



RULES AND REGULATIONS DEGREE PROGRAM

MASTER OF SCIENCE IN MANAGEMENT (full-time)

COHORT 24

The rules & regulations are valid for cohort MSc24 of the full-time Master of Science in Management program, starting 25 August 2015 until (and including) the graduation day of this cohort

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Preamble

These Rules and Regulations have been adopted for the MSc in Management program, cohort 24 (25-08-2015 - 03-02-2017) by the University Board of Universiteit Nyenrode B.V. All students are required to sign and submit a copy of the Rules and Regulations in which they confirm that they have read it thoroughly and have a full understanding of the implications and requirements of the Rules and Regulations. Pleading ignorance of the Rules and Regulations or the implications thereof will not be accepted as mitigating circumstances in the case of an appeal to any authorized person/s or committee/s.

Section 1 – GENERAL PROVISIONS

Article 1 – Scope of these Rules & Regulations

These Rules and Regulations are applicable to the teaching and the assessment within the Master of Science in Management ('MScM' for short) Program. They are an integral part of and form an addition to the General Statute of Universiteit Nyenrode B.V.

Article 2 – Definitions

a.	Program	The Master of Science in Management is offered under the responsibility of Universiteit Nyenrode B.V.
b.	Student	He/she who is registered at Universiteit Nyenrode B.V. in order to participate in the program including its assessment.
c.	Assignment (individual and/ or group)	A practical exercise as mentioned in article 7.13 of the WHW in one of the following forms: <ul style="list-style-type: none">• Writing of papers, reviews or final research project;• Working on a research assignment; and• Participating in field work or excursion or in other educational activities aimed at obtaining the skills as defined for this program and its various modules.
d.	Module	An educational part of the program.
e.	Assessment	Description used in general sense for the assessment of the knowledge and skills obtained in relation to a specific module
f.	Exam	A written or oral assessment in which the candidate answers questions to prove his/her knowledge and understanding.
g.	Program management	The staff of Universiteit Nyenrode B.V. responsible for the program.
h.	Program Director	Responsible for staff, budget and academic quality of the program and program stakeholders.
i.	Center	Organizational unit responsible for the development of modules and their assessment for the program.
j.	General Statute	The General Statute of Universiteit Nyenrode B.V. to be found at: http://www.nyenrode.nl/About/terms/Pages/General-Statute-.aspx
k.	Study Guide	Detailed procedures and information of the program.
l.	WHW	De Wet op het Hoger onderwijs en Wetenschappelijk onderzoek (The

		Dutch law on higher education).
m.	Exam Committee General Management	A quality assurance committee as meant in article 7.12 of the WHW. The Exam Committee is responsible for ensuring and maintaining the quality of assessment within the program. According to the WHW the Exam Committee General Management decides in an objective and professional manner if a student has fulfilled all learning objectives defined for the program and therefore has obtained the knowledge, skills and insights that are necessary to obtain a degree. The members of the Exam Committee General Management are appointed by the Executive Board of Universiteit Nyenrode B.V.
n	Appeal Board	A board handling complaints against decisions from the Exam Committee or the Program Director. It is chaired by an external officer. The Appeal Board decisions are final and binding.
o.	Module outline	A detailed description of the content, the learning objectives and the way of assessment of a module
p.	NUFFIC	The Netherlands Organization for International Cooperation in Higher Education.
q.	Proctor	A supervisor during an examination (surveillant).
r.	Second reader	A faculty member that independently assesses Final Projects.
s.	Examiner	The instructor of a module and the person who designs & grades all exams, appointed by the Exam Committee General Management.
t.	Second Examiner	A second examiner will always double check a written exam according to the four eyes principle.

Every student is expected to be familiar with the rules and regulations.

If a student wishes to be exempted from a particular rule or regulation, then he or she must seek permission from the Exam Committee General Management. This does not apply where the Rules & Regulations require students to seek permission from Program Management or the Instructor.

