



## **Rules and Regulations**

### **International MBA Degree Program**

**2016-2017**

These rules & regulations are valid starting October 10, 2016 until (and including) the graduation day of IMBA 2016-2017 cohort.

## Rules and Regulations International MBA Degree Program (2016-2017)

### Preamble

These Rules and Regulations have been adopted for the International Master of Business Administration ('IMBA' for short) Program 2016-2017 cohort by the Board of Universiteit Nyenrode B.V. All students are required to sign and submit a declaration form in which they confirm that they have read the Rules and Regulations 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

Within the framework of the “General Statute” and “General Terms and Conditions of Education at Nyenrode 2016-2017”(in Dutch: Algemene Onderwijsvoorwaarden), these regulations apply to the teaching and the assessment within the IMBA Program 2016-2017. Students are responsible for familiarizing themselves with the latest version of the Rules & Regulations, which is made available on the My.Nyenrode.nl portal.

#### Article 2 – Definitions

a.	Program	The International Master in Business Administration 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"><li>• Writing of papers, reviews or final research project;</li><li>• Working on a research assignment; and</li><li>• 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.</li></ul>
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 and Terms and Conditions	The General Statute of Universiteit Nyenrode B.V. to be found at: <a href="http://www.nyenrode.nl/About/terms/Pages/General-Statute-.aspx">http://www.nyenrode.nl/About/terms/Pages/General-Statute-.aspx</a>  The General Terms and Conditions of Education at Nyenrode 2016-2017 (Algemene Voorwaarden Onderwijs Nyenrode 2016-2017) to be found at: <a href="http://www.nyenrode.nl/About/terms/Documents/General%20Terms%20and%20Conditions%20of%20Education%20at%20Nyenrode%202016-2017.pdf?AspxAutoDetectCookieSupport=1">http://www.nyenrode.nl/About/terms/Documents/General%20Terms%20and%20Conditions%20of%20Education%20at%20Nyenrode%202016-2017.pdf?AspxAutoDetectCookieSupport=1</a>

		The Nyenrode Terms of Application to be found at: <a href="http://www.nyenrode.nl/About/terms/Documents/Nyenrode%20Terms%20of%20applications%202016-2017.pdf">http://www.nyenrode.nl/About/terms/Documents/Nyenrode%20Terms%20of%20applications%202016-2017.pdf</a>
<b>k.</b>	WHW	De Wet op het Hoger onderwijs en Wetenschappelijk onderzoek (The Dutch law on higher education).
<b>l.</b>	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 University Board of Universiteit Nyenrode B.V.
<b>m.</b>	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.
<b>n.</b>	Module outline	A detailed description of the content, the learning objectives and the way of assessment of a module
<b>o.</b>	NUFFIC	The Netherlands Organization for International Cooperation in Higher Education.
<b>p.</b>	Proctor	A supervisor during an examination (surveillant).
<b>r.</b>	Examiner	The instructor of a module and the person who designs & grades all exams, appointed by the Exam Committee General Management.
<b>s.</b>	Second Examiner	A second examiner will always double check a written exam according to the four eyes principle.

### 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. Under certain conditions a student may be offered entry to the program based on recognition of prior learning; this is for each individual case a decision by the University Board.

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;
8. Substantiate an integrated solution to a complex business problem;
9. Demarcate and conceptualize a field and topic;
10. Execute a critical review of topic-relevant literature;
11. Make adequate use of relevant research methodology;
12. Contributes to the knowledge base of the relevant field;
13. Apply effective organizational writing;
14. Deliver proper documentation and support of the research result;
15. Able to complete the research project.

## 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 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 IMBA 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, a student needs to obtain a passing grade for each program component.

## SECTION 2 – THE PROGRAM

### Article 6 – Curriculum

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

The curriculum of the IMBA Program consists of the following courses, study load and contact hours in European Credits according to the European Credits Transfer System (ECTS) and, for international transcript purposes, the number of Grade Point Average (GPA) credits allotted to each course (see also Section 3: Grading).

Practice	ECTS credits	GPA credits	Study load	Contact hours
<b>1. Fundamentals of Business and Management</b>				
Analytical Tools of Business	2.5	1.875	70	18
Business Policy Clinic	1.5	1.125	42	12
Accounting	1.5	1.125	42	12
Managerial Economics	2	1.5	56	18
Managerial Finance	3.5	2.625	98	30
Marketing & Strategy	3.5	2.625	98	30
Process & Operations Management	2.5	1.875	70	18
Project Management	2.5	1.875	70	27
<b>2. Personal Leadership Development Journey</b>				
	8	6	224	60
<b>3. Digitalization, Information, Innovation &amp; Meet the CEO</b>				
	9.5	7.125	266	81
(+) European Immersion Module	0.5	0.375	14	12
<b>4. Value Chain Optimization and Operational Excellence</b>				
	7	5.25	196	56
(+) European Immersion Module	0.5	0.375	14	12
<b>5. Organisation Dynamics, Change Leadership and Talent Management</b>				
	5	3.75	140	38

