

MSM

**MAASTRICHT
SCHOOL OF
MANAGEMENT**



**STANDARD OPERATING
PROCEDURES
PARTNER MBA & MM
PROGRAMS**

Working together for better global management

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INTRODUCTION

The MBA and MM programs at Maastricht School of Management are delivered throughout our worldwide partners' network following a standardized curriculum and guided by our Dutch Education laws and accreditation requirements.

Each partner is wholly responsible for administering and complying with 3 key areas:

- a. Admissions. Partners must ensure compliance with all MSM admissions criteria and documentation before Intake start date. No student can start classes in an Intake without being fully admitted through MSM Admissions Department who will register each student with the Dutch education authorities.
- b. Faculty. Only lecturers approved by The Dean MSM can teach or grade coursework on an MSM degree course. Partners must plan ahead and seek this approval and obtain the required documentation from MSM before someone teaches.
- c. Teaching Program. Partners are responsible for creating a joint program in liaison with their MSM Education Officer (EO), running it effectively with efficient student flow and completion and collation of all evidential documentation relating to teaching and examining from Faculty.

The information in this handbook provides partners with a simple set of references which when combined with the EER, should answer any immediate questions on those 3 key areas. It covers the admissions process, education management and the completion of all documentation from Faculty teaching to end of course requirements for graduation.

This book is not exhaustive and if a partner has any questions, they should seek advice from the MSM Education Officer (EO) who is their main point of contact.

1. ADMISSIONS

1.1 Admission Procedure

The local partner is responsible for getting all the information about students who are starting the program, checking their qualifications, and have them complete the required documents for onward transmission to MSM's Admissions Department at least a month before the Intake start date. Only MSM can grant exceptions to any student that does not fully meet the requirements as outlined below.

All communication with MSM during the Admissions process should be directed to the Admissions Department at admissions2@msm.nl. Once an applicant has been issued an Admission Letter on MSM letterhead, the participant can be considered a 'conditionally enrolled participant' to the degree program. Once they completed the Levelling and Inbound Tests, which must be completed before the Intake start date, they become "enrolled". Without this evidence of admission to MSM, a participant cannot attend any classes in the program.

1.1.1 Pre-screening

The Partner Institute selects and pre-screens candidates for the Master program, based on the admission standards and requirements laid down in MSM's Rules & Regulations. Applicants for the program should meet the admission requirements and submit all necessary application documents to the admissions office before the start of the program. Applicants who do not meet the requirements or who have not submitted the required application documents will not be allowed to enter the program and no diploma will be granted.

The partner institute can apply for an exemption for an applicant who does not fully meet one of the requirements. In writing, the partner institute explains which requirement is not met (and possibly why), why the partner institute wants to have the applicant in the program, and formally requests an exemption for the applicant. The exemption request will then be reviewed by the MSM Admissions Committee.

Applicants who have not received the admission letter will not be allowed to enter the program and no diploma will be granted.

1.1.2 Admission Requirements

These entry requirements and admission procedures apply to all applicants for our Master Programs:

- a. All candidates must have a Bachelor degree or equivalent from a recognized institution.
- b. All candidates must have a thorough command of written and spoken English.
- c. MM candidates are not required to have any work experience. MBA and OMBA candidates must have at least 3 years of work experience at managerial level. EMBA candidates must have at least 5 years' experience.

1.1.3 English Proficiency

Applicants from Anglosphere countries where the official language is English are exempt from passing a "proof of English" exam. Applicants from other countries who have completed their bachelor and/or master degree in English could be exempted from this requirement, at the discretion of the MSM Admissions committee. A statement from the previous university that the degree was in English will be required.

At the discretion of the Admissions Board, a satisfactory result from one of the accepted English tests might still be requested before a decision for admission will be taken. All other exceptions will be decided on a case-by-case basis by the Admissions Board.

Acceptable Tests and pass levels are:

TOEFL scores: (Test of English as Foreign Language)

- 88 for the internet based test
- 230 computer based test
- 570 paper based test
- 570 institutional TOEFL (paper based at a certified test administration site)

IELTS score (International English Language Testing System):

- 6.5 minimum, with no section below 5.5 on the Academic test

TOEIC score (Test of English for International Communication):

- 720, provided applicant has passed both "Speaking & Writing" and "Listening & Reading"

Pearson PTE Academic test of English – minimum score 59

Cambridge CPE English Proficiency test – C

Cambridge CAE English Advanced test – B

1.1.4 Application Documents

The local partner is responsible for getting all the information about students who are starting the program, checking their qualifications, and have them complete the required documents for onward transmission to MSM's Admissions Department at least a month before the Intake start date. Only MSM can grant exceptions to any student that does not fully meet the requirements as outlined above.