Article 3 – Purpose of the program

The aim of the MSc in Management ('MScM' for short) Program is to obtain sufficient knowledge, skills and insight into the subject matter being studied to enable a graduate to hold a management position at an academic level.

In order to qualify for the Master of Science degree, a student needs to obtain a passing grade for each course during the Program.

The MScM Program is comprised of a Pre-Master's (4 months) and a Master's (12 months). At the end of the MScM Pre-Master's Program, a student must choose one of the three areas (tracks): International Management (IM), Marketing Management (MM), or Financial Management (FM).

Article 4 – Full time/Part time

The program is full time.

Article 5 – Assessments

The program allows students to obtain the degree of Master in Science. The degree will be obtained when all assessments have been passed successfully. Teaching and assessing will be done in English. Additional requirements for students to participate in modules and/or assessment can be defined and will be published on the program portal.

Section 2 – THE PROGRAM

Article 6 – Curriculum

The curriculum¹ of the MSc in Management Program consists of the following courses, study hours, study load in European Credits according to the European Credits Transfer System (ECTS²) and, for international transcript purposes, the number of Grade Point Average (GPA³) credits allotted to each course of the MSc Master's Program (see also Section 3: Grading).

The first two blocks for the three different tracks (IM, MM and FM) are the same.

During the Master's phase each student will do a Nyenrode Traineeship which has a workload of approximately 400 hours. Preparation for the Traineeship starts in de Pre-Master's. Passing for the Traineeship is a pre-requisite for passing for the MSc Master's.

MSc in Management 2015-2016	Study hours	ECTS
MSc Pre-Master's Program		
Block 1		
Academic Reading and Writing	84	3
Managerial Economics	84	3
Marketing Management	84	3
Financial Accounting	84	3
Introduction to Statistics & Quantitative Methods in Business (SQMB I)	84	3
Block 2		
Tools and Methodology for Empirical Research I	84	3
Business Psychology	84	3
Foundations of Finance	84	3
Operations & Process Management	84	3
Total Pre-Master	756	27

¹ Subject to change

² 28 study hours is equivalent to 1 ECTS

³ 37,5 study hours is equivalent to 1 credit in the GPA system

MSc in International Management 2015-2016	Study hours	ECTS	GPA credits	
MSc Master's Program				
Block 3				
Marketing Strategy	84	3	2,25	
Managerial Accounting	84	3	2,25	
International Economic Environment	84	3	2,25	
Statistics & Quantitative Methods in Business (SQMB II)	84	3	2,25	
Block 4				
Managerial Finance	84	3	2,25	
International Collaborative Strategies	84	3	2,25	
Supply Chain Management	84	3	2,25	
Tools and Methodology for Empirical Research II	84	-	-	
Block 5				
International Study trip (part of traineeship)				
Block 6				
Brand Management	84	3	2,25	
Business Strategy	84	3	2,25	
Global Sourcing	84	3	2,25	
Applied Business Psychology	42	1,5	1	
Block 7				
International Business and Diplomacy	84	3	2,25	
Corporate & Global Strategy	84	3	2,25	
Tools and Methodology for Empirical Research III	42	4,5	3,5	*total credits TAMER II & III
Block 8				
Thesis study, including Company project	560	20	15	
Block 4-6-7 MSc Master's Program				
Traineeship: written assignment	56	2	1,5	
Total IM				
	1792	64	48	
All Blocks MSc Master's Program				
Traineeship	344	12,25	*	*not included in GPA

