Rules and Regulations Degree Program

Executive MBA Degree Program Cohort EMBA14

2016-2018

These rules & regulations are valid starting April 10, 2016 until (and including) the graduation day of EMBA 14 (2016-2018 cohort).
Rules and Regulations Executive MBA Degree Program

Preamble

These Rules and Regulations have been adopted for the study year 2016-2018 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 Executive Master of Business Administration (‘EMBA’ for short) Program. They are in addition to the General Statute of Universiteit Nyenrode B.V.

Article 2 – Definitions

<table>
<thead>
<tr>
<th>a. Program</th>
<th>The Executive Masters in Business Administration is offered under the responsibility of Universiteit Nyenrode B.V.</th>
</tr>
</thead>
<tbody>
<tr>
<td>b. Student</td>
<td>He/she who is registered at Universiteit Nyenrode B.V. in order to participate in the program including its assessment.</td>
</tr>
</tbody>
</table>
| c. Assignment (individual and/or group) | A practical exercise as mentioned in article 7.13 of the WHW in one of the following forms:  
  - 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 its assessments 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 EMBA | Detailed procedures and information of the EMBA program. |
| l. WHW | De Wet op het Hoger onderwijs en Wetenschappelijk onderzoek (The... |
Dutch law on higher education.

**m. Exam Committee**
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 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 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 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.

**u. Component of Assessment**
Each course is assessed using a combination of methods determined by the examiner. This may consist of any mix of personal assignments, group assignments, tests, and oral exams.

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**Article 3 – Purpose of the program**

The program is offered to students with a relevant Bachelors degree and at least three years of work experience.

The purpose of the program is to provide education in subjects that address managerial, business and personal development topics; and develop the knowledge and skills that enable students to:

1. Apply theories and frameworks of leadership, entrepreneurship and stewardship
2. Apply theories and frameworks of management and business disciplines
3. Develop self-awareness and perspective taking ability
4. Speak effectively in organizational situations.
5. Effectively select and apply multimedia for presentations.
6. Present distinct and systematic analysis/ logical explanation.
7. Analyze complex business problems using relevant business theory.
10. Demarcate and conceptualize a field and topic.
11. Execute a critical review of topic-relevant literature.
12. Make adequate use of relevant research methodology.
13. Contributes to the knowledge base of the relevant field.
15. Deliver proper documentation and support of the research result.
16. Able to complete the research project.

Article 4 – Full time/Part time

The program is part time. There are three 2-week modules per year, for a total of six 2-week modules conducted over a period of 22 months. Participation in all modules is obligatory. This includes two international study tours consisting of two weeks each.

Article 5 – Assessments

The program allows students to obtain the degree of Master in Business Administration. 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.

A “fixed time-fixed quality” feature characterizes the EMBA Program, which means that the successful completion of the Program needs to occur during the time allotted to the Program in order to qualify for the Master of Business Administration degree.

Section 2 – THE PROGRAM

Article 6 – Curriculum

The basic structure of the program is presented in the following scheme:

The curriculum of the EMBA 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 (see also Section 3: Grading).