The partner's admission officers do a pre-review of the documents if they meet all the admission criteria. All partners need to use the MSM IT system for Admissions and Student Records, Full Fabric for onward transmission of all the documents to MSM's Admissions Department.

Each candidate for the MBA Program is required to submit the following documents:

- a. Application Form filled in, dated, and signed (if applicable, not all partners use this form).
- b. Certified copy of the bachelor's degree, including a notarized English translation if the original degree is not in English language.
- c. Certified copy of the academic transcript, including a notarized English translation if the original transcript is not in English language.
- d. Proof of English proficiency: official TOEFL, IELTS, TOEIC, PTE, CPE or CAE test slips, indicating the required minimum score.
- e. A personal résumé or CV in English.
- f. A statement of motivation for MM/MBA study.
- g. Recommendation letters: MBA/EMBA/OMBA candidates need to submit two (2) professional recommendation letters/requests. MM candidates need to submit one (1) academic recommendation letter/request. The recommendation shall be given by persons who are well acquainted with the applicant's work and studies and are in the position to judge the candidate's abilities to pursue a master's degree.
- h. A copy of a valid passport

1.1.5 Admission system

Application/transmission of student info using the MSM cloud-based admission system: FullFabric

There are two ways that our online portal can be used by the Partner institutions:

- a. **Active User:** the partner uses the MSM online application portal: <https://campus.msm.nl/> as the application system for their local program:
 - i. Applicants can apply directly via the MSM online application portal (<https://campus.msm.nl/>).
 - ii. Local administrator is able to do the evaluations in the system, so that it will be able to admit or reject applicants (this action depends by the partnership contract signed with MSM).
 - iii. MSM Admissions office review the applications.
- b. **Passive User:** the partner doesn't use the MSM online application portal: <https://campus.msm.nl/>
 - i. Local administrator uploads the completed application per student into the admission system.
 - ii. MSM Admissions office review the applications.

If you have any questions, please don't hesitate to contact the Admissions Office (admissions2@msm.nl) or Adriana Seclaman (seclaman@msm.nl).

1.1.6 Evaluation and application and next steps

The Admissions Department will then verify and review all the documents to see if they meet the admission criteria. This, among others, includes an international comparison check that makes use the NARIC database (<https://www.naric.org.uk/naric/>) to check if the Bachelor Degree from that country and from that particular school is indeed equivalent to a Dutch/British degree, and if that particular school is a recognized and accredited institute. Should there be any doubt, a double check with the NUFFIC website or ANABIN.org database (German equivalent) can be conducted. The Admissions Department will also do an IELTS check verification to check IELTS results are true and can be verified. The link to this database is: <https://ielts.uct.ac.za/>.

The same applies for other English language tests.

1.2 GMAT or Levelling courses

As part of the admission process students who do not already have a GMAT of score 600 or higher will need to complete the Academic Leveling Courses (ALC). The purpose of the ALC is to help develop a foundational level of business knowledge in 4 areas before the course starts: Accounting, Business Finance, Microeconomics and Quantitative Research Techniques & Statistics.

All applicants who need to take the ALC) do so after they are conditionally enrolled and must pass them before they receive **unconditional admission (enrollment)** to the MBA and MM Program.

The deadline for having completed the courses is 2 weeks before the start of the program and only after successful completion (a score of 55% for each subject is required) of all 4 subjects, is a student officially enrolled in the program. In case a student does not obtain a score of 55% or higher for the post-test they will need to purchase a retake module. After two failed attempts of a levelling course module (max 2 courses), the applicant should request for an interview with the academic coordinator or lecturer on that topic. A third attempt can only be considered based on interview and per approval of lecturer.

Responsibilities of the Local Administrator:

- a. Ensures that no student is allowed to start class without having completed and passed the ALCs beforehand.
- b. Shall insure that applicants take the leveling courses by informing them about Peregrine Academic Services and by sending them the ALC registration information once the MSM Admissions Office conditionally enrolls the applicant (login instructions to be received from MSM).
- c. Monitor the applicants' progress, and report to MSM Admissions Office if applicants fail one or more courses (minimum score is 55). After two failed attempts of a levelling course module (max 2 courses), the applicant should request for an interview with the academic coordinator or lecturer on that topic. A third attempt can only be considered based on interview and per approval of lecturer.
- d. Escalate to MSM in case active students have not completed ALC (thus not fulfilled all admission requirements) and need to be removed from the program.
- e. The costs of these tests are to be borne by the Partner (who can in turn charge them to the student)

1.3 Inbound Test

Once the applicants have been fully admitted, MSM requires each participant to take a Common Professional Component exam (CPC) early in the program (inbound test) and again at the end (outbound test). These tests contains multiple-choice questions testing the students on a number of topics, covering all areas of business management.