MSc in Marketing Management 2015-2016	Study hours	ECTS	GPA credits
MSc Master's Program			
Block 3			
Marketing Strategy	84	3	2,25
Managerial Accounting	84	3	2,25
International Economic Environment	84	3	2,25
Statistics & Quantitative Methods in Business (SQMB II)	84	3	2,25
Block 4			
Managerial Finance	84	3	2,25
Marketing Channels and Retailing	84	3	2,25
Supply Chain Management	84	3	2,25
Tools and Methodology for Empirical Research II	84	-	-
Block 5			
International Study trip (part of traineeship)			
Block 6			
Brand Management	84	3	2,25
Business Strategy	84	3	2,25
Innovation and New Product Development	84	3	2,25
Applied Business Psychology	42	1,5	1
Block 7			
International Marketing & Consumer Behavior	84	3	2,25
Marketing Intelligence & Performance	84	3	2,25
Tools and Methodology for Empirical Research III	42	4,5	3,5
Block 8			
Thesis study, including Company project	560	20	15
Block 4-6-7 MSc Master's Program			
Traineeship: written assignment	56	2	1,5
Total MM			
	1792	64	48
All Blocks MSc Master's Program			
Traineeship	344	12,25	*

*total credits
TAMER II & III

*not included in
GPA

MSc in Financial Management 2015-2016	Study hours	ECTS	GPA credits
MSc Master's Program			
Block 3			
Corporate Finance	84	3	2,25
Managerial Accounting	84	3	2,25
International Economic Environment	84	3	2,25
Statistics & Quantitative Methods in Business (SQMB II)	84	3	2,25
Block 4			
Mergers, Acquisitions & Private Equity	84	3	2,25
Financial Reporting	84	3	2,25
Supply Chain Management	84	3	2,25
Tools and Methodology for Empirical Research II	84	-	-
Block 5			
International Study trip (part of traineeship)			
Block 6			
International Money & Finance	84	3	2,25
Business Strategy	84	3	2,25
Asset Management	84	3	2,25
Applied Business Psychology	42	1,5	1
Block 7			
Bank Financial Management	84	3	2,25
Treasury Management	84	3	2,25
Tools and Methodology for Empirical Research III	42	4,5	3,5
Block 8			
Thesis study, including Company project	560	20	15
Block 4-6-7 MSc Master's Program			
Traineeship: written assignment	56	2	1,5
Total FM			
	1792	64	48
All Blocks MSc Master's Program			
Traineeship	344	12,25	*

*total credits TAMER II & III

*not included in GPA

Program Management reserves the right to make any changes to the curriculum after it has been officially released. Any changes will be posted on the portal and students will be notified accordingly.

Article 7 – Admission and exemptions

- 7.1** Obtaining satisfactory results in the MSc Pre-Master's courses as determined by the Program Director during the admission process is a pre-requisite for entering the MSc Master's Program. Students failing one or more courses of the MSc Pre-Master's Program will not be not admitted in the MSc Master's Program.
- 7.2** If successful completion of the MSc Pre-Master's Program cannot be achieved due to extenuating circumstances, the student is allowed to participate in the MSc Master's Program pending the result of these circumstances, unless the Exam Committee General Management decides otherwise.
- 7.3** Should a student not have submitted certified copies of diplomas and transcripts of a bona fide Bachelor or Master degree before the start of the MSc Master's Program, the student will not be granted permission to enter the MSc Master's Program.
- 7.4** The Exam Committee General Management may grant exemptions for courses in the Master's Program which were successfully completed at the graduate level at previous universities (academic Bachelor's and/or Master's). Requests for exemptions must be submitted to Program Management at least one week before the start of the particular courses. Exemptions may be granted on the basis of a comparison between the courses of the (Pre) Master's Program and the student's earlier acquired skills and knowledge. Exemptions will not be included in the calculation of the GPA.

Article 8 – Assignments

- 8.1** All Program course work must be completed in English.
- 8.2** Course work, assignments etc. must be submitted according to the instructions of the Instructor. Late submissions of any course work and/or assignments will be penalized at the discretion of the Instructor and Program Management. The course outline should also clearly state what the penalty is.

Article 9 – Attendance

One of Nyenrode's teaching objectives is its experienced-based education, which has its foundations in a mix of sound academic teaching and in-depth class discussions. To ensure the learning objective is met, students are expected to attend all scheduled classes and to participate actively in discussions.

