



**RULES AND REGULATIONS DEGREE PROGRAM**

**MASTER OF SCIENCE IN MANAGEMENT (full-time)**

**COHORT 26**

The rules & regulations are valid for cohort MSc26 of the full-time Master of Science in Management program, during the academic year 2017-2018 starting 22 August 2017.

## **RULES AND REGULATIONS Master of Science in Management (full-time) 2017-2018**

**For the cohort MSc26 the Rules and Regulations Master of Science in Management (full-time) are valid during the academic year 2017-2018 starting 22 August 2017.**

### **Preamble**

These Rules and Regulations have been adopted for the *Master of Science in Management (full-time)* program (CHROHO 66240) by the University Board of Universiteit Nyenrode B.V. 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 and 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. (hereafter called: Nyenrode Business Universiteit).

Within the framework of the General Statute and the General Terms and Conditions of Education at Nyenrode (*Algemene Onderwijsvoorwaarden*) and the Nyenrode Code of Conduct for students, these regulations apply to the teaching and assessment within the program. The latest version is valid and replaces all previous version(s). Every student is expected to be familiar with the latest version of the Rules and Regulations. Students are responsible for familiarizing themselves with the Rules and Regulations, which is made available on the My.Nyenrode.nl portal.

If a student wishes to be exempted from a particular rule or regulation in these Rules and Regulations, then he/she must seek permission from Program Management and/or the Exam Committee, depending on the nature of the request and the rules it concerns. If a student files a request to the Exam Committee General Management, the name of the program and the cohort he/she participates in must be included. During the enrollment of the student, all formal correspondence to and from Nyenrode, is and needs to be done from Nyenrode email accounts.

## Article 2 – Definitions

Appeal Committee	A committee handling complaints against decisions from the Exam Committee, the Program Director or the University Board. It is chaired by an external (legal) officer. Decisions by the Appeal Committee are final and binding.
Assessment	Description used in general sense for the assessment of the knowledge and skills obtained in relation to a specific module.
Assignment (individual and/or group)	A practical exercise as mentioned in Article 7.13 of the WHW in one of the following forms: (1) Writing of papers, reviews or a thesis/final project; (2) Working on a research assignment; and (3) Participating in field work or excursions or in other educational activities aimed at obtaining the skills as defined for the program and its various modules.
Center	Organizational unit responsible for the development of modules and their assessment for the program.
Exam	A written or oral assessment in which the candidate answers questions to prove his/her knowledge and understanding.
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. In this document Exam Committee is used for the Exam Committee <i>General Management</i> .
Examiner	The instructor of a module and the person who designs & grades all exams, appointed by the Exam Committee.
General Statute	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>
General Terms and Conditions of Education	General Terms and Conditions of Education at Nyenrode to be found at: <a href="http://www.nyenrode.nl/About/terms/Documents/General%20Terms%20and%20Conditions%20of%20Education%20at%20Nyenrode%202016-2017.pdf">http://www.nyenrode.nl/About/terms/Documents/General%20Terms%20and%20Conditions%20of%20Education%20at%20Nyenrode%202016-2017.pdf</a>
Instructor	A teacher/lecturer.
Module/Course/Program Component	An educational part of the program.
Module/Course outline	A detailed description of the content, the learning objectives and the way of assessment of a module.
Nuffic	The Netherlands Organization for International Cooperation in Higher Education.
Proctor	A supervisor during an examination ( <i>surveillant</i> ).
Program	The <i>Master of Science in Management (full-time)</i> . program offered under the responsibility of Universiteit Nyenrode B.V.
Program Director	The person responsible for staff, budget and academic quality of the program and for contacts with all program stakeholders.
Program Management	The staff of Universiteit Nyenrode B.V. responsible for the program.
Second Examiner	A second examiner, who checks a written exam.
Second Reader	A faculty member who independently assesses a Thesis or a Final Project.
Student	He/she who is registered at Universiteit Nyenrode B.V. in order to participate in the program including its assessment.
Study Guide	Detailed procedures and information of the program.
Terms of Application	Terms setting the rules for the relationship between Universiteit Nyenrode B.V., also known as “Nyenrode Business Universiteit” and the student. 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>
WHW	The <i>Wet op het hoger onderwijs en wetenschappelijk onderzoek</i> (the Dutch Higher Education and Research Act).