Although the participants cannot fail the inbound test and there is no need to prepare for it, it is important that they take this test seriously and **the participants should be motivated to perform at their best.**

This test plays an important role together with the outbound test in evaluating the quality of our academic programs. The information is part of MSM's accreditations assessment results and will be shared with the accreditation bodies.

Responsibility of the Local Administrator:

- a. Informs the applicants and instructs them about the Inbound test/CPC exam (login instructions to be received from MSM).
- b. Communicates the Peregrine Academic Services CPC registration information to the applicant, applicants should use the same email address and student ID as they used for the ALC.
- c. Arranges the place and schedule for the test (it is necessary to organize the group together with a fixed schedule and facilities to perform the test).
- d. Informs participants about the purpose of the test and motivates them to do their best (all the participants must be present for the test).
- e. Makes sure the results are shared with the relevant officer at MSM, who will forward this information to the Quality Enhancement Department.

2. PARTICIPANTS & COURSE RELATED

2.1 Education & Examination Rules (EER)

The EER (Education and Examination Regulations document contains the Education and Examination Regulations for obtaining the Master of Business Administration (MBA) degree as well as for obtaining the Master in Management (MM) degree, MSM's Mission, Vision and Core Values, and the Participant Code of Conduct.

All participants, faculty and administrative staff should be aware of the EER and should strictly follow the Code of Conduct. It is the responsibility of each participant to ensure that the policies and regulations are fully understood and complied with.

Responsibility of the Local Administrator:

- a. Makes sure the participants receive a copy of the EER at the start of their program (and the yearly revised EER) and sign for receipt.
- b. Explains the relevance of the EER to the participants (during an information session, for example).
- c. Organizes assessments (examinations and/or assignments) in accordance with the requirements explained in the EER (arrange invigilators, etc.).
- d. Keeps track of the participants' academic progress and, if necessary, arrange re-sit exams and assignment re-submissions while observing the EER rules about maximum number of re-sits and failed courses, etc.
- e. Reports to the MSM Examination Board and MSM Global Education Programs Officer in case participants do not comply with EER rules.
- f. Ensures that participants admitted to the MBA or MM program covenant with the local partner pay all fees and comply with other terms and conditions prevailing.
- g. Makes sure that all faculty related to the MBA or MM program know and apply the EER rules.
- h. Should a partner require extra local rules, these may be included upon request the MSM Examination Board and if accepted, included in an Annex to the EER.

Responsibility of Faculty:

- a. Strictly follow all course manual template and grading procedures as described in the Teaching & Grading Guidelines.
- b. To know and be aware of the Education and Examination Regulations (including MSM Core Values).
- c. Faculty is expected to cooperate with staff and report when participants are not complying with the Education and Examination Regulations (including participant attendance rules).

The Education and Examination Regulations are updated per academic year and revised yearly. Staff and faculty should be aware of using the latest version at the beginning of each intake.

Please find the EERs and the revision reports available on the website under the heading "MSM Examination Board", please click [HERE](#) to be redirected to the webpage under discussion and then the EER tab.

2.2 Information Center

The MSM Information Center offers registered participants, faculty and staff access to resources such as the library catalogue, databases, online knowledge tools and other relevant links. The Information Center has an office as well as an online portal, which consists of:

- V-smart Air (Information Center catalogue)
- Business Source Ultimate (EBSCO)
- Regional Business News (EBSCO)
- eBook Business Collection (EBSCO)

- ScienceDirect (Business, management and accounting package)
- Emerald Insight
- EBSCO Discovery Service

Responsibilities of the Local Administrator:

- a. Informs participants and lecturers about their right to access the online information portal.
- b. Explains the procedure to request a user ID and password in order to access the portal.
- c. Participants and lecturers have to send an e-mail to ICportal@msm.nl stating: name, participant number, intake and program of enrollment.
- d. Informs participants and lecturers that by this process they fully agree with the MSM Information Center policy and are aware of the consequences in case of any misuse and instruct them to keep in mind the following policy outlines:
- e. The user ID and password are **STRICTLY PERSONAL**; hence participants are not allowed to give it to others.
- f. The interlibrary loan facility is not applicable for students from outreach locations.
- g. The penalty for any misuse is exclusion from the program you are enrolled in.
- h. After the information is verified, MSM will email the user ID and password to the participant directly, provided that the person is not in arrears on any payments due to MSM.
- i. The validity of your registration is mentioned in the email.
- j. Information found in the MSM Information Center portal is for personal use only.

2.3 Assignments & Examinations

It is necessary to keep track of the participants' grades for each course. The rules for grading and equivalencies are explained in the EER.