- 9.1** Instructors have the authority to determine how much of their course is mandatory. The course outline should clearly state how attendance is part of the final grade of a course.

- 9.2** If a student is unable to attend an obligatory class due to an emergency or serious illness, he/she should inform both Program Management and the relevant Instructor (preferably) before class.
- 9.3** Any violation of these rules will be considered as academic misconduct. See Article 17.

Article 10 – MSc Thesis

- 10.1** Rules and regulations pertaining to MSc Theses are outlined in the MSc Thesis Guidelines reader issued by MSc Program Management. MSc Thesis Guidelines should be regarded as an addendum to the MSc Rules and Regulations and are thus legally binding.
- 10.2** If a student is unable to meet the final defense deadline an extension period may be requested in writing through the Exam Committee General Management. In such cases the student needs to pay an additional tuition fee (see Thesis guidelines).

Article 11 – Graduation and distinction ‘Cum Laude’

- 11.1** Once the student has met all requirements as set forth in these rules and regulations, he/she will be eligible to receive the degree of the MSc Program, provided he/she has fulfilled all his/her financial and other obligations to Nyenrode Business Universiteit.
- 11.2** Degrees will be granted on Graduation Day of the MSc Program. Program Management will set this date. If the student has not met all the requirements by this date, the degree will be granted as soon as the requirements have been met.
- 11.3** In order to graduate with distinction (cum laude), the student has to meet the following criteria:
- 1) a minimum of 7.00 before rounding for every course of the MSc Master’s Program;
 - 2) and a final grade for the Thesis of at least 8.00 before rounding;
 - 3) and a weighted average overall grade of at least 8.00 before rounding in all courses of the MSc Master’s Program.
- The average overall grade is calculated on the basis of the credits used for calculating the Grade Point Average.

Article 12 – General Degree Programs Exam regulations

- 12.1** In exceptional circumstances (for example a physical handicap) the Exam Committee General Management may, following a request by the student concerned, decide whether the student may take the exam in another appropriate form or manner.
- 12.2** If it is confirmed that a student has dyslexia extra time will automatically be granted for written tests or exams for the duration of studies at Nyenrode Universiteit. To qualify for this a student must submit an original statement from a professional based on the criteria as formulated by the Stichting Dyslexia Nederland – www.stichtingdyslexianederland.nl. The Exam Committee General Management, in consultation with Program Management, may grant students additional time for written tests, if the test confirms dyslexia.
- 12.3** When an exam is conducted orally, Program Management can appoint a second examiner. Only one candidate can be assessed at the same time, unless the Exam Committee General Management decides otherwise. The oral exam must be tape recorded.
- 12.4** In the case of an oral exam, the examiner concerned will inform the student of the grade no later than one day after the exam.
- 12.5** The Exam Committee General Management, in consultation with the Instructor, reserves the right to adjust grades up to the graduation of the student.
- 12.6** As proof that the Degree Program has been successfully completed, a diploma is granted by the Exam Committee General Management on behalf of the Executive Board. The courses, which the degree covers, will be listed on an academic transcript.
- 12.7** Next to the academic transcript, students may receive a personal recommendation for their work during the Nyenrode Traineeship upon graduation.
- 12.8** Successful completion of the Program must occur during the allotted time. The Exam Committee General Management is authorized to extend this duration should this prove necessary.

Article 13 – MSc Exam regulations, Composition and Retakes

- 13.1** Results of written tests and other components making up the final grade will be published within a period of three weeks after the final exam has taken place. If assignments are handed in after the final exams took place, grades for that component will be published three weeks after the assignments have been handed in. The exception to the above rule applies to the results of the end of the MSc Pre-Master's and Master's

Program. The results of block 2 must be known at least three days before the retake of the course in question. The results of the retake exams of block 1 and 2 must be known before Christmas Holidays. The results of the retake exams of block 7 must be known within a week after the exams. Any deviation from the above mentioned periods requires the express consent of Program Management.