<table>
<thead>
<tr>
<th>2016-2018 Nyenrode Executive MBA Program (EMBA14)</th>
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<tbody>
<tr>
<td>COURSE</td>
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<tr>
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<tr>
<td>Module One (April 10 - 22, 2016)</td>
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<tr>
<td>Introduction to Personal Leadership Development Journey (PLDJ)</td>
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<tr>
<td>Strategic Leadership</td>
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<tr>
<td>Marketing Strategy</td>
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<td>Management Communication Skills</td>
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<tr>
<td>Quantitative Methods</td>
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<tr>
<td>Information &amp; Innovation</td>
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<tr>
<td>Course Title</td>
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<td>-----------------------------------------------------------------------------</td>
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<tr>
<td>Personal Leadership Development Journey</td>
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<tr>
<td><strong>Module Two - China Module (June 12 - 24, 2016)</strong></td>
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<tr>
<td>Understanding Business in China</td>
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<tr>
<td>Global Sourcing and Offshoring</td>
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<tr>
<td><strong>Module Three (October 30 - November 11, 2016)</strong></td>
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<tr>
<td>PLDJ - Personal Leadership</td>
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<tr>
<td>Financial Accounting and Reporting</td>
</tr>
<tr>
<td>Foundations of Finance</td>
</tr>
<tr>
<td>Managerial Economics</td>
</tr>
<tr>
<td>Introduction to Research Methodology</td>
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<tr>
<td>Personal Leadership Development Journey</td>
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<tr>
<td>Information &amp; Innovation</td>
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<tr>
<td><strong>Module Four - Stellenbosch (February 26 - March 10, 2017)</strong></td>
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<tr>
<td>Economics &amp; Development Issues</td>
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<tr>
<td>PLDJ - Multiculturalism and International Leadership</td>
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<tr>
<td>International Finance</td>
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<tr>
<td>Entrepreneurship Case Studies</td>
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<tr>
<td><strong>Module Five (June 11 - 23, 2017)</strong></td>
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<tr>
<td>Human Resource Management &amp; Methodology</td>
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<tr>
<td>Operations Management</td>
</tr>
<tr>
<td>Management Accounting &amp; Control</td>
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<tr>
<td>Management &amp; Organisational Dynamics</td>
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<tr>
<td>Entrepreneurial Management – part 1</td>
</tr>
<tr>
<td>Personal Leadership Development Journey</td>
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<tr>
<td>Information &amp; Innovation</td>
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<tr>
<td><strong>Module Six (September 24 - October 6, 2017)</strong></td>
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<tr>
<td>Corporate &amp; Global Strategic Management</td>
</tr>
<tr>
<td>Corporate Finance</td>
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<tr>
<td>Leadership in Times of Change</td>
</tr>
<tr>
<td>Entrepreneurial Management – part 2</td>
</tr>
<tr>
<td>Personal Leadership Development Journey</td>
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<tr>
<td>Information &amp; Innovation</td>
</tr>
<tr>
<td>Final Project</td>
</tr>
<tr>
<td><strong>Total</strong></td>
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</tbody>
</table>

1 Subject to change
2 28 study hours is equivalent to 1 ECTS
3 40 study hours is equivalent to 1 credit in the GPA system
The MBA Office 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**

**Recognition of prior learning or alternative qualifications**

Nyenrode EMBA students meet the following requirements:

a. at least three years of working experience;
b. who possess a Bachelor (or equivalent) or a Master degree from any discipline;
c. has an acceptable academic record;
d. an adequate GMAT, GRE, LTP score, or an acceptable alternative assessment such as CAT, and SHL numeracy and verbal competency tests;
e. TOEFL or IELTS for non-native English speakers. Exemptions may be granted for individuals who have successfully completed another degree in English, or can demonstrate English proficiency due to extensive experience working in an English speaking work environment.

A formal admissions procedure has to be followed. This includes the submission of the application package including a cover letter and at least two (2) letters of recommendation, and a selection interview with two representatives of Nyenrode (typically EMBA staff and/or members of the faculty).

People who do not have a relevant degree but who qualify in terms of work-based learning and relevant experience may be considered based on scores for an acknowledged assessment (e.g. GMAT) and demonstrable expertise in relevant areas of subject matter related to specific courses. In such cases the individual will need to demonstrate capability in e.g. analytic thinking, understanding business finance, capability to analyze a balance sheet, managing budgets etc. A maximum of 10% of a cohort may consist of people who have been granted admission based on recognition of prior learning. For these students no exemptions will be granted for any courses. The following elements will be taken into consideration:

- Extensive CV that demonstrates adequate prior learning.
- Level at which the individual operates within an organization.
- Typical qualifications of peers who operate at similar levels of work.
- Size of teams and budgets that the individual has managed.

**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 Examiner. Late submission of any course work and/or assignments will be penalized at the discretion of Program Management in
consultation with the Examiner. A request for late submission must be made to the Program Management prior to the due date. Examiners may not grant extensions for any exams or deadlines.

The following consequences will be applied for late submissions:

- One mark is deducted for the first day of late submission.
- Thereafter 0.5 marks are deducted for every day after the deadline. This includes weekends and public holidays.
- Members of faculty may not grant any extensions to students.
- Any request for an extension must be lodged by email with Program Management prior to the deadline.
- If there are extenuating personal circumstances which cause a student to request an extension this must be done prior to the deadline. Study pressure and study load does not constitute a viable reason for requesting an extension. Even so work pressure is not a viable reason for requesting an extension.

8.3 A student may not pass a subject based on marks allocated for group work or assignments alone. In order to pass a course a student needs to attain a mark of 5.0 or more for all individual exams or assignments and the final grade for each course has to be at least a 5.5.