### **Article 3 – Purpose of the program**

The aim of the Master of Science in Management program (MScM) 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 (Master) Program.

The MScM program is comprised of a Pre-Master's (4 months) and a Master's (12 months). In the beginning of the MScM Master's Program, a student must choose one of the three areas (tracks): Global Strategies & Sustainability (GS&S), Digital Business & Innovation (DBI), or Financial Management (FM).

### **Article 4 – Full time/Part time**

The program is full time.

### **Article 5 – Assessments**

1. The program allows students to obtain the degree of *Master of Science in Management*.
2. The degree will be obtained when all program components have been passed successfully.
3. Teaching and assessing will be done in English.
4. Additional requirements for students to participate in modules and/or assessment can be defined by the Program Director and/or Exam Committee and will be published on the program portal.
5. Extenuating Circumstances are described in the illness protocol.

## Section 2 – THE PROGRAM

### Article 6 – Curriculum

1. The curriculum\* of the *Master of Science in Management* program consists of the following courses, study hours, study load 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 of the Master of Science in Management program* (see also Section 3: Grading).

<b>Master of Science in Management MSc26 (2017-2018)</b>	<b>Study hours</b>	<b>ECTS rounded off</b>	<b>GPA credits</b>
<i>MSc Pre-Master's Program</i>			
<i>block 1</i>			
<i>Academic Skills - Academic Writing &amp; Reading</i>	84	3	<i>n.a.</i>
<i>Academic Skills - Introduction to Business Research</i>	84	3	<i>n.a.</i>
<i>Academic Skills – Business Statistics</i>	84	3	<i>n.a.</i>
<i>Marketing Strategy &amp; Customer Behavior</i>	140	5	<i>n.a.</i>
<i>block 2</i>			
<i>Organizational Behavior &amp; Leadership Development</i>	140	5	<i>n.a.</i>
<i>Foundations of Finance</i>	224	8	<i>n.a.</i>
<b>Total Pre-master</b>			
	<b>756</b>	<b>27</b>	
<i>MSc Master's Program</i>			
<i>block 3</i>			
<i>Management Science</i>	84	3	2,25
<i>Global Strategy and International Trade</i>	140	5	3,75
<i>Digitization in Business &amp; Society</i>	140	5	3,75
<i>Operations &amp; Supply Chain Management</i>	140	5	3,75

<b>Global Strategies &amp; Sustainability track</b>	<b>Study hours</b>	<b>ECTS rounded off</b>	<b>GPA credits</b>
<i>block 4</i>			
<i>New Economic Powers</i>	112	4	3,00
<i>Information and Innovation</i>	112	4	3,00
<i>block 5</i>			
<i>Global Immersion program (part of the track)</i>	-		
<i>block 6</i>			
<i>Global Sourcing and sustainable value chains</i>	112	4	3,00
<i>Entrepreneurship transcending borders</i>	112	4	3,00
<i>block 7 Elective courses**</i>			
<i>Elective 1 t.b.a.</i>	84	3	2,25
<i>Elective 2 t.b.a.</i>	84	3	2,25
<i>block 4 - 7</i>			
<i>Research in Business Administration (partly track specific)</i>	140	5	3,75
<i>block 3 - 8</i>			
<i>MSc company project *</i>	56	2	1,50
<i>block 8</i>			
<i>Thesis</i>	420	15	11,25
<b>Total Master GS&amp;S track</b>	1736	62	46,50