13.2 Students are allowed to inspect all course components making up the overall grade of a course (cases, midterms, exams etc.), within a period of four weeks of publication of the exam results, on the date/time set by Program Management. A sample of possible answers of the written exam will be available. In special circumstances this deadline may be extended or shortened by the Exam Committee General Management. Exam reviews will take place at Nyenrode Business Universiteit.

13.3 In the MSc Pre-Master's as well as in the Master's Program, the final exam that is taken at the end of a course should be individual and at least 60 % of the whole course grade. Other course components, like team or individual assignments (such as papers and reports), presentations, class room attendance and performance, etc. should account for the remaining percentage of the whole course grade. If the requirements towards the other course components are not fulfilled, the course will be considered as a course failed.

Program Management reserves the right to decide on any changes or exceptions to the above in consultation with the Examiner and the Exam Committee General Management.

The Exam Committee General Management reserves the right to decide on any changes to the weighting of exams and/or other assessment components of the whole course grade, as well as the right to change the type and number of components during the Program.

13.4 In the Pre-Master's and the Master's Program, the final exam and whole course threshold grade is "5.50" before rounding. If a student receives a final exam or whole course grade below the threshold grade then the course examination requirements have not been met.

For any other assessment component a student may receive a grade lower than "5.50" and still pass a Pre-Master's or Master's course, provided that the final exam and whole course grade is "5.50" before rounding, or higher, as stipulated above.

The exception to the above rule applies to the grading of the MSc Thesis, for which the threshold of the whole grade is "6.00" before rounding. The rules and regulations pertaining to the grading of the MSc Theses are outlined in the MSc Thesis Guidelines reader issued by MSc Program Management. MSc Thesis Guidelines should be regarded as an addendum to the MSc Rules and Regulations and are thus legally binding.

- 13.5** If a student does not meet the threshold grade for the final exam or his/her whole course grade is insufficient, a student will only be offered one opportunity to retake the final exam.
In the case the final exam is an assignment (such as papers and reports) a new assignment will be handed out by the instructor.
If, following the retake of the final exam, the whole course grade in the MSc Master's Program remains insufficient, the course will be considered as a failed course.
Absence during both the final and the retake exam will also be considered as a failed course.
- 13.6** If, following the retake of the final exam, the whole course grade in the MSc Pre-Master's Program remains insufficient, an examiner will carry out a final investigation into the knowledge and understanding of the student with regard to the course in question. All grades previously obtained for the course in question will be rendered void. This overall exam will cover all course material. Any student passing his/her overall exam will receive an overall course grade of no more than 6.00. In accordance with Nyenrode's educational philosophy, this final investigation is only offered to students who have completed all other course components which make up the final grade (group paper, individual paper, cases, etc.).
- Students in the MSc Pre-Master's Program must have completed the final and/or retake exam before being allowed to participate in the overall exam, unless unique circumstances dictate otherwise.
- 13.7** If a student in the MSc Pre-Master's Program is unable to participate in a final exam or a retake, there will be no second attempt. If a student is unable to participate in an overall exam, the reason thereof must be reported in writing to Program Management in advance. In case of extenuating circumstances the Exam Committee General Management may decide to allow the student a second attempt. Illness is not automatically considered to be an extenuating circumstance. If a student fails to notify Program Management prior to the exam, a request for a second attempt will not be taken into consideration, unless the student can prove that he/she was unable to inform Program Management prior to the exam.
- 13.8** If a student in the MSc Master's Program is unable to participate in a final exam or a retake exam, the reason thereof must be reported in writing to Program Management in advance. In case of extenuating circumstances the Exam Committee General Management may decide to allow the student an extra opportunity to take the exam. Illness is not automatically considered to be an extenuating circumstance. If a student fails to notify Program Management prior to the exam, a request for an extra opportunity will not be taken into consideration, unless the student can prove that he/she was unable to inform Program Management prior to the exam. The Exam Committee General Management will only consider to offer an extra opportunity to students who have completed all other course components which make up the final grade (group paper, individual paper, cases, etc.). Students must file a request within 10 working days after the

review of the retake exams of block 3 through 6 and 5 working days after the review of the retake exams of block 7.

