other universities because RSM students don't need to apply for an ERNA account (they already have one) to register in the OLAF programme.
- 5) To solve the problems, the Admission Office proposes the following adjustments: a) Delay the opening of the OLAF programme by one week. Studielink will open as usual, but the online application form (OLAF) will open one week later. This buffer period will provide external applicants sufficient time to obtain their ERNA numbers, ensuring a fairer process for all and b) Raise the GPA requirement from 7.0 to 7.3 because 1) The GPA requirement increase will apply specifically to applicants completing their studies at a Dutch research university, 2) Increasing the GPA requirement will achieve several objectives: Improve the overall calibre of admitted students, thereby reduce the number of recidivists, align admissions criteria with the programme's long-term academic goals and reduce the total number of eligible applicants to a more manageable level and 3) Raising the GPA while maintaining rolling admissions preserves the accessibility of the programme. This avoids the pressure associated with fixed-date selective admissions, which would likely require even higher GPAs.

Comments of the Committee:

- 1) AR: It would be better to align communication between MSc FI faculty and stakeholders as students are learned by guests' speakers during the intro-week sessions that if students don't follow two internships, they won't get a job at the labour market. In addition, these stakeholders recommend taking the core courses and electives during the first year and doing the internship in the first semester of the second year, followed by the thesis trajectory.
- 2) AR: It would be better to make RSM bachelor students take a finance track before they can be admitted to the MSc FI master because a) That will reduce the number of applications and b) Students who haven't followed a bachelor finance track will have more difficulty with the content of the master programme.
- 3) SP and KV are against a higher GPA score because the change is unfair for bachelor students who are focused on the GPA score that allows them to be admitted to the master and when they would like to apply for the programme see that the GPA score has changed to a higher requirement.
- 4) SZ: The problem of students taking longer to complete the MSc FI master is because there are too few internships in the Netherlands.

After the discussion, there were two rounds of voting. In the first round, the Committee voted on the adjustment admission requirement to be implemented in the academic year 2025-2026 and in a vote five people were in

favour and 7 people voted against the proposal. In the second round, the Committee voted on the adjustment admission requirement to be implemented in the academic year 2026-2027 and in a vote, two members were against and eighteen members voted in favour of the proposal. MS will write a consent letter.

7. Voting on the MSc FI ILOs adjustment proposal

MS updated the committee members on the MSc FI ILO adjustments proposal.

- 1) On request of the of the PC, Academic Director Thomas Lambert considered the Committee comments.
- 2) The PC had indicated that ILO 2 is quite extensive and explicit enough to mention all initial market corporations and the entire admiration is very long to be included in an ILO and anyone involved in finance and business knows what financial markets and stakeholders are. Therefore, it would be better to reformulate ILO 2 to financial marketing intermediaries and relevant stakeholders. After consideration, the department removed the enumeration of all stakeholders within the financial system, as. However, they have retained the term "financial system" because it is central to their focus and believe that specifying "financial marketing intermediaries and relevant stakeholders." In addition, to improve clarity, they also slightly revised the second part of the sentence from "analyze how it can add value to broader economic and social systems" to "analyze its societal role."
- 3) According to the Committee, ILOs 1, 2 and 3 were overlapped. The department decided not to change the ILOs because each ILO has a clear distinct focus,
- 4) After consideration, the department decided not to change the verb 'demonstrate' in ILO 6 because a) While "demonstrate" aligns with an intermediate level of Bloom's taxonomy, it accurately reflects the observable outcomes we expect from MSc-level students. It emphasises measurable competencies and realistic expectations for this ILO. Nor are they sure that the words the Committee propose reflect higher level of the Bloom taxonomy, b) The word "demonstrate" encompasses the embodiment of attitudes (not skills), enabling a holistic assessment of intellectual curiosity, integrity, and personal responsibility. It ensures these traits are not only practiced but visibly integrated into students' behaviour, c) Retaining "demonstrate" ensures consistency with other ILOs, which also focus on students' ability to exhibit competencies in tangible ways and d) Although "demonstrate" doesn't explicitly highlight repetition, the iterative nature of the programme design inherently supports practice and skill refinement. As such, repetition is a programmatic concern rather than an ILO-specific one.

Comments of the Committee:

- 1) MP wonders whether the department has removed the term stakeholders from the ILOs.
MS explained that stakeholders fall under the heading of financial system because the word financial system refers to the broader society and not just the banking system.
- 2) AR: It's clear to MSc FI students that the term 'financial system' refers to the various stakeholders as the term is explained at the beginning of the academic year.

The proposed ILO changes in the MSc FI programme were unanimously accepted by the Committee: MS will write a consent letter.

8. Update on the subcommittees

Not discussed.

9. Closing remarks

Not discussed.

10. Action points

What	When	Who
MS will write a consent letter about the new ILO in the MSc POC programme	By February	Maciej Szymanowski
MS will write a consent letter about the New ILO proposal in the MSc FI programme	By February	Maciej Szymanowski
MS will write a consent letter about the new admission requirement proposal for the MSc FI programme	By February	Maciej Szymanowski

11. Next meetings:

20-Feb-25, 10.00h

27-Mar-25 09.30h

17-Apr-25, 09.30h

22-May-25, 09.30h

19-Jun-25, 10.00h