<b>Digital Business &amp; Innovation track</b>	<b>Study hours</b>	<b>ECTS rounded off</b>	<b>GPA credits</b>
<i>block 4</i>			
<i>Consumer behavior in digital setting</i>	112	4	3,00
<i>Big data, data analysis &amp; Business Intelligence</i>	112	4	3,00
<i>block 5</i>			
<i>Global Immersion program (part of the track)</i>	-		
<i>block 6</i>			
<i>Management control &amp; Security of digital ventures</i>	112	4	3,00
<i>Digital Business Transformation</i>	112	4	3,00
<i>block 7 Elective courses**</i>			
<i>Elective 1 t.b.a.</i>	84	3	2,25
<i>Elective 2 t.b.a.</i>	84	3	2,25
<i>block 4 – 7</i>			
<i>Research in Business Administration (partly track specific)</i>	140	5	3,75
<i>block 3 – 8</i>			
<i>MSc company project *</i>	56	2	1,50
<i>block 8</i>			
<i>Thesis</i>	420	15	11,25
<b>Total Master DB&amp;I track</b>	1736	62	46,50

<b>Financial Management track</b>	<b>Study hours</b>	<b>ECTS rounded off</b>	<b>GPA credits</b>
<i>block 4</i>			
<i>Advanced Corporate Finance</i>	112	4	3,00
<i>Mergers, Acquisitions &amp; Private Equity</i>	112	4	3,00
<i>block 5</i>			
<i>Global Immersion program (part of the track)</i>	-		
<i>block 6</i>			
<i>International Money &amp; Finance</i>	112	4	3,00
<i>Asset Management &amp; Financial Markets</i>	112	4	3,00
<i>block 7 Elective courses**</i>			
<i>Elective 1 t.b.a.</i>	84	3	2,25
<i>Elective 2 t.b.a.</i>	84	3	2,25
<i>block 4 - 7</i>			
<i>Research in Business Administration (partly track specific)</i>	140	5	3,75
<i>block 3 - 8</i>			
<i>MSc company project ***</i>	56	2	1,50
<i>block 8</i>			
<i>Thesis</i>	420	15	11,25
<b>Total Master FM track</b>	1736	62	46,50

28 study hours is equivalent to 1 ECTS

1 credit in the GPA system is equivalent to 75% of 1 ECTS credit

\* Subject to change

\*\* Each student needs to follow two elective courses (in total 2 x 3 ECTS)

\*\*\* MSc Company is partly extracurricular and therefore in total more hours than 56 (2 ECTS)

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 in a timely fashion.

## Section 3 – GRADING

### Article 7 – Grading and Exemptions

- 7.1** Nyenrode Business Universiteit employs a 0-10 grading scale in which 10 is the maximum score.
- 7.2** 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: 5.49 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).
- 7.3** A grade of 5.50 or higher, determined before rounding off, constitutes a pass. For the Thesis a 6.00 or higher is a pass.
- 7.4** 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			

**7.5** 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 Article 7.2 above.

**7.6** ***Exemptions***

The Exam Committee *General Management* may grant exemptions for courses in the Master's program which were successfully completed at the appropriate graduate level at previous educational institutions. Requests for exemptions must be submitted to Program Management at least two weeks before the start of the particular courses, including the course outline of the relevant course(s) at his/her previous education. Program Management will then ask the Exam Committee *General Management* for a decision.

Exemptions may be granted on the basis of a comparison between the courses of the *MSc in Management (full-time)* program and the student's earlier acquired skills and knowledge. Exemptions will not be included in the calculation of the GPA (if applicable). Students may submit a request for exemption from a course to Program Management via [MScPM@nyenrode.nl](mailto:MScPM@nyenrode.nl).

**7.7** ***Exam fees for partial exemptions***

Not applicable.

**7.8** ***Registration of study results***

Study results are registered such that an interim transcript of the results achieved by each student for program components can be provided to them on request.