- 13.9** A student who failed courses in the MSc Master's Program may request permission from the Exam Committee General Management to take the course(s), and all related exams and course assignments, in the Program which follows. This rule applies only to courses of the MSc Master's Program and up to a maximum of three courses. If the request is granted, the student has to enroll at the university and meet all ensuing financial requirements and responsibilities. Program Management will determine the fee for the course. If a student fails more than three courses, he/she cannot graduate from the program.
- 13.10** Should the course referred to in Article 13.9 no longer be part of the MSc Master's Program, Program Management will provide an alternative course of study and examination thereof.
- 13.11** Students are given the opportunity to retake a final exam to improve their grade. Students are allowed to do this for a maximum of three courses in the MSc Master's Program. Students wishing to make use of this opportunity should file an official request with Program Management no later than three days before the scheduled date of the retake exam. The grade of this voluntary retake will only replace the grade for the final exam in case it is higher. In the case the final exam is an individual assignment (such as papers and reports) a new assignment will be handed out by the instructor on request of the student. Students wishing to make use of a re-sit of an assignment should file an official request with Program Management and contact the instructor for a new assignment no later than four weeks before the scheduled deadline of the retake assignment for the course in question.
- This rule does not apply to the Thesis and to group assignments which are considered as a final exam.
- 13.12** If, due to extenuating circumstances, a student is unable to complete the Program within the time allotted, his/her grades of completed courses will retain their validity for three years after the graduation date of the Program in question.

Section 3 GRADING

Article 14 – Grading

- 14.1** Nyenrode Business Universiteit employs a “0 - 10” grading scale in which “10” is the maximum score.
- 14.2** Whole course grades are expressed in whole numbers, except for the Program component ‘Thesis’. Any rounding-off required is done as follows:
Up to a .5 is rounded down to the next whole number (example: 5.4999 is rounded down to a 5)
From a .5 is rounded up to the next whole number (example 5.5000 is rounded up to a 6)
(For more details on the Thesis grading: see the Project Thesis Guidelines).
- 14.3** For international transcript purposes, whole course non-rounded grades awarded at Nyenrode Business Universiteit are converted to letter grades in accordance with the following table:

NL	US
10	A+
9.5	A+
9	A+
8.5	A+
8	A
7.5	A
7	B+
6.5	B
6	C
5.5	D
5	F
4	F
3	F
2	F
1	F

These letter grades are weighted according to the number of GPA (Grade Point Average) credits allotted to each course, and converted to a 4.0 scale using the following table:

A+	=	4.0	C	=	2.0
A	=	4.0	C-	=	1.7
A-	=	3.7	D+	=	1.3
B+	=	3.3	D	=	1.0
B	=	3.0	D-	=	0.7
B-	=	2.7	F	=	0
C+	=	2.3			

14.4 In cases of rounding errors by the Examiner (i.e. using different guidelines than stated above), the Exam Committee General Management reserves the right to change grades to conform with the rounding rules outlined in section 14.2 above.

Section 4 ACADEMIC CONDUCT

Introduction

Students at Nyenrode Business Universiteit are expected to maintain the highest standards of academic conduct. Activities that have the effect or intention of interfering with education, pursuit of knowledge, or fair evaluation of a student's performance are prohibited.

At the beginning of the program as well as prior to the start of the Master's Thesis, a one hour information session will be scheduled during which the Rules & Regulations are discussed, with an emphasis on this article that contains the types of academic misconduct. These sessions are a service to students to help them avoid academic misconduct. These sessions are not mandatory, but highly recommended. Not attending these sessions cannot be used as an excuse in case academic misconduct is observed.