Responsibility of the Local Administrator:

For courses taught by local professors:

- a. Informs participants about their grades once they are submitted by the local lecturer.
- b. Keeps record of the participants' grades (also tracking resits).
- c. Sends the results (completed grading rubric & grades) to the Education Officer in Maastricht as soon as they are received.
- d. Makes scans of the examinations scripts (if applicable) once they are graded and sends them to Education Officer in Maastricht.

For courses taught by MSM faculty:

- a. Collects and registers all assignments and examination scripts from the participants.
- b. Sends the exam scripts (hard or soft copy) and assignments to MSM via courier, or the scans via email.

The local administrator should report participants whose conduct is not in accordance with the EER to the Education Officer in Maastricht.

Related to Faculty:

Assignments and exams reflect learning goals of the course as well as the learning material used. The information related to assignments and exams and grading thereof is described in detail in the Teaching & Grading Guidelines, in the Education and Examination Regulations and in each one of the Course Outlines.

2.4 Declaration Assignments and Final Assessment (MBA and MM)

At the beginning of each academic year, each participant is requested to sign and submit this declaration, which applies for all submitted work (including drafts) during the program. The participant is requested to sign and submit a separate declaration before submitting the Final Assessment.

The purpose of the declaration is to remind the participant of the significance of academic honesty and academic conduct, besides the consequences of acting against them like described in the Participant Code of Conduct and in the sections on Fraud, Plagiarism, Forgery and Academic Outsourcing in the Education and Examination Regulations (EER).

Responsibility of the Local Administrator:

- a. Ensures all participants submit a signed declaration form at the start of the program and when submitting the final assessment.

2.5 Course assessment

The final grade for the course may be based on a combination of individual work and group work. Group work cannot count for more than 30% of the final grade. Other key points are:

- a. If an exam is used, it must be of a graduate level, not based on memorization and repeating of information stated in handouts or textbooks.
- b. The examination should include discussion type questions, case studies or problems that indicate a solid understanding of the material presented.
- c. All exams should be accompanied by model answers, or a grading rubric.
- d. The exam questions, including the model answers, should be sent in electronic format preferably before start of the course or, at the latest, on the last teaching day
- e. Multiple-choice questions are only allowed if they are combined with open questions.
- f. MSM uses numeral grading system (out of 10 points). The passing grade is a 5.5.
- g. Exam scripts should be sent to the lecturers as scanned files via email, or as hardcopies by DHL or registered mail.
- h. All graded exam scripts and/ or assignment papers should be returned to MSM. Please use regular mail.

2.5.1 Grading rules

A rubric is a tool to interpret and grade participants' work against criteria and standards. A rubric makes explicit a range of assessment criteria and expected performance standards. Examiners evaluate a participant's performance against all of these, rather than assigning a single subjective grade:

- a. The Dublin Descriptors (DD) with assessment criteria is the Rubric, which should be shown in the course outline, so participants know on which criteria they will be graded.
- b. The expected performance standards is set by the examiner (lecturer) before (s)he starts grading participants/ work. Please check the Teaching & Grading guidelines for detailed information.
- c. The additional comment and grades are filled out as soon as the examiner (lecturer) receives the assignments from the participants and starts grading them on their quality

Exams

- All grades should be submitted within 21 days after receipt of the exam scripts.
- Exam scripts need to be graded using a grading rubric or model answers.

Assignments

- All grades should be submitted preferably within 21 days but no later than 28 days after the assignment submission deadline.
- Assignments need to be graded using a grading rubric; grading rubric includes grades and comments per Dublin Descriptor.

2.6 Course Grades

It is necessary to keep track of the participant's grades after each course. The rules for grading and equivalencies are explained in the Education and Examination Rules (EER).

Responsibility of the Local Administrator:

- a. Keeps record of the participants' grades in the required format.
- b. Sends the information to the MSM Global Education Programs Officer in Maastricht no later than **two (2) weeks** after receiving the grades from the lecturer.
- c. Identifies the participants who are not performing in accordance with the EER (for example, too many 'no pass' or 'fail' grades, and communicates this to the local management and to the MSM Education officer in Maastricht (as explained in Section 1).
- d. Communicates the grades to the students once they are received from the lecturer. All grades should be submitted by the lecturer within 21 days but no later than 28 days after the assignment submission deadline.
- e. Assignments need to be graded using a grading rubric; grading rubric includes grades and comments per Dublin Descriptor.

2.7 Right of Inspection & Right of Objection

Participants have the opportunity to inspect their evaluated assessment and they may object to their grade if there is sufficient justification to do so. The participant is advised to first review the examination or the assignment on appointment basis. Then the participant can discuss the work with the respective examiner, who will evaluate and inform the MSM Global Education Programs Officer or the Local Administrator.

In case the examiner is not available for the review, the participant can fill out the "[Grade objection form](#)" (which will replace the review with the examiner). The participant motivates clearly, for each question on a separate form, why (s)he objects to the evaluation. Only "motivated" objection arguments are taken into consideration. The MSM Global Education Programs Officer or the Local Administrator further processes the grade objection form and the examiner will evaluate and answer the MSM Global Education Programs Officer or the Local Administrator, so that the participant can receive the result within three (3) weeks from the review appointment/submission objection form.

Responsibility of the Local Administrator:

- a. Organizes reviews on appointment basis for participants (with or without the respective examiner).
- b. Makes sure that examination and assignment scripts are not returned to participants and are neither copied, nor removed from the office. The participants cannot make changes in the original exam and assignment script.
- c. Makes sure participants receive the document "[Grade objection form](#)" in case the respective examiner is not available for the review and participants have objections.
- d. Informs participants about the grade objection procedure, in case participants have motivated grounds for further action.
- e. Further processes the "[Grade objection form](#)" and informs the participant of the result within three (3) weeks from the review appointment/submission objection form.

In case the participant has motivated grounds for further action after the review, (s)he may object to the grade in writing using the [Motivation form](#) to the **MSM Examination Board** stating the reasons for disagreement. The motivation should relate to the substance of the assessment and/or address the way in which the assessment has been graded by the examiner(s). The motivated arguments should convince the MSM Examination Board whether there is a reason to believe that the grade is not correct. A "motivated" written objection should be submitted no later than six (6) weeks after the examination and/or assignment review or four (4) weeks after notification of the grade in case of the Final Assessment.

The MSM Examination Board may reject or accept the grade objection. In case it is accepted, the MSM Examination Board can ask a second evaluator to blindly re-evaluate the grading. This can result in the same or different (**higher or lower**) grade than originally obtained.

If the grade objection is accepted by the MSM Examination Board, but a final grade decision is not yet communicated by the MSM Examination Board, the participant is obliged to take the resit written or oral examination and/or to hand-in the resit assignment as scheduled or to repeat the course.

Please note that all related documents are available on the website under the heading “MSM Examination Board” via the following link: <https://www.msm.nl/information-for/current-students/examination-board/documents>

2.8 Reporting to the MSM Examination Board

The MSM Examination Board is an independent (from other departments and units) academic MSM body installed by the Dean, for more information regarding the duties, tasks and responsibilities, click [HERE](#)

The following cases can be reported to the MSM Examination Board:

- Cases of academic misconduct;
- non-compliance with the applicable Education and Examination Regulations (EER)

The cases have to be reported to the MSM Examination Board. Please be referred to the “Rules and Regulations” and “Policies and Procedures” of the MSM Examination Board on the website of MSM, for more information regarding the jurisdiction of the MSM Examination Board.

<https://www.msm.nl/information-for/current-students/examination-board/intro>

2.9 Communications to the MSM Board of Appeal for Examinations

If students wish to appeal against a decision made by the Examination Board, they can send a motivated appeal to the Board of Appeal for Examinations within six (6) weeks, counting from the date the decision of the Examination Board was announced. The Board of Appeal will examine the case again and either reverse or not reverse the Final Decision of the MSM Examination Board.

In order to present an academic appeal, participants are requested to fill out the [appeal form](#). For more information, please visit: <https://www.msm.nl/information-for/current-students/board-of-appeal>

2.10 Class Representative

A class representative is elected by his/her class to act as a link between the class and other groups in the school (like academic coordinator, local administrators, management, etc). Class representatives should be willing to take up this role and be able to bring forward any opinions, concerns and ideas from their classmates regarding their academic experience.

The class representatives' main responsibilities are:

- a. Act as a liaison between the participants and the academic leaders of the program.
- b. Represent his/her class in meetings.
- c. Inform the class about the outcomes of these meetings.
- d. The class representative should have regular meetings with fellow participants and listen to their concerns and issues.

Responsibility of the Local Administrator:

- a. Explains the role of the class representative and makes sure that a class representative is elected at the start of the program.
- b. Assists the class representative where necessary.

2.11 Course Manuals (incl. specialized courses)

The course manuals contain a detailed description of each course taught in the MBA or MM program. **These course manuals are mandatory as far as learning goals/objectives and grading rubrics are concerned.**

Sometimes the lecturer could deviate from the prescribed literature and/or examination procedures, but this can only be done after a written permission from the Head of Discipline.

The examiner should mention the grading criteria using assessment rubrics (evaluation is transparent in such a way that participants will be able to verify how their results were determined).

The course manuals are in continuous revision and the responsibility of their updates lies within the Head of Discipline.

In case a different specialization is taught in the Global Partner programs, the Program Coordinator should send the course manual to the corresponding Head of Disciplines for approval. This course manual should be revised and approved for every intake.

The course manuals are to be available for the participants in Moodle, as part of the course information.

Responsibilities of the Local Administrator:

- a. Makes sure the participants have access to the course manuals in Moodle, or provides each one of them with the specific course manual and course materials (handouts) three (3) weeks before the start of the course.
- b. Makes sure the course manual corresponding to the specializations (in case there are differences) are sent to Maastricht on time for the Head of Disciplines discussion and approval; minimum two (2) months before the beginning of the course.
- c. Ensures that updated course manual is used.

Responsibility of Faculty:

- a. Follow the course manual for teaching. In case of changes in the prescribed literature and/or examination procedures needs to be discussed with the Head of Discipline (who needs to approve the changes).
- b. For specialized courses, faculty can follow the template below. It is essential to use rubrics in the assessments and these should be in line with the Dublin descriptors.

The different course manuals for the MBA and the MM program can be found on Moodle.

2.12 Course Evaluations

After each course, the students are requested to complete an evaluation form. These sheets are handed in anonymously and confidentially. The course evaluation covers the relevancy of the subject matter, the subject coverage, the subject organization, the lecture content, the teaching methodology, the overall presentation and the textbook used. There is space for individual comments, both positive and negative.

Responsibility of the Local Administrator:

- a. Creates a course evaluation form for each course in Moodle (see Moodle instructions).
- b. Makes sure all the participants fill in the course evaluation after the end of each course and before the start of the next course.
- c. Processes the results (see Moodle Instructions) and sends a copy to the MSM Education Officer (including the course evaluations of local faculty at the partner location) no later than two (2) weeks after the evaluations were received from the participants.

3. FINAL ASSESSMENT

The Final Assessment is the final project that students have to write after they finished their regular coursework. The Final Assessment is one of the main assessment measures of learning outcomes for the MBA/MM and it is an essential segment of the curriculum.

MSM offers three options for the MBA Final Assessment: 1. Academic Research Paper, 2. Business Consultancy Project, 3. Business Plan and one option for the MM Final Assessment: Academic Research Paper.

In Moodle we have created 2 courses (MBA Research Toolbox and MM Research Toolbox) where you can find all final assessment related documents as well as information that can help students in their final assessment writing process.

You will find a.o.:

- Final MBA or MM Assessment Guide
- Supervisor Evaluation Form
- Final Assessment Evaluation Form

The Final MBA/MM Assessment Guide is a detailed guideline for students as well as supervisors to assist them in the writing process.

Responsibilities of the Local Administrator related to the Final Assessment:

- a. Makes sure each participant receives or has access to the Research Toolbox. This should be at the beginning of the intake.
- b. Makes sure the participant and supervisor fills in the progress report and points out possible cases requiring special attention.
- c. Sends an electronic version of the Final Assessments of each student to MSM at least two (2) weeks before the scheduled defense.
- d. Sends the supervisor evaluation forms for each student to MSM before the scheduled defense.
- e. Organizes the defense sessions in consultation with MSM.
- f. Makes sure the thesis evaluators use the proper evaluation form and rubrics.
- g. Sends the final evaluation forms for each student to MSM after the defense sessions
- h. Makes sure all the participants submit a signed declaration together with the final assessment.

3.1 Final Assessment supervisors

Faculty acting as supervisors of Final Assessments are requested to follow the guidelines laid down in the Supervision Guidelines. This document contains the requirements for the Final Assessment, its structure and the rules for referencing consulted works.

Responsibility of the Final Assessment supervisor:

- a. Makes sure they follow the Final Assessment manual.
- b. Attends the supervisors training and/or make sure they are familiar with the material supporting the training (video, PowerPoint presentation, etc).
- c. Complete the Supervisor Evaluation Form and gives the approval for submission.

3.2 Final Assessment Progress Reports (MBA and MM participants)

During the Final Assessment writing process, participants and supervisors are requested to fill out a research progress report describing the Final Assessment development and the nature and frequency of contact participant – supervisor. This report is an important tool to evaluate whether or not there is sufficient progress and it is the participants' responsibility to keep this report up to date. These reports should be submitted together with the final assessment.

A template of the research progress report can be found in the Final Assessment Guidelines

3.3 Final Assessment Evaluators (MBA and MM)

Faculty or externals evaluating theses for MSM must use the latest version of the Final Assessment Evaluation Form. This form has various "facets" (introduction, literature review, methodology, etc) and ALL must be filled out (grades and comments) (also for re-evaluations).

To facilitate the grading, we have constructed a rubric that defines the criteria that we use to evaluate the various facets of the Final Assessment Evaluation Form (to be found in the Research Toolbox).

Responsibility of the Final Assessment Evaluator:

- a. Fills out the complete format (**commenting all sections**) for all facets in the evaluation form.
- b. Signs the formats and submits them to the local administrator.

4. END OF PROGRAM

4.1 Graduates' Information

The MSM community is enriched with its alumni and therefore it is very important that we have the information about the graduates and the graduation dates of each partner location.

Responsibilities of the Local Administrator:

- a. Checks correct spelling and sequence of names of the students for the degree documents.
- b. Sends to the MSM Educations Officer an overview with the correct names, graduation date, chosen specialization, etc.
- c. Informs the graduates about the alumni community and invites them to participate through the alumni portal <https://msmnetworker.com>, and in the local chapters.

Outreach graduates who are planning to attend the annual Graduation Ceremony at MSM, should meet the following requirements before actually travelling to Maastricht:

- a. They must have finished all coursework
- b. They must have successfully defended the master thesis.
- c. They must have paid all the fees of the MBA Program.
Outbound test must be completed

Graduates should register for the ceremony on FullFabric, also any guests.

MSM provides invitation letters (for visa purposes) for students only. We do not issue letters for guests or family members.

For these invitation letters we need the following information:

- a. Name as shown in your passport
- b. Nationality
- c. Passport number
- d. Date of passport expiry

4.2 Outbound Examination

The outbound test (CPC test) is the complementary measure to the inbound test. It contains multiple choice questions covering all areas of business management. The expectation is that students score better on the outbound test than the inbound test. The results will give a clear indication of the learning achieved during the program.

The assessment data serves as input for the accreditation reports and allows MSM to benchmark across locations.

Responsibility of the local administrator:

- a. Informs the applicants and instructs them about the Inbound test/CPC exam (login instruction to be received from MSM).
- b. Organizes the location and schedule the test (ideally the test should be organized immediately after participants have fulfilled their last course obligation, and before the Final Assessment defense).
- c. Provides the participants with information about the purpose of the test and motivate them to perform at their best.
- d. Sends the results to the relevant officer at MSM, who will forward this information to the Quality Enhancement Department.

4.3 Satisfaction Survey Results

MSM values the participant's opinion about the program. We want to hear about their experience with the interaction within the group, lecturers, the Final Assessment supervisors and their overall experience. All their feedback is a source for improvement and an opportunity to gain insight into the different aspects of the MSM experience.

Responsibility of the local administrator:

- a. Makes sure ALL the participants participate in the satisfaction survey. This survey should be sent to the participants after the Final Assessment submission and prior to the graduation date.
- b. Sends the information to the correspondent officer in Maastricht not later than two (2) weeks after submission by the participants.
- c. Please use the link provided by the MSM Education Officer.

4.4 Alumni Surveys

Every year a survey must be administered some time after graduation, to maintain a dialogue with the former participants and to learn about the impact that the either the MBA or MM program has had on their careers. One year the survey will be send out to the residential programs and one year to the partner programs.

MSM has a rich database with alumni information and keeps updating the platform. This is used not only for surveys, but also to give the opportunity to share knowledge, to create a strong network allowing activities such as those organized by the country chapters, etc.

Responsibility of the local administrator:

- a. Provides the Alumni Officer and/or the MSM Global Education Programs Officer in Maastricht with the list of participants and their email addresses facilitating the invitation to make part of MSM Alumni network.
- b. If the partner runs an alumni survey, the outcomes should be sent to the MSM Alumni Officer.

4.5 Employer Survey

The information provided by employers is an important insight in the alumni performance and in the perception employers have about the education received with the program.

MSM has designed a simple survey to collect this information which is also important for the international accreditation bodies endorsing MSM's programs. Every 2nd year, a survey will be sent out to all MSM degree program and EP students to ask that their employers fill in the survey. MSM requests that its partners spread this information and request to their MSM alumni database as well.

5. FACULTY RELATED

5.1 Adjunct Faculty Approval Process

Only lecturers approved by The Dean MSM can teach or grade coursework on an MSM degree course. Partners must plan ahead and seek this approval and obtain the required documentation from MSM before someone teaches.

Approval procedure:

- a. The local administrator sends the following documents of the new faculty member to the MSM Education Officer
 - i) Recent CV
 - ii) Copies of the degrees and transcripts (if applicable) for all academic degrees and any additional specialized professional certificates
 - iii) Copy of valid passport
- b. The approval committee reviews the documents and decides whether the lecturer will be approved for teaching a certain subject.
- c. The MSM Education Officer will communicate the final status of approval to the local administrator.

MSM might request updated faculty information later on that is required according to Dutch legislation as well as accreditation institutions.

5.2 Academic Misconduct Policy at MSM

All submitted work including Final Assessment assignments, should be uploaded in Moodle and will be scanned automatically with Turnitin software. The outcome of these scans gives an indication of the amount of copied text in the submitted work including Final Assessment. In addition to Turnitin scanning, the Final Assessment **should** be checked in detail for plagiarism (or any other form of academic misconduct) by the supervisor or the external evaluator, and assignments by the examiner (lecturer). The Turnitin % is merely used as an indicator for plagiarism; not all plagiarism can be found through Turnitin. MSM handles a 0% plagiarism rate.

In case any form of academic misconduct is observed please report it in writing to the MSM Examination Board (ExaminationBoard@msm.nl). Please be referred to the Academic Misconduct Policy on the MSM website (<https://www.msm.nl/information-for/current-students/examination-board/documents>).

Responsibility of the examiners (lecturers, supervisors and external evaluators):

- a. To review examination scripts, presentations, written assignments, Final Assessment (drafts), not only for their “quality”, but also for plagiarism and any other form of academic misconduct such as data forgery and academic outsourcing.
- b. To review the report generated by Moodle: written assignments are submitted in Moodle by the students and are automatically scanned for plagiarism
- c. In case any form of academic misconduct is observed, report the case in writing to the MSM Examination Board by filling out the Reporting Academic Misconduct Form.
- d. The Reporting Academic Misconduct Form will be sent by the MSM Examination Board to the participant together with the submitted work and Turnitin report. The participant is invited to submit a “motivated” reaction. In this way the participant can see why (s)he has been reported to the MSM Examination Board by the examiner, supervisor or external evaluator.

Responsibility of the Local Administrator:

- a. To distribute the Reporting Academic Misconduct Form to all examiners (internal and external) and remind them about this procedure and policy.

6. QUALITY ENHANCEMENT & ACCREDITATIONS

Quality assurance at MSM sets out to ensure the same high quality for all degree and non-degree programs. This is done by addressing a variety of fields, such as academic content of programs, admissions of participants, administrative and participant support, among others. The aim is to use efficient processes and services to support the quality assurance and enhancement culture at MSM.

The Quality Enhancement and Accreditations Office is committed to create continuous quality improvement cycles and it aims to guide the institution through the processes of national and international accreditation both at the institutional and programmatic level. The office serves as the body which performs tasks related to what could be considered “external checks” such as degree checks (whether or not participants have fulfilled all requirements for graduation) and is responsible for organizing quality checks (content level checks).

Please find the MSM Quality Enhancement Policy on the MSM website (www.msm.nl).

6.1 Accreditations

MSM's degree programs are subject to the standards set by the following international accrediting bodies: AMBA, IACBE, ACBSP. All of MSM's degree and non-degree programs are subject to the standards set by the international accrediting body ATHEA. Check our website for the latest information (www.msm.nl)

Responsibility of the local administrator:

- a. It is essential that the correct accreditation information is properly communicated by all the collaborative global partners in their websites and all marketing material about the programs.
- b. For updated information, please always refer to the website www.msm.nl

6.2 Ensuring Quality of Assessments (Quality Assessment Check) and Fulfillment of all Requirements (Degree Check)

The MSM Examination Board, in coordination with the MSM Head of Coordinators is to monitor and ensure the quality of the assessments by checking the validity, reliability and transparency of assessments and grading procedures by taking a random sample from all assessments after the assessment has been graded. The objective of the quality assessment is to encourage transparency in the grading process and to guarantee that examiners use proper materials and suitable examination questions.

Furthermore, the MSM Examination Board determines whether a participant has met all requirements in terms of knowledge, insight and skills required for obtaining the MBA or MM degree (Degree check).

In order to conduct the quality assessment and degree check in a proper manner, MSM will need the documents below

Responsibility of the Local Administrator:

The local administrator sends all course materials to the MSM Global Education Programs Officer in Maastricht after the completion (including grading) of a course.

- a. Course Outline
- b. Course Materials: all learning materials such as hand-outs, cases, articles, title book(s) used etc.)
- c. Assessment description:
In case of Examination:

Standard Operating Procedures Partner MBA & MM Programs

- Examination Questions
- Examination Model Answers

In case of Assignment:

- Description Assignment
- Assessment Rubric

(A rubric is a tool to interpret and grade participants work against criteria and standards. A rubric makes explicit a range of assessment criteria and expected performance standards. Assessors evaluate a participant's performance against all of these, rather than assigning a single subjective score)

- d.** Assessment Scripts
- e.** Grading of assessment (The evaluation is transparent in such a way that participants will be able to verify how their results were determined).
- f.** Final Assessment (re-)submitted Final Assessment/BCP/Business Plans and Evaluation Forms