Article 9 - Attendance

One of Nyenrode’s teaching objectives is its experience-based education, which has its foundations in both sound academic teaching and in-depth class discussions. To ensure the learning objectives are met, students are required to attend all scheduled classes and to participate actively in discussions. Faculty may allocate a percentage of overall marks to overall levels of group preparation and class engagement for a course.

9.1 Attendance is mandatory. Students who, without any valid reason (to be determined by Program Management) do not attend class will be deducted 0.5 grade point for each missed class, from the final grade of the relevant course, up to a maximum of two full points. Examiners are responsible for checking the attendance. The Examiner will still allocate a mark out of 10 but Program Management will deduct the required marks for non-attendance.

The task of managing the class register may be delegated to class representatives to ensure continuity of monitoring attendance.

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 Examiner before class.
9.3 Any violation of these rules will be considered as academic misconduct. See Article 10.

Article 10 - Final Project

10.1 Rules and regulations regarding Company Projects or the Final Project are outlined in the Final Project Guidelines booklet. The guidelines are a formal part of these Rules & Regulations.

Article 11 - Graduation

11.2 Once the student has met all requirements as set forth in these Rules & Regulations, he/she will be eligible to receive the degree of the MBA Program, provided he/she has fulfilled all his/her financial and other obligations to Nyenrode Business Universiteit.

11.3 Degrees will be granted on Graduation Day of the EMBA 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.

11.4 Individuals who attained the following will be acknowledged as “Cum Laude” and this will be indicated on the diploma:
   • all grades at least 7.00;
   • average final grade at least 8.00;
   • final project at least 8.00;
   • no academic misconduct during the program.

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 a student has dyslexia it is possible to request extra time for written exams. 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

12.3 When an exam is conducted orally it is necessary to record the exam or have two examiners present. A second examiner should be appointed by
Program Management. For individual assignments only one candidate can be assessed at the same time, unless the Exam Committee General Management decides otherwise. If a group assignment is delivered orally as part of a retake a second examiner needs to be present.

12.4 In the case of an oral exam, the examiner concerned will inform the student/s of the grade no later than one day after the exam.

12.5 The Exam Committee General Management, in consultation with the Examiner, 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 University Board. The Program components, which the degree covers, will be listed on a transcript.

12.7 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 - EMBA Exam regulations, Composition and Retakes

13.1 Results of written tests and other components making up the final grade must be published within a period of three weeks after the final exam has taken place, or the hand-in-date of the final assignment, whichever is later. Any deviation from the above mentioned period requires the express consent of Program Management.

13.2 Students are allowed to inspect all program components making up the overall grade of a course (cases, midterms, exams, etc.), within a period of two weeks after publication of the exam results. 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 Generally, the final exam counts for no more than 40% of the overall grade; group assignments, cases etc. account for the remaining percentages. (Exception: Practice Area courses may follow a different set up. The following are considered Practice Area courses: Management Communication Skills, Leadership – Entrepreneurship – Stewardship related courses, International modules, the Friday Program, Personal Career Development, Work-based assignments focusing on specific practical projects or analyses, Intro to Final Project and the Final Project).

The Exam Committee General Management reserves the right to make
any changes to the weighting of exams and/or other components of assessment, and reserves the right to change components during the Program.

13.4 A minimum overall grade of 5.50 (rounded to a 6) is needed to pass a course, as well as a minimum of 5.00 on all graded components of assessment.

The exception to this rule applies to the Final Project, for which a minimum grade of 6.00 is required before rounding.

A student may not pass a course based on the marks allocated for group assignments. The student has to receive a minimum of 5.00 on all individual assignments regardless of the average calculated when taking the marks for a group assignment or work into consideration.

13.5 If a student is unable to participate in an exam due to extenuating circumstances, he/she must inform Program Management in writing prior to the exam. This information will be submitted to the Exam Committee General Management. The Exam Committee General Management will then evaluate the circumstances surrounding the absence. If a student wants the retake to be graded as a first attempt she/he needs to place a request at the Exam Committee General Management directly.

13.6 A course is assessed through any combination of individual assignments, group assignments, and tests. These constitute the “components of assessment.” Students need to pass all components of assessment for every course. If a student fails any component of assessment he/she needs to do a retake. The nature of the retake is determined by the instructor. This may include any of the following:

- Written test
- An alternative assignment
- Redoing or upgrading the failed assignment
- An oral exam

In the case of a retake the student can receive a maximum mark of 6.00 for the retake. All other course grades remain valid.

The parameters for doing retakes are as follows:

- A retake is defined as redoing any component of assessment.
- A student may do more than one retake for a particular course. Any number of retakes for the same course is deemed as only one retake.
- Students may do retakes for no more than three courses. If a student is required to do retakes for a fourth course he/she will not be
allowed to graduate from the program.

- Students who upon a retake have again failed that component of assessment will be deemed to have failed the entire course, in which case the entire course needs to be retaken, also referred to as redoing a course (instead of redoing a component of assessment).
- In such cases the student may submit a written request to the Exam Committee General Management to request that a maximum of three courses may be retaken during a future EMBA program.
- The Exam Committee General Management (ECGM) will only honor the request of a student who, in the opinion of the Exam Committee General Management, has demonstrated sufficient academic ability and effort in the Program.
- If the ECGM accepts the student’s request he/she will be required to redo the maximum of three courses during a future EMBA program. In this case all components of assessment will need to be completed.
- In such cases the student will be required to pay a fee to redo the relevant course/s.
- If a course is no longer offered Program Management will identify a similar or replacement course that needs to be completed in place of an earlier failed course.

13.7 A student must attain an overall course grade of at least 5.50 before rounding when a retake grade is included in the overall calculation, as well as at least 5.00 on all graded assignments.

13.8 If a student is not able to attend or complete a module he/she will be required to join a next EMBA group to complete the module; or where possible may alternatively attend the module via video link up. The student will be required to complete additional assignments in lieu of non-attendance of a module. Such accommodations will only be considered in the case of serious extenuating circumstances that must be presented to Program Management and a written request for non-participation must be made to the Exam Committee General Management.

13.9 The grades of completed courses will retain their validity for two years after the graduation date of the Program in question. If, due to extenuating circumstances, a student is unable to complete the Program within the time allotted, he or she should inform Program Management by a written request to consider these circumstances seriously.
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)

A value of .5000 or higher 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:

<table>
<thead>
<tr>
<th>NL</th>
<th>US</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>A+</td>
</tr>
<tr>
<td>9.5</td>
<td>A+</td>
</tr>
<tr>
<td>9</td>
<td>A+</td>
</tr>
<tr>
<td>8.5</td>
<td>A+</td>
</tr>
<tr>
<td>8</td>
<td>A</td>
</tr>
<tr>
<td>7.5</td>
<td>A</td>
</tr>
<tr>
<td>7</td>
<td>B+</td>
</tr>
<tr>
<td>6.5</td>
<td>B</td>
</tr>
<tr>
<td>6</td>
<td>C</td>
</tr>
<tr>
<td>5.5</td>
<td>D</td>
</tr>
<tr>
<td>5</td>
<td>F</td>
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<tr>
<td>4</td>
<td>F</td>
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<td>3</td>
<td>F</td>
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<tr>
<td>2</td>
<td>F</td>
</tr>
<tr>
<td>1</td>
<td>F</td>
</tr>
</tbody>
</table>
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:

<table>
<thead>
<tr>
<th>Grade</th>
<th>GPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>4.0</td>
</tr>
<tr>
<td>A</td>
<td>4.0</td>
</tr>
<tr>
<td>A-</td>
<td>3.7</td>
</tr>
<tr>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td>B</td>
<td>3.0</td>
</tr>
<tr>
<td>B-</td>
<td>2.7</td>
</tr>
<tr>
<td>C+</td>
<td>2.3</td>
</tr>
<tr>
<td>C</td>
<td>2.0</td>
</tr>
<tr>
<td>C-</td>
<td>1.7</td>
</tr>
<tr>
<td>D+</td>
<td>1.3</td>
</tr>
<tr>
<td>D</td>
<td>1.0</td>
</tr>
<tr>
<td>D-</td>
<td>0.7</td>
</tr>
<tr>
<td>F</td>
<td>0</td>
</tr>
</tbody>
</table>

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 driver’s 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 arriving late for the exam are allowed to enter up to thirty minutes 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 students 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’s 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
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 starting April 10, 2016 until (and including) the graduation day of EMBA 14 (2016-2018 cohort).

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

Date:

Name:

Signature