Article 15 – Report writing, consultation and collaboration

- 15.1** Unless stated otherwise, all assignments have to meet the Nyenrode Guidelines for Thesis Writing.
- 15.2** Unless stated otherwise, all individual assignments within the Programs are to be completed by the individual student. Consultation with other students on any assessable work is not allowed without the express permission of the relevant course supervisor or Instructor.
- 15.3** Study groups are composed by Program Management or by the Instructor(s) of each specific course. In the event of group assignments, it is the responsibility of each individual student and of the study group as a rule to ensure that all members of the group meet their responsibilities.
- 15.4** Unless stated otherwise, all group assignments within the Program are to be completed by the members of the group. Consultation with other students on any assessable work is not allowed without the express permission of the relevant course supervisor or Instructor.
- 15.5** If a student fails to meet his/her responsibilities and the study group has reminded the student of his/her failings, the other students in the group have the right to approach the Instructor and Program Management to discuss the situation. The Instructor, in consultation with Program Management, has the right to remove the student who fails to meet his/her responsibility from the group. Students do not have the right to exclude a fellow student from their study group. The Exam Committee General Management, in consultation with the Instructor, will determine the consequences for this student.
- 15.6** Students failing to meet his/her responsibilities during group work more than twice will be closely monitored by Program Management. Program Management, in consultation with the Exam Committee General Management, has the right to exclude the student who fails to meet

his/her responsibility from group work. In those cases students are obliged to make assignments alone in order to pass a course.

- 15.7** Any violation of these rules will be considered as academic misconduct. See Article 17.

Article 16 – Conduct during exams

- 16.1** Students are required to have their student ID as well as their passport or drivers license with them during the exam.
- 16.2** If the use of books, dictionaries, lecture notes etc. is allowed during an exam, the Instructor concerned will announce this in advance. It is prohibited to add any information to a book, unless the Instructor decides otherwise. Either the Instructor or proctor may inspect books and calculators before, during, or after any particular exam. The exchange of dictionaries, books or any other reference-materials during an exam is not allowed.
- 16.3** Bags, wallets, coats, cases, watches, communication and electronic devices (excluding calculators) should be left in the dressing room or in the lockers of the Sports Hall, or, in case the exam is in another room, at the entrance of an exam room. Student must empty pockets of all personal items, which are then placed in a secured area. Students may be asked to empty pockets upon request of the Proctor or Instructor.
- 16.4** If the Instructor concerned allows calculators for exam purposes, only the use of the “non programmable” calculator, handed out at the beginning of the Program, is permitted.
- 16.5** Students must be present five minutes before the start of the exam. Students shall remain quiet entering the exam room and may start the exam immediately. If seating indicators are present, students must act accordingly.
- 16.6** During the exam, students are not allowed to purchase food and/or beverages from the vending machines in the corridor.
- 16.7** During the exam, students are only allowed to visit the bathroom once. Should a student need to go to the bathroom, he/she must have permission from the proctor. Only one student at a time will be allowed to visit the bathroom. Students are not allowed to visit the bathroom during the first and last half an hour of the exam.
- 16.8** Students may arrive no later than half an hour after the start of the exam. Students arriving after this time are excluded from participating in the exam. No students are permitted to leave the exam until half an hour after the start of the exam.
- 16.9** All materials (including notes and drafts) should be left on the exam table at the end of the exam.

- 16.10** Students are obliged to follow the instructions of the proctors.
- 16.11** Any violation of these rules will be considered as academic misconduct. See Article 17.

Article 17 – Academic misconduct

- 17.1** Activities that have the effect or intention of interfering with education, pursuit of knowledge, or fair evaluation of a student's performance are prohibited. An examinee who, through deception or negligence, makes it entirely or partly impossible for the examiner to correctly assess a student's knowledge, insight and skills, is violating the standards of academic conduct. Course assignments will normally be checked by anti-plagiarism software.
- 17.2** Measures to be taken against violators of the standards of academic conduct are at the discretion of the Exam Committee General Management. Possible measures include a warning, a reprimand, a deduction of points from the final score, or further participation in the test or assignment being denied. In the case of serious and/or repeated academic misconduct, The University Board, in consultation with the Exam Committee General Management or those acting on its behalf, may take the decision to remove the examinee from the course/program in question.
- 17.3** In cases where the discovery of academic misconduct does not occur until after the test or assignment has taken place, the Exam Committee General Management or those acting on its behalf, may still decide to take measures as given in Article 17.2
- 17.4** Before a decision is made, the examinee will receive the opportunity to be heard by the Exam Committee General Management.
- 17.5** The Exam Committee General Management involved is responsible for informing the examinee, in writing, of the measures taken.