(+) European Immersion Module	0.5	0.375	14	12
<b>6. Strategic Finance</b>	<b>7</b>	<b>5.25</b>	<b>196</b>	<b>56</b>
(+) European Immersion Module	0.5	0.375	14	12
<b>7. Strategy, Markets, Globalization and Competitiveness</b>	<b>7</b>	<b>5.25</b>	<b>196</b>	<b>56</b>
(+) European Immersion Module	0.5	0.375	14	12
<b>8. Final Project</b>	<b>8</b>	<b>6</b>	<b>224</b>	<b>10</b>
(+) Applied Research Methodology	1.5	1.125	42	18
<b>Total</b>	<b>75</b>	<b>56.25</b>	<b>2,100</b>	<b>600</b>

28 study hours is equivalent to 1 ECTS

1 GPA credit is equivalent to 75% of 1 ECTS credit

Participation in all of the European Immersion Modules are obligatory. Exemption will only be granted for compassionate or demonstrable health issues. Students must ensure that they can fund all necessary travel costs and expenses related to the European Immersion modules. In the event of a student being given approval not to participate in a European module, s/he will be given an assignment which is the equivalent of the full workload including class contact hours, field trips and study hours. Students will not be allowed to join the European module if they still have an outstanding amount due with Nyenrode a week before the departure date of the module. Students are not allowed to bring or invite friends, family or any other relatives (i.e. those that are not registered as a student at Nyenrode) during the immersion programs. Furthermore, it is required that all students dress in business attire during these modules.

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

Please check with Program Management before booking flights for vacations or the European Immersion Modules, as dates may change. Subsequent absence from program-related activities or classes due to the failure to check the dates with Program Management in advance will result in grade deduction(s) (Article 9).

## Article 7 - Admission

### Recognition of prior learning or alternative qualifications

Nyenrode IMBA students meet the following requirements:

- at least three years of working experience;
- who possess a Bachelor (or equivalent) or a Master degree from any discipline;
- has an acceptable academic record;
- a good GMAT (at least 500), GRE, LTP (at least 400) score, or an acceptable alternative assessment such as CAT, and SHL numeracy and verbal competency tests;
- TOEFL score of 90 or IELTS score of 6.5 (for non-native English speakers).

A formal admissions procedure has to be followed. This includes the submission of the application package including one (1) written cover letter and at least two (2) letters of recommendation, and a selection interview with two representatives of Nyenrode (typically IMBA 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 expertise. In such cases the individual will need to demonstrate capability in e.g. analytic thinking, understanding business finance, capability to analyse a balance sheet, managing budgets etc. A maximum of 20% 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.
- Size of teams and budgets that the individual has managed.

The IMBA program will also accept students:

- who have successfully completed the SP JAIN Global Management Program (GMP) program in India. This group of students will be exempted from the Fundamentals of Business and Management practice. Please see the MoU between Nyenrode and SPJIMR for further requirements.

## **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. The course outline should also clearly state what the penalty is. 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.

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 do not constitute viable reasons for requesting an extension.

**8.3** A student may not pass a subject based on marks allocated for group work or assignments. In order to pass a course a student needs to attain a mark of 5.50 or more for the individual exam (i.e. exam or individual assignment where exams are not given) (refer to Article 13. 4) and the final course grade has to be at least a 5.50.

## **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.

- 9.1** Attendance is mandatory for all classes unless otherwise stated. Students who, without any valid reason (to be determined by Program Management) do not attend class will have half a grade point (0.5) deducted from the final grade for each missed class. Attendance will be checked by Program Management at random.
- 9.2** If a student is unable to attend a class due to an emergency, serious illness or another valid reason, he/she should inform both Program Management and the relevant Examiner before class.
- 9.3** Any violation of these attendance rules will be considered as academic misconduct. See Article 17.

### **Article 10 Final Project**

- 10.1** Rules and regulations regarding the Final Project are outlined in the Final Project Guidelines booklet. The guidelines are a formal part of these Rules & Regulations.
- 10.2** Students are obliged to complete the Final Projects within the given deadline as listed in the Final Project Guidelines. Exemption for the extension of deadlines will only be granted for compassionate or demonstrable health issues. Such exemptions must be filed with and approved by Program Management beforehand.

### **Article 11 Graduation**

- 11.1** 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.
- 11.2** Degree will be granted on Graduation Day of the IMBA 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 (conditional upon extra time being granted by the Exam Committee General Management). In these cases, the date on the diploma will then be the date of the Final Project defense or the last exam, whichever is later.
- 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 IMBA Program;
  - 2) and a final grade for the Final Project 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 IMBA Program.
  - 4) passed all courses after the first attempt (could be final or retake exam). A retake exam is only allowed when a student is unable to participate in the final exam with a valid reason (to be determined by the Exam Committee) and it is the student's first opportunity. All other rules regarding the grading are taken into account.

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 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.stichtingdyslexienederland.nl](http://www.stichtingdyslexienederland.nl)
- 12.3** When an exam is conducted orally, Program Management appoints a second examiner. Only one candidate can be assessed at the same time, unless the Exam Committee General Management decides otherwise. The oral exam can be tape recorded.
- 12.4** In the case of an oral exam, the examiner concerned will inform the student/s of the grade no later than one working 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 courses, which the degree covers, will be listed on an academic 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 IMBA Assessment 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 final grade of a course (cases, assignments, exams etc.), within a period of two weeks after publication of the exam results. A sample of correct answers of



the written exam can be made available upon request. 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 every course, there will be at least one assessment component in the form of an individual assessment. This individual exam can either be an exam or any form of assignment. The Exam Committee General Management reserves the right to make any changes to the weighting of exams and/or other assessment components, and reserves the right to change components during the Program.
- 13.4** A minimum average final grade of 5.50 is needed to pass a course, provided that the student received a minimum of 5.50 on the individual exam (i.e. exam or individual assignment where an exam is not given). The exception to this rule applies to the Final Project, for which a minimum grade of 6.00 is required before rounding.
- 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. If it is deemed that there is no extenuating circumstance for missing the exam then the student will have to do a retake. If there is deemed to be an extenuating circumstance for missing the exam and if a student wants the missed exam to be graded as a first attempt s/he needs to place a request at the Exam Committee General Management. Illness is not automatically considered to be an extenuating circumstance. A request to consider the missed exam as a first attempt will only be considered if the student has informed Program Management in writing prior to the exam.
- 13.6** If a student's final grade is insufficient, a student will be offered to retake the final exam. It is not possible to retake a group assignment. This retake will take place in designated retake periods to be confirmed by Program Management. If, following the retake the final grade remains insufficient, the course will be considered as a failed course (refer to article 13.9). The retake exam is only offered to students who have completed all other course components.
- 13.7** **Retake:** A retake occurs when 1) a student received a grade lower than 5.50 on the individual exam or 2) when the final grade is not sufficient. The retake exam is only offered to students who have completed all other course components. In these cases, the student needs to do a retake.
- 13.8** During the fundamentals phase of the IMBA program, students may do a maximum of three (3) retakes. If a student fails more than three retakes in the fundamentals phase he/she is not able to graduate from the program (refer to article 13.11).  
During the main phase of the IMBA program, students may do a maximum of three (3) retakes. If a student fails more than three retakes in the main phase, he/she is not able to graduate from the program (refer to article 13.11). Retakes taken during the fundamentals phase do not count in determining the number of retakes during the main phase.

- 13.9 Overall exams.** If a student's retake grade is insufficient, a student will be offered to do an Overall exam. This Overall exam will cover all course material and will take the form of an individual exam. The Overall exam will be offered during the IMBA program.
- 13.10** Any student passing his/her Overall exam will receive a final course grade of no more than 6.00. All component grades previously obtained for the course in question will be rendered void. In accordance with Nyenrode's educational philosophy, the Overall exam is only offered to students who have completed all other course components which make up the final grade (group paper, individual paper, cases, etc.).
- 13.11** A student may not graduate if 1) s/he fails more than three courses, i.e. needs a retake for a fourth course (in the fundamentals phase or main Phase); or 2) fails an Overall exam (below threshold of 5.50).
- Program Management will inform the Exam Committee if any student may not graduate. The Exam Committee will advise the University Board and the University Board then will take a decision concerning deregistration. The University Board notifies the student of his/her deregistration. In case of deregistration, the student must be deregistered from the IMBA program on the date that is mentioned in the decision of the University Board. The student will receive a certificate listing the courses s/he passed.
- 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 'Final Project'. Any rounding-off required is done as follows: Up to a .5 is rounded down to the next whole number (example: 5.49 is rounded down to a 5). From a .5 is rounded up to the next whole number (example 5.50 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:

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

#### 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. Discussing individual assignments with other students is allowed, under the condition that the rules of academic conduct are not violated (for examples of academic misconduct see article 17).
- 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 Program Director 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** 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 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 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** In any circumstance where the Decision making Authority (such as for example the Exam Committee or the University Board) has the conviction that it would not be suitable to execute a decision (or a proposed decision) it can decide otherwise. Please note, that this is a possibility that the Decision making Authority has, but it can in no way be obliged to do so. The Decision making Authority may apply additional conditions to the its new or adjusted decision. Whatever the latter decision is, it has to fit in with the spirit of the original decision (or proposed decision) and creating precedents should be avoided.

### **Article 21 –Validity**

These rules & regulations are valid for cohort IMBA 2016/2017 program, starting on October 10, 2016 until (and including) the graduation day of this cohort.

In this form determined by the University Board of Universiteit Nyenrode B.V. on October 2016