## **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 8 – Conduct during lectures, attendance, report writing, consultation and collaboration**

#### **8.1 *Conduct during lectures***

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.

Instructors have the authority to determine how much of their course is mandatory. The course outline must clearly state if and how attendance is part of the final grade of a course. The course outline must also clearly state what the penalty is for students who, without any valid reason (to be determined by Program Management) do not attend an obligatory class.

During a lecture, students are not permitted to engage in other activities such as reading the newspaper, communicating with other people via mobile devices, or speaking to fellow students about matters which are unrelated to the content of the lecture. Cell phones are to be switched off during lectures. Students, during lectures, may only use their laptop or tablet to access course material made available on My.Nyenrode with the consent of the instructor.

Instructors are authorized to send out of a lecture any student who does not observe the rules of conduct. An instructor may request Program Management to take measures if, in the opinion of the instructor, the behavior of a student or students is unacceptable. Such behavior may be regarded as academic misconduct (refer to Article 10).

**8.2*****Absence during exams and obligatory classes/events***

If a student is not able to attend an exam, he/she should inform Program Management in advance.

If a student is unable to attend an obligatory class/event due to an emergency or serious illness, he/she should inform both Program Management and the relevant instructor (preferably) before class.

If a student fails to attend obligatory classes/events without a valid reason and/or without notifying Program Management this will be considered as academic misconduct. See Article 10.

**8.3*****Audio or video recording of lectures***

Students who want to make an audio or video recording of a lecture, should ask for approval from the attending students and lecturer(s). If a student wants to share the recording with others, he/she should take the Dutch law 'Wet bescherming persoonsgegevens' into account. Here, approval of all people involved is even more important.

**8.4*****General rules for assignments***

Unless stated otherwise, all assignments have to meet the Nyenrode Guidelines for Thesis Writing.

**8.5*****Individual Assignments***

Unless stated otherwise, all assignments within the Program 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 10).

**8.6*****Study Groups***

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.

Program Management, in consultation with the *Exam Committee* 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 individual assignments in order to pass a course.

Students failing to meet their responsibilities during group work will be closely monitored by Program Management.

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 themselves do not have the right to exclude a fellow student from their study group. The *Exam Committee*, in consultation with the instructor, will determine the consequences for the student excluded.

**8.7            *Group Assignments***

Unless stated otherwise, all group assignments within the Program are to be completed by the members of the group. Consultation with students outside the group on any part of the work, that will be assessed, is not allowed without the express permission of the relevant course supervisor or instructor.

**8.8**            Any violation of these rules will be considered as academic misconduct. See Article 10.

**Article 9 – Conduct during exams**

**9.1            *Identity***

Students are required to have their student ID as well as their passport or driver's license with them during the exam.

**9.2            *Use of aids***

If the use of books, dictionaries, calculators, lecture notes etc. is allowed during an exam, the instructor concerned will announce this in detail, in advance in the course outline or via the program's portal. It is prohibited to add any information to a book or other material, unless the instructor decides otherwise. Either the instructor or proctor may inspect books, calculators and other materials before, during, or after any particular exam. The exchange of dictionaries, books or any other reference-materials during an exam is not allowed.

The use of non-programmable electronic devices during the exam is only permitted when this is announced in the course outline or an official communication on behalf of the program.

If an examiner allows the use of formula/information sheets during an exam, these may only be handwritten. Any printed or photocopied formula/information sheets will not be allowed.

- 9.3**            ***Bags, coats etc.***  
Bags, wallets, coats, cases, watches, communication and electronic devices (excluding calculators) should be left in the dressing room or in the lockers of the 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. During the exam, students are not allowed to purchase food and/or beverages from the vending machines in the corridor.
- 9.4**            ***Starting time of the Exam***  
As a rule 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.
- 9.5**            ***Entering and leaving the exam room***  
Students who, due to external circumstance beyond their control, arrive no later than half an hour after the start of the exam are allowed to participate in 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.  
All materials (including notes and drafts) should be left on the exam table at the end of the exam.
- 9.6**            ***Bathroom use***  
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.
- 9.7**            ***Handwriting***  
Students are obliged to write in a legible fashion. Parts of the written exams that are only partly of not legible will not be assessed.
- 9.8**            ***Proctors***  
Students are obliged to follow the instructions of the proctors.
- 9.9**            ***Violation of rules***  
Any violation of these rules will be considered as academic misconduct. See Article 10.

## **Article 10 – Academic misconduct**

### **10.1            *General***

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 be checked by anti-plagiarism software.

### **10.2            *Measures against violators***

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, after consultation with the Exam Committee *General Management* or those acting on its behalf, may take the decision to remove the student from the course/program in question.

### **10.3            *Late discovery of the violation***

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* may still decide to take measures as given in Article 10.2.

### **10.4            *Hearing***

Before a decision is made, the examinee will receive the opportunity to be heard by the Exam Committee *General Management*.

### **10.5            *Communication of the decision***

The Exam Committee *General Management* involved is responsible for informing the student, in writing, of the measures taken.

**10.6 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 – ASSESSMENTS

### Article 11 – Exam regulations

#### 11.1 *General*

Students are deemed to have successfully completed the program components of a study phase or program if they have passed all the components of the program concerned, or have been granted an exemption (refer to Article 17).

#### 11.2 *Language and submission of assignments*

All Program course work must be completed in English. 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 must clearly state what the penalty is.

#### 11.3 *Weighting and assessment components*

Each course needs to have enough individual work to enable to assess whether the student that he/she has individually fulfilled the requirements. This individual part should be a substantial part of the course grade and preferably this should be at least 50%. Other course components, like team assignments, presentations, classroom attendance and performance 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 failed course.

Program Management, in consultation with the examiner, may request the Exam Committee General Management to make changes or exceptions to the above.

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 course.

#### 11.4 *Threshold grade*

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 the 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 Thesis, for which the threshold of the whole grade is “6.00” before rounding. The rules and regulations pertaining to the grading of the Thesis are outlined in the *MSc Thesis Guidelines* issued by Program Management. The Thesis Guidelines are an addendum to these Rules and Regulations and are thus legally binding.

**11.5**            ***Adjustment of grades***

The Exam Committee *General Management*, in consultation with the instructor, reserves the right to adjust grades up to the graduation of the student.

**11.6**            ***Replacement exams***

The Exam Committee *General Management* is authorized to set a replacement exam.

**11.7**            ***Sequence of exams***

The Exam Committee *General Management* is authorized to lay down rules regarding the sequence of the exams to be taken.

**11.8**            ***Conditions for participation***

As a rule, students can participate in an exam if they have followed the course for the program component concerned. However, for some components, additional requirements may apply regarding participation in the exam. Refer to the relevant course outline for specific exam rules and regulations.

**11.9**            ***Exam frequency***

Not applicable

**11.10**          ***Thesis***

Rules and regulations pertaining to the *Master of Science in Management (full-time)* Thesis are outlined in the *MSc Thesis Guidelines* issued by Program Management. This document is an addendum to these Rules and Regulations and is thus legally binding.

If a student is unable to meet the final defense deadline, an extension period may be requested in writing through Program Management at [MScPM@nyenrode.nl](mailto:MScPM@nyenrode.nl). In such cases the student needs to pay an additional tuition fee (see Thesis guidelines).

#### **11.11 *Exam retakes***

If a student does not meet the threshold grade for the final exam or his/her whole course, a student will only be offered one opportunity to retake the final exam.

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 exam and the retake will also be considered as a failed course.

If the final exam is an assignment (such as papers and reports) a new assignment will be handed out by the instructor, unless stated otherwise in the Course Outline.

#### **11.12 *Overall exams in the Pre-Master's Program***

If, following the retake of the final exam, the whole course grade in the 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, the so-called overall exam. All grades previously obtained for the course in question will be rendered void. The 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. 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 Pre-Master's Program must have completed the final exam and/or retake before being allowed to participate in the overall exam, unless unique circumstances dictate otherwise.

#### **11.13.1 *Absence during exams in Master of Science in Management (full-time) Pre-Master's program***

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 (described in the illness protocol) the Exam Committee General Management may decide to allow the student an extra opportunity to take the overall exam. 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 in time.

**11.13.2**      ***Absence during exams in Master of Science in Management (full-time) Master's program***

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 (described in the illness protocol) the Exam Committee General Management may decide to allow the student an extra opportunity to take the exam. 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 in time. 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.

**11.14**      ***Redo courses in the Master of Science in Management (full-time) program***

A student who failed courses may request permission from the Exam Committee *General Management* to take the course(s), and all related exams and course assignments, in the next program. This rule applies only to courses of the *Master of Science in Management (full-time) Master's program* and up to a maximum of three different 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. A redo course can only be followed once.

If a student fails the redo, he/she will receive a certificate and an overview (if applicable with grades) of the courses passed. If there are extenuating circumstances for failing the redo course, the student can request the Exam Committee *General Management* to allow him/her a second redo opportunity in an attempt to complete the program.

**11.15**            ***Replacement exams for courses no longer part of the curriculum or for redesigned courses***

Should the course referred to in Article 11.14 no longer be part of the program, Program Management will provide an alternative course of study and examination thereof.

**11.16**            ***Voluntary retakes***

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 different courses in the program and only once per course. Students wishing to make use of this opportunity should file an official request with Program Management no later than five working days before the scheduled date of the retake. The grade of this voluntary retake will only replace the grade for the final exam in case it is higher.

If the final exam is an individual assignment (such as a paper or report) a new assignment will be handed out by the instructor at the request of the student, unless stated otherwise in the course outline. Students wishing to retake 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 for the retake assignment of the course in question.

This rule does not apply to the Thesis and to group assignments which are considered as a final exam.

**11.17**            ***Permission for a fourth exam***

Not applicable

**11.18**            ***Announcement of exam dates***

Exam dates are announced via My.Nyenrode.

**Article 12 – Oral Exams**

**12.1**            ***Oral exams***

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 recorded; if only one examiner is present at the exam, a recording is required. The recording is stored in accordance with the Dutch privacy and archive laws.

## Article 13 – Special Circumstances

### 13.1 *Special exam facilities*

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. Students can submit their request by email to [MScPM@nyenrode.nl](mailto:MScPM@nyenrode.nl).

### 13.2 *Dyslexia*

If a student has dyslexia, extra time may be granted for written tests or exams for the duration of studies at Nyenrode Business 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](http://www.stichtingdyslexianederland.nl). Students with dyslexia will be given additional time for written tests (5 minutes for every half hour of the exam).

Students can submit their request by email to [MScPM@nyenrode.nl](mailto:MScPM@nyenrode.nl).

## Article 14 – Publication of results

14.1 In the case of an oral exam (with exception of the thesis defense) the examiner concerned will inform the student of the grade no later than one working day after the exam.

14.2 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 four weeks after the assignments have been handed in. Any deviation from the above mentioned periods requires the express consent of Program Management.

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.

## Article 15 – Exam reviews

### 15.1 *Exam reviews*

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 the publication of the exam results, on the date/time set by Program Management. An Answer Model 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.

There needs to be minimally seven days between the announcement of the review on the portal and/or via e-mail and the actual review date.

## Article 16 – Nominal duration, extension of duration, validity of grades and progression rules

### 16.1 *Allotted time for study*

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.

16.2 When the study is not finished within the allotted time a request for an extension of the study time can be submitted to the Exam Committee *General Management*. When this request is granted an extra tuition fee is required. The details of the fee will be provided by program management on request.

If a maximum allotted study time is defined (see Article 16.1) extensions cannot be granted, unless mitigating circumstance do exist.

### 16.3 *Validity of results*

If, due to extenuating circumstances, a student is unable to complete the program within the allotted time, his/her grades for completed courses will retain their validity for six years.

### 16.4 *Admission (Pre) Master's Program*

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.

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.

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.

## **Article 17 – Diplomas and statements**

### **17.1 *Diploma and academic transcript***

As proof that the Program has been successfully completed, a diploma is awarded by the Exam Committee *General Management*. The courses which the degree covers, together with their grades, are listed on an academic transcript.

In order to receive the diploma and academic transcript the student needs to have fulfilled all his/her financial and other obligations to Nyenrode Business Universiteit.

### **17.2 *Transcript***

Students who pass one or more of the exams of a program, but to whom no diploma can be awarded, receive (if so desired) a certificate and an overview of the passed courses.

### **17.3 *Cum Laude***

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 program;
- 2) a final grade for the Thesis of at least 8.00 before rounding;
- 3) a weighted average overall grade of at least 8.00 before rounding in all courses of the program; and
- 4) passed all courses in the first exam opportunity with a final grade of at least 7.00 before rounding. 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).

### **17.4 *Graduation***

Degrees will be granted on Graduation Day, or, when applicable, on the date that the student passed the last exam needed. Program

Management will set Graduation Day and, in relation to this, the date on which the student needs to have fulfilled all requirements to be able to participate in the graduation. If the student has not met all the requirements by this date, the degree will be granted as soon as all requirements have been met.

## **Section 6 – STUDENT COUNSELLING DURING THE STUDY**

### **Article 18 – Student counseling and progress**

Program Management deals with the counseling of individual students and appoints study coaches to this end. It is the responsibility of the student to make the study coach or program management aware – in good time – of any circumstances that could lead to a study delay or other study-related problems.

## **Section 7 – OBJECTIONS AND APPEALS**

### **Article 19 – General**

A student can lodge with the Exam Committee *General Management* a written objection to decisions made by Nyenrode involving, for instance, the result of an exam or participation component, the period of validity and the related request for a reinstatement exam, or a decision of the Exam Committee regarding breaches of the rules of academic conduct.

### **Article 20 – Lodging an objection with the Exam Committee**

- 20.1** In order to object to a decision concerning academic testing (assessments), it is possible to register a written objection with the Exam Committee within 15 working days following the publication of the assessment result. The Exam Committee will act on the objection within 15 working days.
- 20.2** In order to complain against a decision made by the Exam Committee, it is possible to register a written objection with the Exam Committee within 15 working days following the announcement of the Committee's decision.
- 20.3** The objection must include:
- a) name, address (this includes postal code, city, country) of the appellant;
  - b) name of the body or the official responsible for the decision against which the objection is lodged;
  - c) a clear description of the decision or, as the case may be, of the treatment against which the objection is directed. A copy of the decision in question should, if possible, also be submitted. If the objection concerns a refusal to comply with a decision, a clear



- description must be given of the decision that should have been taken in the eyes of the appellant;
- d) the grounds on which the objection is based.
- 20.4** All documents pertaining to the objection should be addressed to the coordinator of the relevant Exam Committee.
- 20.5** The Exam Committee will act on the objection within 15 working days.
- 20.6** To appeal against a decision made by the Exam Committee, a written appeal can be filed with the Appeal Committee.
- 20.7** The participant can (at his/her own risk) continue with the educational program while the objection is under consideration.
- 20.8** Not applicable

### **Article 21 – Lodging an objection with the Complaints Desk**

- 21.1** In order to complain against a decision concerning other issues than academic testing (assessments), it is possible to register a written objection with the Complaints Desk within 15 working days following the decision. The Complaints Desk will act on the objection within 15 working days.
- 21.2** The objection must include:
  - a) name, address (this includes postal code, city, country) of the appellant;
  - b) name of the body or the official responsible for the decision against which the objection is lodged;
  - c) a clear description of the decision or, as the case may be, of the treatment against which the objection is directed. A copy of the decision in question should, if possible, also be submitted. If the objection concerns a refusal to comply with a decision, a clear description must be given of the decision that should have been taken in the eyes of the appellant;
  - d) the grounds on which the objection is based.
- 21.3** All documents pertaining to the objection should be addressed to the Complaints Desk.
- 21.4** The Complaints Desk will act on the objection within 15 working days.
- 21.5** To appeal against the outcome of the Complaints Desk procedure, a written appeal can be filed with the Appeal Committee.
- 21.6** The participant can (at his/her own risk) continue with the educational program while the objection is under consideration.

## **Article 22 – Lodging an appeal with the Appeal Committee**

- 22.1** To appeal against a decision made by the Exam Committee or by Nyenrode and its representatives, or to the outcome of a Complaints Desk procedure, a written appeal can be filed with the Appeal Committee within 15 working days following the announcement of the decision against which the appeal is being made. The procedure to be followed is described in the Nyenrode Appeal Procedure.
- 22.2** The appeal will, in all cases, be lodged in the form of a written statement outlining the reasons, within 15 working days following the announcement of the decision against which the appeal is being made. If this time-period is exceeded as a consequence of circumstances beyond the control of the person involved, the Appeal Committee will disregard this period.
- 22.3** The appeal must include:
- a) name, address (this includes postal code, city, country) of the appellant;
  - b) name of the body or the official responsible for the decision against which the appeal is lodged;
  - c) a clear description of the decision or, as the case may be, of the treatment against which the appeal is directed. A copy of the decision in question should, if possible, also be submitted. If the appeal concerns a refusal to comply with a decision, a clear description must be given of the decision that should have been taken in the eyes of the appellant;
  - d) the grounds on which the appeal is based.
- 22.4** All documents pertaining to the appeal should be addressed to the secretary of the Appeal Committee, and have Nyenrode's address as the place of residence (AppealCommittee@Nyenrode.nl).
- 22.5** The fee set for the lodging of an appeal is € 100. If the Appeal Committee decides in favor of the appellant, this fee will be refunded.
- 22.6** The chairperson of the Appeal Committee will inform the appellant of possible deficiencies in the appellant's case and will invite him/her to rectify or resolve these within a period of time determined by the chair. Where the appellant fails to do so, the appeal can be declared non-admissible on these grounds.
- 22.7** The Appeal Committee will act on the appeal within 12 weeks according to Dutch law (Algemene wet bestuursrecht). The chairman of the Appeal Committee can make a provisional ruling should problems arise because of this time frame.
- 22.8** The participant can (at his/her own risk) continue with the educational program while the appeal is under consideration.

## **Section 8 – FINAL CONDITIONS AND PROVISIONS**

### **Article 23 – Final conditions**

- 23.1** If required, the University Board will determine amendments to the rules and regulations after consultation with Program Management and, when concerning assessment issues, with the relevant Exam Committee.
- 23.2** 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.
- 23.3** A copy of these regulations, together with any amendments made by the relevant Exam Committee or Program Management, is available to all students and can be obtained from the program's portal.

### **Article 24 – Unforeseen circumstances**

- 24.1** In all cases not covered by these rules and regulations, the Exam Committee, in consultation with the Associate Dean and the Program Director, has the authority to make a final decision in assessment matters.  
In cases not covered by these rules and regulations, the Associate Dean, where applicable in consultation with the relevant Exam Committee, has the authority to make a final decision in educational matters.

### **Article 25 – Hardship Clause**

- 25.1** In any circumstance where the Decision making Authority (such as 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 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 26 –Validity**

These Rules and Regulations are valid for students of the *Master of Science in Management (full-time)* program cohort MSc26 during the academic year 2017-2018 starting 22 August 2017.

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

Date: July 14<sup>th</sup>, 2017