Examples of academic misconduct include but are not limited to the following definitions:

A. Cheating: using or attempting to use unauthorized assistance, material, or study aids in examinations or other academic work. Example: using a cheat sheet in a quiz or exam, altering a graded exam and resubmitting it for a better grade, etc.

B. Plagiarism: using the ideas, data, or language of another without specific or proper acknowledgment. Example: copying another person's paper, article, or computer work and submitting it for an assignment, cloning someone else's ideas without attribution, failing to use quotation marks where appropriate, etc. To avoid plagiarizing, you must give credit whenever you use:

- Another person's idea, opinion, or theory

- Any facts, statistics, graphs, drawings – any pieces of information – that are not common knowledge
 - Quotations of another person's actual spoken or written words
 - Paraphrase of another person's spoken or written words
- C.** Fabrication: submitting contrived or altered information in any academic exercise. Example: making up data for an experiment, fudging data, citing nonexistent articles, contriving sources, etc.
- D.** Multiple submission: submitting, without prior permission, any work submitted to fulfill another academic requirement.
- E.** Misrepresentation of academic records: misrepresenting or tampering with or attempting to tamper with any portion of a student's transcripts or academic record, either before or after coming to Nyenrode Business Universiteit. Example: forging a change of grade slip, tampering with computer records, falsifying academic information on one's resume, etc.
- F.** Facilitating academic dishonesty: knowingly helping or attempting to help another violate any standards of academic conduct. Example: working together on a take-home exam, etc.
- G.** Unfair advantage: attempting to gain unauthorized advantage over fellow students in an academic exercise. Example: gaining or providing unauthorized access to examination materials, obstructing or interfering with another student's efforts in an academic exercise, lying about a need for an extension for an exam or paper, continuing to write even when time is up during an exam, destroying or keeping library materials for one's own use, etc.

Section 5 FINAL CONDITIONS AND PROVISIONS

Article 18 – Final conditions

- 18.1** If required, the University Board will determine amendments to the rules and regulations after consultation with Program Management and the Exam Committee General Management.
- 18.2** Changes affecting enrolled students can only be implemented if it can be reasonably assumed that the students' interests will not be harmed by the said changes.
- 18.3** A copy of these regulations, together with any amendments made by the Exam Committee General Management or Program Management, is available to all students and can be obtained from the Program Administration.

Article 19 – Unforeseen circumstances

- 19.1** In all cases not covered by these rules and regulations, the Exam Committee General Management, in consultation with the Associate Dean and the Program Director, has the authority to make a final decision in exam matters. In cases not covered by these rules and regulations, the Associate Dean, in consultation with the Exam Committee General Management, has the authority to make a final decision in educational matters.

Article 20 – Hardship Clause

- 20.1** The Exam Committee is authorised but not obliged to take a further decision, in a situation where it considers that full enforcement of a decision or of a proposed decision on the basis of these Rules & Regulations to the student would work in a patently unreasonable way, thereby setting conditions as much as possible in the spirit of the original decision or proposed decision and guarding at the same time against an undesirable precedent.

Article 21 –Validity

These rules & regulations are valid for cohort 24 of the MSc in Management program, starting August 25, 2015 until (and including) the graduation day of this cohort.

In this form determined by the University Board of Universiteit Nyenrode B.V. at:

Date: July 20, 2015

Name: Prof. dr. M. Džoljić, Rector Magnificus

Signature:

