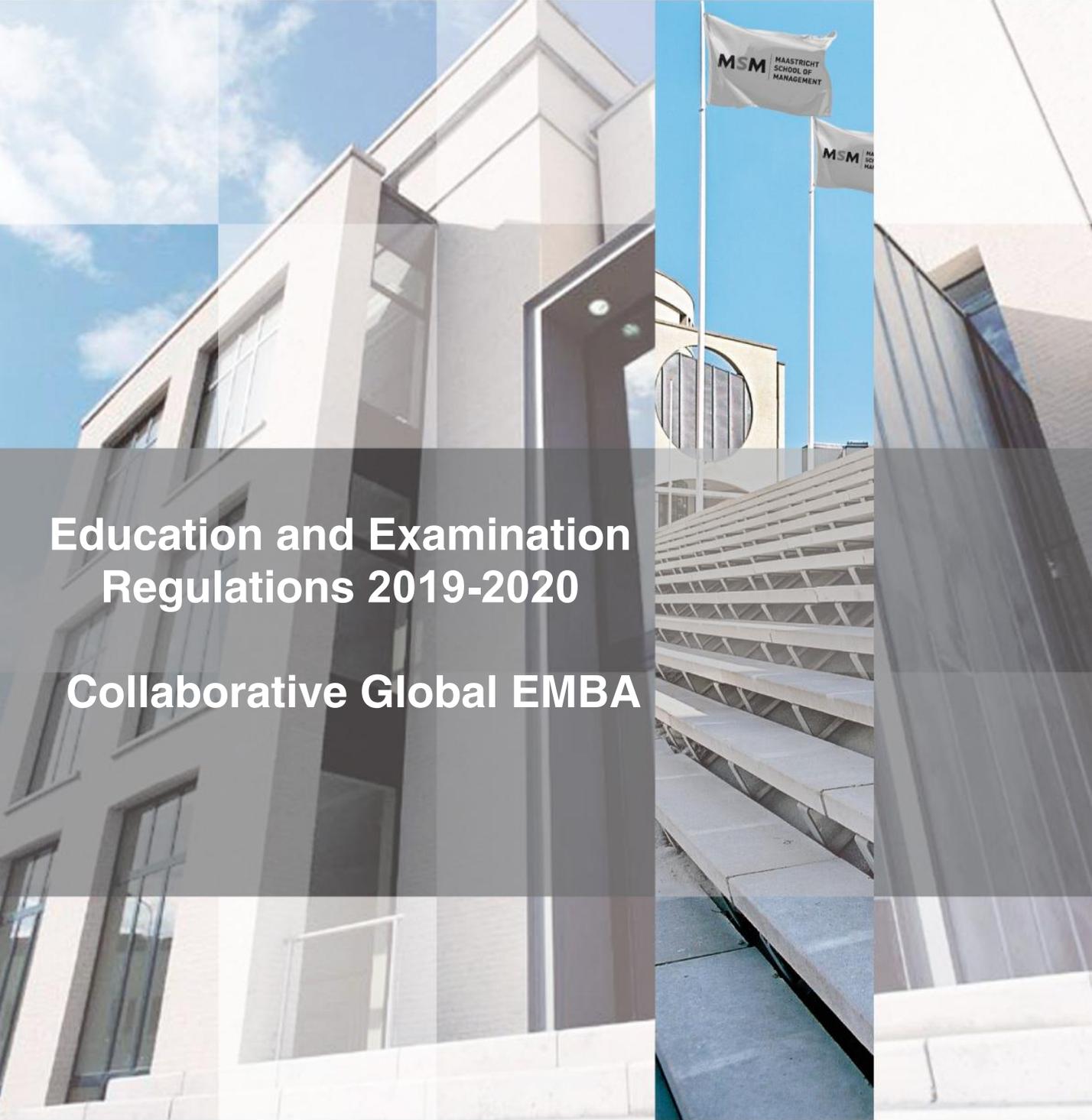


MSM

MAASTRICHT
SCHOOL OF
MANAGEMENT



Education and Examination
Regulations 2019-2020

Collaborative Global EMBA

Working together for better global management

Table of Contents

Table of Contents	1
Chapter 1 General provisions	3
Introduction	3
Article 1.1 Applicability of the regulations	3
Article 1.2 Definition of terms.....	4
Article 1.3 Learning Outcomes of the EMBA program.....	6
Chapter 2 Description of the EMBA program	7
Article 2.1 Content of the EMBA program	7
Article 2.2 Specializations	7
Article 2.3 Study Load.....	8
Article 2.4 Duration of the EMBA program	8
Article 2.5 Language of instruction	8
Chapter 3 Assessment Requirements	9
Article 3.1 Participants Obligations	9
Article 3.2 (Resit) Assessments.....	10
Article 3.3 Special assessments for disabled participants.....	12
Article 3.4 Assessment periods and dates	13
Article 3.5 Final EMBA Assessment	13
Article 3.6 Prerequisites	17
Article 3.7 Personal Circumstances.....	17
Article 3.8 Evaluation and notification of (resit) assessment results	19
Article 3.9 Validity of the results.....	21
Article 3.10 Right of Inspection (Review).....	22
Article 3.11 Failure and Continuation of the EMBA program.....	22
Article 3.12 Diverse Requests	24
Article 3.13 Rules of Procedure and Academic Conduct.....	28
Article 3.14 Academic Misconduct.....	28
Article 3.15 Awarding credits	31
Article 3.16 Fulfillment of all degree requirements	31
Article 3.17 EMBA Degree and Transcript.....	32
Article 3.18 Passing “With Distinction”	33
Chapter 4 Admission to the EMBA program	34
Article 4.1 General	34
Article 4.2 Requirements	34
Chapter 5 Advice and Guidance	36
Article 5.1 Progress records	36
Article 5.2 Advice and guidance	36
Chapter 6 Final provisions	37
Article 6.1 Amendments.....	37
Article 6.2 Announcement.....	37
Article 6.3 Validity	37
Article 6.4 Unforeseen circumstances	37
Article 6.5 Hardship.....	38
Article 6.6 Time constraint for decisions of the MSM Examination Board.....	38
Article 6.7 Right of objection and right of appeal	38
Article 6.8 Coming into force.....	40
Appendices	41
Appendix I Outline EMBA program – part 1	41
Appendix I Outline EMBA program – part 2	51
Appendix II Rules of Procedure and Academic Conduct – part 1	54
Appendix II Rules of Procedure and Academic Conduct – part 2	56
Appendix III Financial Conditions	59
Appendix IV Diverse Matters	61
Appendix V In- and Outbound Tests.....	62
Appendix VI Mission, Vision and Core Values.....	63

Appendix VII Access to the MSM Information Center Portal, Moodle and MSM Alumni library 64

Chapter 1 General provisions

Introduction

These are the Education and Examination Regulations 2019-2020 for the Master of Business Administration program in collaboration with MSM Partner Institutions.

These regulations have been drawn up by the MSM Examination Board and have been approved and adopted for the academic year of 2019-2020 by the Maastricht School of Management Dean. The Education and Examination Regulations are published on the website of MSM (www.msm.nl).

Article 1.1 Applicability of the regulations

1.1.1 Objective scope

These regulations apply to the teaching and assessments in the Executive Master of Business Administration program (hereinafter referred to as EMBA program) in collaboration with MSM Partner Institutions.

These Education and Examination Regulations are expected to be adopted by MSM Partner Institutions. If required, a MSM Partner Institute could, within limits, extend these Education and Examination Regulations by adding local details of the MSM Partner Institute as long as they are not in contradiction with these Education and Examination Regulations and approved by the MSM Examination Board. In case of any discrepancies, these regulations shall prevail.

For the purpose of transparency and clarity, any additional articles from MSM Partner Institutions must be placed in a separate document as an annex, clearly stating that the annex contains local details.

1.1.2 Subjective scope

The Education and Examination Regulations of 2018-2019 will be replaced by this Education and Examination Regulations of 2019-2020. For participants who started the EMBA program before September 1st, 2014 Education and Regulations of their Intake will apply.

It is the responsibility of each participant to ensure that (s)he reads and understands these regulations fully and that (s)he complies with them and updates him/herself with those regulations for every new Academic year.

1.1.3 Temporal scope

These regulations are valid and apply to all participants enrolled in the EMBA program for the duration of the academic year of 2019-2020, starting October 1st, 2019 and ending September 30th, 2020 and are reviewed annually.

1.1.4 Authoritative scope

In the event of discrepancies with oral or written disclosures either from the Dean or from the MSM Examination Board regarding these regulations, these regulations shall prevail.

1.1.5 Legal scope

The MSM Examination Board has set out rules concerning the execution of their tasks and responsibilities and the measures they can take in this respect. The regulations of the MSM Examination Board are published on the website of MSM (www.msm.nl).

Article 1.2 Definition of terms

For the purpose of these education and examination regulations, the following terms shall have the following meaning.

- a. **Academic Coordinator:** person who is the scientific and academic head of the program and ensures that its content and delivery is of high quality, in line with market needs, and compliant with all requirements from governments and accreditation bodies, where applicable.
- b. **Academic member:** experts from in- or outside the MSM or MSM Partner Institution who have the required expertise and are appointed by the MSM Examination Board.
- c. **Academic Research Paper (Master Thesis):** The thesis is an empirical study using a theoretical framework and a solid methodology. The thesis must connect with a practical or conceptual topic in an area treated by an MSM specialization course.
- d. **Academic Year:** the period from October 1st of a calendar year up to and including September 30th of the following calendar year.
- e. **Admissions Board:** the board which has the task (on behalf of the MSM Examination Board), of applying the admission requirements, specified in these regulations to assess which applicants will be granted admission to the EMBA program.
- f. **Assessment:** an evaluation of the knowledge, insight and skills of the participant with respect to a particular component of the overall assessment, and an evaluation thereof.
- g. **Board of Appeal for Examinations:** the MSM Board of Appeal for Examinations renders a final judgment in case a participant is not satisfied with the Examination Board's decision and would like to appeal against it. The Board of Appeal for Examinations operates in accordance with the 'Regulations of the MSM Board of Appeal for Examinations'.
- h. **Business Plan:** The business plan is aimed at participants who want to set up their own business. The project is a business plan of how to bring a new product to the market.
- i. **Complaints Service Point:** the central contact point within MSM where participants can submit their objection, appeal or formal complaint, both for academic and non-academic complaints.
- j. **Consultancy Project:** The consultancy project gives the opportunity to research real organizational issues with an eye to forming concrete recommendations. These projects typically take a more functional approach, focusing on specific activities within the organization.
- k. **Course (subject):** a component of the EMBA program or educational unit.
- l. **Course Material:** literature, hardware, software and other sources of information made available to the participant for educational purposes.
- m. **Course Outline:** paper or electronic document outlining the goals and content of a particular course (subject), describing methods of education and assessment of that particular course (subject) and prescribing particular regulations and guidelines applicable to that particular course (subject).
- n. **Credit:** the unit expressing the course load of a course component, expressed in European Credit Transfer System (ECTS).
- o. **Dean:** the person who is in charge of the day-to-day running of the foundation following Article 10 of Articles of Association of MSM.
- p. **Director of Education and Executive Development:** the Director of Education and Executive Development reports to the Associate Dean Global Education Programs and is responsible for leading and facilitating MSM's education programs.
- q. **EMBA program:** the Executive Master of Business Administration program referred to in Chapter 2 of these regulations.
- r. **Examination Board:** the MSM Examination Board is an independent (from other departments and units) academic MSM body installed by the Dean.
- s. **Examiner:** the person who is authorized to administer and conduct assessments and to evaluate and determine (final) assessment results. An examiner is appointed by the MSM Examination Board. Often program lecturers will be the authorized examiner for a particular assessment.

- t. **(External) Evaluator:** an academic member, from in- or outside MSM, who is authorized to evaluate the Final EMBA Assessment and determines whether it is of sufficient quality to award a degree.
- u. **Final EMBA Assessment:** an integrative evaluation of the EMBA program.
- v. **Global Education Programs department:** the department that is responsible for the operation within the EMBA programs, MBA programs, MSc programs and MM programs delivered in Maastricht by MSM or in collaboration with MSM Partner Institutions at different locations.
- w. **GPA:** Grade Point Average. The weighted average of all final numerical grades, including the insufficient final numerical grades below 5.5.
- x. **Invigilator:** the person appointed by the MSM Examination Board to be present during each written examination and who is responsible for supervising the written examination and for ensuring the written examination proceeds in good order.
- y. **Local Administrator:** the person of a MSM Partner Institution who is responsible for the operation within the EMBA program delivered at their institution.
- z. **Moodle:** an electronic learning environment of MSM, which is a web-based environment in which participants can access and exchange information regarding their studies at MSM and for which a username and password are provided to the participant upon enrollment at MSM.
- aa. **MSM:** Maastricht School of Management.
- bb. **Participant's agreement:** the agreement that specifies the rights and obligations of participants in the EMBA program and that has to be signed by participants as a condition to their enrollment in the program.
- cc. **Participant:** a person who is registered and enrolled for the EMBA program for the purpose of taking courses, and/or (final) assessments within the EMBA program. Can also be referred to as "student".
- dd. **Partner Institution:** an Institution of higher education in another country with which MSM collaborates in offering academic education programs. The MSM Partner Institution is responsible for the operation within the EMBA program in collaboration with MSM and has the responsibility to inform MSM of actual or potential problems, such as non-compliance with these rules, academic misconduct etc.
- ee. **Practical:** an educational unit, carried out in one of the following ways:
 - writing a Research Proposal,
 - writing a Final EMBA Assessment,
 - writing a paper, creating a technological design or performing another written assignment,
 - performing a research assignment,
 - participating in field work or a field trip,
 - completing an internship,
 - participating in another educational activity intended to develop particular skills,
 - other, if approved by the MSM Academic Coordinator.
- ff. **Specializations Admissions Board:** the board which has the task of applying the June specialization admission requirements, specified in these regulations to assess which applicants will be granted to change the specialization to one (1) of the specializations offered in the month June in the MSM programs in Maastricht.
- gg. **Specialization:** a combination of courses that participants choose before starting their EMBA program and that allows them specialize within a sub domain of the EMBA program.
- hh. **Supervisor:** an academic person responsible for the supervision of participant's Final EMBA Assessment.

The other terms in these Education and Examination Regulations have the meaning conferred to them by law.

Article 1.3 Learning Outcomes of the EMBA program

The EMBA programs learning outcomes are based on the Dublin Descriptors and are listed in the table below.

Dublin Descriptors	Knowledge and Understanding: Provides a basis or opportunity for originality in developing or applying ideas.	Applying knowledge and understanding: Problem solving abilities applied in new or unfamiliar environments within broader (or multidisciplinary) contexts.	Making judgments: Ability to integrate knowledge and handle complexity, and formulate judgment with incomplete data.	Communication: Communicate the conclusion, the underpinning knowledge and rationale (restricted scope) to specialist and non-specialist audiences.	Learning focus: Study in a manner that may be largely self-directed and autonomous.
EMBA Learning Outcomes	Participants will recognize and evaluate the nature, the impact of and the concepts of management in a globalizing, multicultural context.	Participants will identify and apply the appropriate methods and tools to solve contemporary business challenges.	Participants will evaluate and determine responsible business decisions that impact on both organizational performance and society.	Participants will be able to discuss, debate as well as provide convincing ideas to a variety of multicultural stakeholder groups.	Participants will be able to work autonomously and determine their own learning needs.

Chapter 2 Description of the EMBA program

Article 2.1 Content of the EMBA program

2.1.1 EMBA program

The EMBA program consists of an appropriate mix of teaching, case studies analyses and discussion, study exercises in individual and group context, individual and group assignments, and independent applied research.

The “**new**” EMBA curriculum that consists of **70 ECTS** in total is divided into Core courses and Specialization courses.

Some MSM Partner Institutions still offer the “**former**” EMBA program that consists of **70 ECTS** in total, which is divided into four segments: Functional Core (Foundation and Core Segment), Integration and Specialization segment.

2.1.2 Delivery EMBA program

Teaching and assessments in the EMBA program in collaboration with MSM Partner Institutions takes place at their Institute at different locations across the world and are delivered by MSM and the MSM Partner Institute. For an outline of the different courses contained of the EMBA program in collaboration with MSM Partner Institutions, please refer to the website of MSM (www.msm.nl) or the website of the MSM Partner Institutions.

Article 2.2 Specializations

2.2.1 Specializations EMBA program

Specializations offered in the EMBA program in collaboration with MSM Partner Institutions currently include (but are not limited to):

- Sustainability
- Banking & Finance
- Marketing Management
- General and Strategic Management
- Healthcare Management
- Innovation Management
- Other specializations agreed upon with MSM Partner Institutions.

Specializations offered in the EMBA program in Maastricht currently include (but are not limited to):

Business-related specializations:

- Entrepreneurship
- International Business and Sustainable Development
- Accounting and Finance
- The Digital Economy
- Supply Chain Management

Industry-focused specializations:

- Sports Management
- Healthcare Management
- Public Sector Management

Please refer to Article 3.12.5 June Specializations requests to change the specialization to one (1) of the specializations offered in the month June in the EMBA program in Maastricht, after starting the program. Additional fees will be applicable.

The offered specializations may differ per MSM Partner Institute. Please refer to the website of MSM (www.msm.nl) or the website of the MSM Partner Institutions for the specializations offered in the EMBA program in collaboration with MSM Partner Institutions.

2.2.2 Minimum enrollment

If the number of participants is lower than 10 (by exception this number may be adjusted by the Director of Education and Executive Development) in a particular specialization, participants may be requested to transfer to another specialization.

Article 2.3 Study Load

2.3.1 Credits EMBA program

The total study load (credits) of the EMBA program may differ per MSM Partner Institute, due to the fact that at some MSM Partner Institutions the 70 ECTS curriculum has been changed starting 2016.

Please refer to the website of MSM (www.msm.nl) or the website of the MSM Partner Institutions for the study load (credits) of the EMBA program in collaboration with MSM Partner Institutions.

2.3.2 Program Unity

Participants can only enroll for the entire EMBA program as described in article 2.1 and 2.2. Enrollment per individual course is not possible.

Article 2.4 Duration of the EMBA program

The EMBA program is delivered in collaboration with MSM Partner Institutions and their duration varies per Institute from 18 to 30 months.

A participant who is unable to complete all degree requirements within the duration of the program counting from the official start of the program, is required to apply for authorization presenting a valid reason to the MSM Examination Board for an extension or deferment of one (1) year, within one (1) month before the duration of the program ends. Please refer to Article 3.7 Personal Circumstances and Article 3.12 Diverse Requests and Article 3.16 Fulfillment of all degree requirements.

Article 2.5 Language of instruction

The official language of the EMBA program for teaching and assessments is English, unless stated otherwise. Some EMBA programs in collaboration with MSM Partner Institutions are offered as bilingual programs. Please refer to the website of MSM (www.msm.nl) or the website of the MSM Partner Institutions for the language of instruction of the EMBA program in collaboration with MSM Partner Institutions.

Chapter 3 Assessment Requirements

Article 3.1 Participants Obligations

3.1.1 Attendance requirements

The participant, once enrolled in the EMBA program, is obliged to participate in all EMBA courses of the EMBA program, according to the schedule provided. The evaluation of an individual participant's performance in the EMBA program requires class attendance and participation in all class activities throughout the EMBA program. Presence at educational activities may be part of an assessment when announced along with its assessment criteria in the course outline.

Class attendance is compulsory and any absence from the class requires permission granted by the Local Administrator with the maximum of two (2) successive subjects. In case a participant is absent for more than two (2) successive subjects, the participant is required to apply for a deferment in writing presenting a valid reason to the MSM Examination Board. Please refer to Article 3.12 Diverse Requests.

Any form of absenteeism from class is to be reported to the Local Administrator in writing (letter, fax or email message) plus the supporting documents e.g. medical certificate, prior to the absence. Please refer to Article 3.7 Personal Circumstances. The MSM Global Education Programs department or Local Administrator will report any case of non-compliance with these regulations to the MSM Examination Board. Any participant who is absent for more than six (6) weeks without notifying the Local Administrator of the reason(s) and approval, will be deemed withdrawn from the EMBA program. The MSM Examination Board will then propose immediate discontinuation of the participant's enrollment to the Dean of MSM. This implies that, if the participant decides to continue the program in the future, (s)he will have to apply again via the official channels. Additional fees will be applicable in addition to the outstanding deferment fee of EUR 1.000,-.

A participant attending less than 80% of the classes, without a compelling reason and approval by the Local Administrator, will not be allowed to take the final examination, which will lead to a "No Pass" for the respective examination. The participant will be required to take the resit examination.

A participant attending less than 60% of the classes, without a compelling reason and approval by the Local Administrator, has to repeat the entire course.

A participant who arrives after commencement of classes, will be requested to join the class after the break. Frequent class absence without prior notification and approval will be considered as negligent and irresponsible behavior and may be reported in the final confidential reports about the participant's performance to the interested parties, including the sponsor or the employer.

3.1.2 Participation requirements

A participant is required to attend all classes and is expected to come to class prepared to participate actively in discussions. Given the constraints of time during the course, a participant is urged to conduct their prescribed readings ahead of class, and to arrive on time.

The participant is obliged to participate in the teams designated as part of the courses of the EMBA program (team discussions, team presentations and team assignments) and to take part in work visits, guest lectures and the in- and outbound tests scheduled as part of the EMBA program.

Participation in educational activities may be part of an assessment when announced along with its assessment criteria in the course outline.

3.1.3 Course Evaluations

At the conclusion of each course, the participant will be required to evaluate the course through completing an online or hardcopy evaluation form. The course evaluation is confidential and anonymous.

3.1.4 Amendments in email address

In case of any changes in the private email address provided to the Local Administrator upon enrollment to the EMBA program, the Local Administrator should be notified as soon as possible. All communication (in writing) will occur through the private email address. It is the responsibility of each participant to regularly check this private email address.

Article 3.2 (Resit) Assessments

The respective examiner is authorized to administer and conduct assessments and to evaluate and determine (final) assessment results. Each assessment will involve the examiner testing the knowledge, application (*insight*) and skills of the participant with respect to a particular component of the overall assessment, and an evaluation thereof.

The MSM Examination Board may review the examiner's assessment by taking a random sample from the assessments. This may result in the re-evaluation of the associated assessments.

An academic member might be assigned by the MSM Examination Board to evaluate assessments in cases of grade objection, quality control, course replacement, discontinuation, or similar cases of absence.

3.2.1 Written and Oral Examinations (First attempt)

Examinations will be conducted orally, in writing, or otherwise as announced in the course outline, without prejudice to the MSM Examination Board competence to determine otherwise in exceptional cases.

Written examination:

The subject matter of the written examination of the course is defined in detail in the course outline, which shows what material covered in lectures, self-study and other parts of the course form the object of the written examination as well as the design and nature of the written examination and the level of knowledge the participant is required to possess when participating in the written examination.

The examiner will prepare at least a two (2) hour final written examination and model answers with grading guidelines (*criteria used to define a grade for participant's work*). The duration of the written examination will be such that participants can be reasonably expected to have sufficient time to answer the questions. Unless stated otherwise in the course outline of the subject, all written examinations are closed book and notes examinations. Written examination questions shall be clear and unambiguous and such that participants can correctly judge how extensive and detailed their answer should be. The subject of the questions shall be representative of the whole of the course content.

Model answers will either be distributed simultaneous after the written examination or upon request of the participant or during the examination review, unless decided otherwise by the examiner. Model answers consist of sample answers to the written examination questions, the weighting of marks of each question with regard to the overall written examination score and determine the cut-off mark.

The invigilators appointed for each written examination are responsible for supervising the written examination and for ensuring the written examination proceeds in good order. Each participant must comply with the regulations during written examinations. Please refer to Appendix II, Part 1. Failure to do so will lead to failing the respective part of the course. The participant consequently loses any rights with respect to clauses on written examination scores.

Oral examination:

The MSM Examination Board could decide (in exceptional cases) that an oral examination may take place as method of assessment.

Besides the respective subject examiner and the participant, a second examiner will be present during the oral examination.

Oral examinations are taken individually and open to the public, without prejudice to the MSM Examination Board competence to determine otherwise in exceptional cases.

3.2.2 Course assignments (First attempt)

Usually course assignments (including but are not limited to individual or group assignment, take home assignment, case study, presentation and/or class participation) form a part of the assessment for each course. Detailed information about the nature of these assignments and their rubrics (*a rubric is a tool to interpret and grade participant's work against criteria and standards*) is provided in the course outline for each course, which will be provided to the participant before the beginning of the course.

Without indications otherwise, assignments have to be submitted, in digital form as indicated in the course outline or Moodle by the required deadline. Participant's work must be submitted within the prescribed time-period and any work not submitted by this deadline (without approval) will not be evaluated.

Individual course examiners (lecturers) can deviate from deadlines for individual participants only with mutual agreement of the MSM Global Education Programs officer or Local Administrator and only based on special personal circumstances. Please refer to Article 3.7 Personal Circumstances. Requests will be handled on a case-by-case basis. The maximum extension of a set deadline of a course assignment is three (3) months. A participant can only request for an extension with regard to the deadline set for the same course assignment once.

Unapproved late submissions and no submission of course assignments (first attempt), after the scheduled submission deadline, will be considered as a re-submission after a "No Pass". Unapproved late submissions and no submission of resit course assignments (second attempt), after the scheduled re-submission deadline, will imply a "Fail" for the course. Please refer to Article 3.2.4.

At the beginning of each academic year, a participant is requested to sign a declaration, which applies for all submitted assignments (including drafts) during the EMBA program. The declaration states that:

- The participant is aware of and understands the MSM principles and procedures with regard to academic misconduct (specifically the policy with regard to fraud, plagiarism, forgery and academic outsourcing) and the consequences of acting against them,
- All work submitted (including drafts) had not previously been submitted for a degree at MSM or any other school or university,
- All work submitted (including drafts) is one's own work in design and execution and that all materials used for the work have been fully acknowledged,
- All work submitted (including drafts) is free of any kind of fraud, plagiarism, forgery or academic outsourcing,
- The participant understands the school's research ethics and fraud, plagiarism, forgery and academic outsourcing policies,

- If fraud, plagiarism, forgery or academic outsourcing should be found after the degree is awarded, Maastricht School of Management reserves the right to recall the degree and declare it null and void.

For all submitted work (including drafts) to MSM for the degree, the writing and referencing style prescribed by the American Psychological Association (APA) must be used, including the bibliographic reference system of APA. Except for the line spacing which should be Single (1.0) for all submitted work.

3.2.3 Resit Assessments (Second attempt)

A resit of an assessment entails the second (2) attempt for a participant to take an assessment facilitated for all assessments or parts thereof.

If the number of participants who have to take a resit written examination is lower than 10 participants, the examiner may decide to prepare another form of individual assessment instead. If the number of participants is 10 or more, the examiner will prepare at least a two (2) hour resit written examination similar to the first attempt.

A third (3) attempt is considered by the MSM Examination Board only with respect to special personal circumstances. Please refer to Article 3.7 Personal Circumstances.

3.2.4 Taking written or oral examinations and course assignments

A participant is obliged to take the written or oral examinations and to write the assignments and submit them as scheduled for the EMBA program. If due to a valid reason beyond his or her control the participant is unable to take the scheduled written or oral examination or submit an assignment, a 'written' statement setting forth the reasons for this plus any supporting documents e.g. medical certificate must be promptly submitted to the Local Administrator. Please refer to Article 3.7 Personal Circumstances. If the compelling reason exists in advance, the written statement must be submitted at the latest one (1) day before the written or oral examination takes place or before the submission deadline of the assignment.

The Local Administrator will approve or disapprove the matter. A first unapproved omission to take a scheduled written or oral examination will be recorded as a grade of "No Pass". A definite grade of "Fail" will be recorded if the participant, after receiving a "No Pass" grade, fails to take the resit written or oral examination of the course. The same holds for (re-take) assignments and their (re-)submission deadlines.

Article 3.3 Special assessments for disabled participants

3.3.1 Applicability

For the purpose of creating equal opportunities regarding assessment possibilities, the MSM Examination Board may decide to adopt and apply individual assessment regulations, suited to the individual situations of the following categories of participants:

- Physically or otherwise impaired participants;

3.3.2 Requirements

If applicable at the time of admission, it is required that an applicant submits a written statement by their home university or college, or doctor at the time of applying for the program. The statement should specify the disability and the necessary adjustments.

In the case of assessment, a participant needs to submit a written request in order to be eligible for the appliance of individual assessment regulations as mentioned in clause 1 of this article.

3.3.3 Consultation of experts

Before reaching a decision, the MSM Examination Board may consult an expert on the matter of the case.

Article 3.4 Assessment periods and dates

3.4.1 Course and Assessment amount periods

In the EMBA program courses are taught and (resit) assessments are organized at least once (1) a year.

Assessments of a course (first attempt) will be conducted, as a rule before the start of the next course.

Teaching and assessment periods may differ per MSM Partner Institute. Please refer to the website of MSM (www.msm.nl) or the website of the MSM Partner Institutions for the teaching periods of the EMBA program in collaboration with MSM Partner Institutions.

3.4.2 Resit assessment (second attempt)

A resit assessment of a course will be arranged as required in conformity with the assessment stipulations. A period of at least two (2) to eight (8) weeks is reserved (*after the participants are notified about the assessment results of the first attempt*) before the resit assessment takes place. The resit assessment will be duly announced to the participants.

Article 3.5 Final EMBA Assessment

3.5.1 Final EMBA Assessment

As Final Assessment of the EMBA program in collaboration with MSM Partner Institutions, the participant can choose for an Academic Research Paper (Master Thesis), Consultancy Project or Business Plan. Please note that the offered options as Final EMBA Assessment may differ per MSM Partner Institute. It is at the discretion of the MSM Partner Institute to decide which options can be offered.

Please refer to a description of the three (3) possible options as Final EMBA Assessment below:

Academic Research Paper (Master Thesis)

The thesis is an empirical study using a theoretical framework and a solid methodology. The thesis must connect with a practical or conceptual topic in an area treated by an MSM specialization course. Alternatively, the thesis may integrate several areas of knowledge dealt with in the EMBA courses. It is the outcome of an independent but supervised process of reviewing, questioning and synthesizing existing knowledge; systematically collecting and analyzing data in order to contribute to extant knowledge and draft appropriate recommendations.

Consultancy Project

The consultancy project gives the opportunity to research real organizational issues with an eye to forming concrete recommendations. These projects typically take a more functional approach, focusing on specific activities within the organization. Conclusions and recommendations are in terms of identifying where problems lie and developing solutions to these problems. It is essential that participants consider at least two functional areas in their study and that (s)he makes a clear link to the organization's strategy.

Business Plan

The business plan is aimed at participants who want to set up their own business. The project is a business plan of how to bring a new product to the market. The business plan emphasizes the empirical analysis but also relies upon theoretical concepts. The analysis must reflect an in-depth understanding of the issues related to the project under development. Participants must not only carry out a rigorous market research, they must also consider the market, organizational and financial consequences of the project.

Non-disclosure agreement:

In the case of a confidential Final Assessment, a company or participant may request that an agreement is signed between the participant and MSM to assure that no confidential information is disclosed to a third party. A standard NDA can be requested from the Local Administrator or MSM. MSM will not sign any other agreements besides the standard NDA provided.

The Final EMBA Assessment topic chosen by a participant for his/her Research Proposal must connect with a practical or theoretical topic in one (1) of the areas covered by the MSM curriculum. Participants are encouraged to choose a topic which allows them to develop expert knowledge on a particular topic in their field of interest. However, participants need to defend the reason(s) why they have chosen the topic and how it will enhance the purpose of their career or business. They need to explain in what direction the topic will help them in their long term career plans.

- a. The supervisor needs to approve the final version of the Final EMBA Assessment by filling out and submitting the final evaluation form with the Local Administrator, before the participant is allowed to submit the final version of the Final EMBA Assessment. The participant, and not the supervisor, is responsible for the content of the Final EMBA Assessment. Any approval from a supervisor is no guarantee for a successful defense.
- b. The participant is required to submit the (approved) Final EMBA Assessment before or on the submission deadline scheduled by MSM and the Local Administrator. Normally, the writing process takes approximately six (6) months.
- c. Upon handing in the Final EMBA Assessment, a participant is requested to sign a declaration stating that:
 - The participant is aware of and understands the MSM principles and procedures with regard to academic misconduct (specifically the policy with regard to fraud, plagiarism, forgery and academic outsourcing) and the consequences of acting against them,
 - All work submitted (including drafts) had not previously been submitted for a degree at MSM or any other school or university,
 - All work submitted (including drafts) is one's own work in design and execution and that all materials used for the work have been fully acknowledged,
 - All work submitted (including drafts) is free of any kind of fraud, plagiarism, forgery or and academic outsourcing,
 - The participant understands the school's research ethics and fraud, plagiarism, forgery and academic outsourcing policies,
 - If fraud, plagiarism, forgery or academic outsourcing should be found after the degree is awarded, Maastricht School of Management reserves the right to recall the degree and declare it null and void.

For all submitted work (including drafts) to MSM for the degree, the writing and referencing style prescribed by the American Psychological Association (APA) must be used, including the bibliographic reference system of APA. Except for the line spacing which should be Single (1.0) for all submitted work.

3.5.2 Complaints during writing process

Should any difficulties or related processes emerge between the supervisor and the participant during the writing process, the supervisor or participant will inform the MSM Global Education Programs officer or Local Administrator, as soon as this occurs.

The MSM Global Education Programs officer or Local Administrator will consider the matter and propose and implement a solution after consulting with the supervisor or participant and if applicable the MSM Academic Coordinator. This process has been set up in order to detect and resolve any difficulties during the writing process in an early stage.

3.5.3 Planning card

Participants are expected to make a timetable of when they will complete different parts of the Final EMBA Assessment. All appointments made (face-to-face, Skype, email etc.) to discuss the different stages of the Final EMBA Assessment must be recorded, indicating the topic of the meeting, the date and confirmation by the supervisor that the meeting took place. The planning card can be found in the Final EMBA Assessment Manual. The planning card must also be included in the appendix of the Final EMBA Assessment.

3.5.4 Defense

After approval of the Final EMBA Assessment by the supervisor, the Final EMBA Assessment must be presented and defended by the participant at the scheduled defense date viva voce in front of an evaluation panel. Defenses are taken individually and open to the public unless confidentiality is requested by the participant in advance, without prejudice to the MSM Examination Board competence to determine otherwise in exceptional cases. One (1) (external) evaluator is appointed by MSM and one (1) by the MSM Partner Institute for the evaluation panel. The participant's supervisor(s) has an advisory role in this evaluation panel. The final decision on the grade for the Final EMBA Assessment and defense is with the (external) evaluator appointed by MSM.

Defense sessions are organized at the end of each EMBA program. MSM in consultation with the Local Administrator may schedule additional defense sessions for those who have deferred/extended and/or not passed, and paid the corresponding additional fees. Please refer to Appendix III: Financial Conditions.

The Final EMBA Assessment shall be evaluated and documented through the completion of a final evaluation form. All (external) evaluators need to complete each facet of the final evaluation form with a specific grade and justifying comments. The evaluation will take place in such a way that participants will be able to verify how their Final EMBA Assessment results were determined. Further detailed guidelines and grading issues are laid down in the MSM Final EMBA Assessment Manual distributed during the Research Methods or Final EMBA Assessment Writing Workshops.

The MSM Examination Board may review the Final EMBA Assessment and final evaluation form of the (external) evaluator by taking a random sample from defended Final EMBA Assessments, in cases of grade objection and the purpose of quality control. This may result in the re-evaluation of the associated Final EMBA Assessment.

- a. In case the participant misses the submission deadline, (s)he is not allowed to defend and (s)he is considered to have received a "No Pass" for the Final EMBA Assessment (including defense). The MSM Academic Coordinator may deviate from this rule and impose sanctions in exceptional and individual cases.
- b. If for some compelling reason beyond his or her control the participant is unable to submit the Final EMBA Assessment before the submission deadline or defend the Final EMBA Assessment on the proposed day, a written statement setting forth the reasons must be promptly submitted to the Local Administrator. If the compelling reason exists in advance, the written statement must be submitted at the latest one (1) day before the submission deadline or proposed defense date. The Local Administrator will report any case of non-compliance with the regulations to the MSM Examination Board. Please refer to Article 3.7 Personal Circumstances.
- c. In case the Final EMBA Assessment was submitted before the submission deadline, but does not receive an approval by the supervisor, the participant is not allowed to defend, but considered to have received a "No Pass" for his Final EMBA Assessment (including defense). This decision can be contested with the MSM Examination Board within one (1) week by stating the reasons for disagreement in writing.

- d. In case the submitted Final EMBA Assessment does not receive an approval by the (external) evaluator appointed by MSM before the scheduled defense, the participant is not allowed to defend, but considered to have received a "No Pass" for his Final EMBA Assessment (including defense). This decision can be contested with the MSM Examination Board within one (1) week by stating the reasons for disagreement in writing.
- e. Once the Final EMBA Assessment is submitted on time and approved by the supervisor, a participant is obliged to defend the Final EMBA Assessment scheduled at the proposed date for his or her program of study or within three (3) months counting from the day the Final EMBA Assessment was submitted. The same holds for re-submission of the Final EMBA Assessment.
- f. A participant obliged to defend, who does not show up at defense or who is not willing to defend the Final EMBA Assessment, is considered to have received a "No Pass" for the Final EMBA Assessment (including defense).
- g. If a participant receives a "No Pass" for the Final EMBA Assessment (s)he has to re-submit an improved Final EMBA Assessment after incorporating the recommendations from the panel members or go through the whole writing process again (entirely new Final EMBA Assessment).
- h. The re-submission deadline for the Final EMBA Assessment is usually within six (6) months after the first Final EMBA Assessment submission deadline or the defense date (first attempt) of the attending program.
- i. After having received a "No Pass" for the Final EMBA Assessment, the participant is required to re-submit the Final EMBA Assessment before the re-submission deadline scheduled by MSM in consultation with the Local Administrator.
- j. In case the participant misses the re-submission deadline, (s)he is not allowed to defend and (s)he is considered to have received a "Fail" for the Final EMBA Assessment (including defense).
- k. If for some compelling reason beyond his or her control the participant is unable to submit the Final EMBA Assessment before the re-submission deadline or defend the Final EMBA Assessment on the proposed day (resit defense), a written statement setting forth the reasons must be promptly submitted to the Local Administrator. If the compelling reason exists in advance, the written statement must be submitted at the latest one (1) day before the re-submission deadline or proposed defense date (resit defense). The Local Administrator will report any case of non-compliance with the regulations to the MSM Examination Board. Please refer to Article 3.7 Personal Circumstances.
- l. In case the Final EMBA Assessment was submitted before the re-submission deadline, but does not receive an approval by the supervisor, the participant is not allowed to defend, but considered to have received a "Fail" for the Final EMBA Assessment (including defense). This decision can be contested with the MSM Examination Board within one (1) week by stating the reasons for disagreement in writing.
- m. In case the re-submitted Final EMBA Assessment does not receive an approval by the (external) evaluator appointed by MSM before the scheduled defense, the participant is not allowed to defend, but considered to have received a "Fail" for his Final EMBA Assessment (including defense). This decision can be contested with the MSM Examination Board within one (1) week by stating the reasons for disagreement in writing.
- n. A participant obliged to defend, who does not show up at defense or who is not willing to defend the re-submitted Final EMBA Assessment, is considered to have received a "Fail" for the Final EMBA Assessment (including defense).
- o. After receiving a "No Pass" for the Final EMBA Assessment only one (1) re-submission of the Final EMBA Assessment is allowed. Hence after a "Fail" for the Final EMBA Assessment the participant is considered to have failed the entire EMBA program.
- p. It is not allowed to re-submit a Final EMBA Assessment when the participant has already obtained a passing final grade for the Final EMBA Assessment.

Article 3.6 Prerequisites

Article 3.6.1 Prerequisites Courses (new 70 ECTS)

In principle, a participant is only allowed to start with the Specialization courses, after all Core courses of the program have been followed. Only the MSM Academic Coordinator can deviate from this rule.

Article 3.6.2 Prerequisites Courses (former 70)

In principle, a participant is only allowed to start with the Specialization courses, after all Foundation and Core courses of the program have been followed. Only the MSM Academic Coordinator can deviate from this rule.

Article 3.6.3 Prerequisites Final EMBA Assessment

In principle, a participant is only allowed to submit (provided the Final EMBA Assessment is approved by the supervisor) and defend the Final EMBA Assessment, after all courses of the program have been successfully completed. Only the MSM Academic Coordinator can deviate from this rule.

Article 3.7 Personal Circumstances

Personal circumstances (distress) leading to non-compliance with these regulations (including but are not limited to any form of absenteeism from class, not meeting the submission deadline of course assessments or Final EMBA Assessment, not taking written or oral examinations as scheduled for the EMBA program, exceeding the maximum number of resits and failed courses etc.) should be reported to the Local Administrator, by submitting a written “motivated” statement, including the supporting documents e.g. medical certificate, doctor’s statement, death certificate, statement of employer or other evidence, as soon as they occur. In case of any personal circumstances, every effort should be made to discuss the matter in advance of the submission deadline or examination date or scheduled course. The supporting documents provided will be treated with extreme confidentiality. The MSM Global Education Programs department or Local Administrator will report any case of non-compliance with the regulations to the MSM Examination Board.

Personal circumstances leading to not meeting the required deadlines and standards for the Final EMBA Assessment, may constitute a precondition for the MSM Examination Board to extend the time frame set for the Final EMBA Assessment with a maximum of three (3) months, in exceptional and individual cases, counting from the official submission deadline scheduled by the MSM Global Education Programs department and the Local Administrator, based on a positive advice from the Local Administrator. A participant can only request for an extension with regard to the time frame set for the Final EMBA Assessment once. Please refer to Article 3.12.4 Extension requests.

Article 3.7.1 Definition

Personal circumstances that may qualify are (a) a participant’s illness, (b) extraordinary family circumstances, (c) the participant’s physical, sensorial or other functional disorder (including accidents that incapacitate the participant to work), (d) the participant’s pregnancy, (e) serious domestic emergencies, (f) unavoidable work commitments or opportunities to advance their career.

a. Participant’s illness

In order for the participant’s illness to be regarded as the aforementioned precondition:

- the illness must have occurred during the academic year which influenced to comply with these regulations; and

- the participant must have notified the Local Administrator, as soon as the illness occurred or at the latest one (1) day before a deadline, as the cause of failing to comply with these regulations for the EMBA program; and
- the participant must have submitted a statement, from the attending physician, indicating that the illness may have led to non-compliance with these regulations and with the date of diagnosis and, if applicable, the date of recovery,
- if the participant cannot meet the final requirement, the participant is required to contact the Local Administrator.

b. Extraordinary family circumstances

In order for extraordinary family circumstances to be regarded as the aforementioned precondition:

- the participant must have notified the Local Administrator, as soon as his/her extraordinary family circumstances occurred or at the latest one (1) day before a deadline, as the cause of failing to comply with these regulations for the EMBA program; and
- the participant must have provided proof of or means of the occurrence of extraordinary family circumstances, indicating to which family member the circumstances occur,
- if the participant cannot meet the final requirement, the participant needs to contact the Local Administrator.

c. Participant's physical, sensorial or other functional disorder (including accidents that incapacitate the participant to work)

In order for the participant's physical, sensorial or other functional disorder to be regarded as the aforementioned precondition:

- the participant must have reported the physical, sensorial or other functional disorder to the Local Administrator at the start of his/her studies, or as soon as the physical, sensorial or other functional disorder occurred or at the latest one (1) day before a deadline,
- the participant must have submitted a statement, from the attending physician, indicating that the illness may have led to non-compliance with these regulations and with the date of diagnosis and, if applicable, the date of recovery,
- if the participant cannot meet the final requirement, the participant is required to contact the Local Administrator.

d. Participant's pregnancy

In order for the participant's pregnancy to be regarded as the aforementioned precondition:

- the participant must have reported her pregnancy to the Local Administrator; and
- the participant must have submitted a statement from the attending physician or midwife with a confirmation of her pregnancy or a birth certificate,
- if the participant cannot meet the final requirement the participant needs to contact the Local Administrator.

e. Serious domestic emergencies

In order for the serious domestic emergencies to be regarded as the aforementioned precondition:

- the serious domestic emergencies must have occurred during the academic year which influenced to comply with these regulations; and
- the participant must have reported the serious domestic emergencies to the Local Administrator as soon as the serious domestic emergencies occurred or at the latest one (1) day before a deadline; and
- the participant must have provided proof of or means of the occurrence of serious domestic emergencies,
- if the participant cannot meet the final requirement the participant needs to contact the Local Administrator.

f. Unavoidable work commitments or opportunities to advance their career

In order for the unavoidable work commitments or opportunities to advance their career to be regarded as the aforementioned precondition:

- the unavoidable work commitments or opportunities to advance their career must have occurred during the academic year which influenced to comply with these regulations; and
- the participant must have reported the unavoidable work commitments or opportunities to advance their career to the Local Administrator as soon as the unavoidable work commitments or opportunities to advance their career occurred or at the latest one (1) day before a deadline; and
- the participant must have provided proof of or means of the occurrence of unavoidable work commitments or opportunities to advance their career,
- if the participant cannot meet the final requirement the participant needs to contact the Local Administrator.

Article 3.8 Evaluation and notification of (resit) assessment results

3.8.1 Evaluation Written (resit) examination

A written (resit) examination in any form will be evaluated and graded by an examiner appointed by the MSM Examination Board. Before evaluating and grading the written examination scripts these will be anonymized.

For every written (resit) examination, the evaluation will take place in such a way that participants will be able to verify how their assessment results were determined.

3.8.2 Evaluation Oral (resit) examination

An oral (resit) examination (only in exceptional cases) will be evaluated and graded by an examiner appointed by the MSM Examination Board.

The oral (resit) examination shall be evaluated and documented through a short report written by the examiner with the questions asked by the examiner, a summary of the answers given by the participant and the way in which grades are calculated (given marks per question).

3.8.3 Evaluation Course (resit) assignment

A course (resit) assignment in any form will be evaluated and graded by an examiner appointed by the MSM Examination Board.

For every course (resit) assignment, the evaluation will take place in such a way that participants will be able to verify how their results were determined.

3.8.4 Grades Assessments (first attempt)

Individual assessment must be at least 70% of the final grade for a subject. This 70% can be made up of various forms of assessment, such as written or oral examinations and/or written assignments. The remaining 30% of the final grade for a subject can be made up of alternative forms of assessment, such as class participation, take home assignment, case study, presentation and/or group assignments. At the consent of the MSM Academic Coordinator other weights or assessment forms may be used for written and oral examinations and course assignments, as long as the minimum of 70% for individual assessment is ensured.

Grades are given on a scale from 1.0 to 10.0, accurate to one (1) decimal place or qualified as a "Pass" or "No Pass" or "Fail" or "Immediate Fail" in accordance with this article. For all assessments (written and oral examinations, course assignments and Final EMBA Assessment), a grade of 5.5 or higher is considered a "Pass".

All Assessments will be graded separately and require a minimum grade of 5.5 apart from having a final grade for a subject of 5.5 or above, as a requirement to obtain a final pass grade.

The grading scale from 1.0 to 10.0, as applied by MSM, is to be interpreted as below. Please refer to the website of NUFFIC for a conversion table recommended by NUFFIC.

MSM Grading Scale	
Grade	Meaning Grade
10.0	Outstanding
9.0 – 9.9	Very Good
8.0 – 8.9	Good
7.0 – 7.9	More than satisfactory
6.0 – 6.9	Satisfactory
5.5 – 5.9	Pass
5.0 – 5.4	Almost satisfactory
4.0 – 4.9	Unsatisfactory
3.0 – 3.9	Very unsatisfactory
2.0 – 2.9	Poor
1.0 – 1.9	Very Poor

Unless stated otherwise, in standard written and oral examinations and course assignments, MSM has defined the following criteria for **“Pass”**, **“No Pass”** and **“Immediate Fail”**:

- **Pass:** The final grade for a subject is 5.5 or higher and the written or oral examination and course assignment is 5.5 or higher.
- **No Pass:** The final grade for a subject is under 5.5 and higher or equal than 4.0 or the written or oral examination or course assignment is under 5.5 (after first attempt) but the final grade is higher or equal than 4.0.
- **Immediate Fail:** The final grade for a subject is less than 4.0 (after first attempt).

In the event a resit written or oral examination is taken as first attempt, for example due to approved absence (with prior written notification to the Local Administrator) the grade will be considered as the first written or oral examination. The same holds for course assignments.

3.8.5 Grades Resit Assessments (second attempt)

When a participant obtains a “No Pass” (a score less than 5.5), (s)he is required to improve his/her grade by taking a resit written or oral examination and/or by redoing and re-submitting a (new) course assignment. In this case “Resit” will be indicated on the transcript behind the particular course.

- When a participant obtains a “No Pass” and the course assignment was lower than 5.5, (s)he is required to re-submit a new course assignment.
- When a participant obtains a “No Pass” and the written or oral examination was lower than 5.5, (s)he is required to resit the written or oral examination.

The participant is only allowed to resit or re-submit that (those) part(s) of the subject, for which (s)he obtained a score less than 5.5 and only if the final grade is higher than or equal to 4.0. It is not allowed to take a resit written or oral examination or re-submit a course assignment when the participant has already obtained a passing final grade for the subject. The same holds for the Final EMBA Assessment.

When the final grade for a subject is less than 4.0 (after first attempt), the participant obtains an “Immediate Fail”. The participant consequently loses any rights with respect to improve his/her grade by taking a resit written or oral examination and/or redoing and re-submitting the course assignment (second attempt). This implies that the participant is required to repeat the subject. In this case “Resit” will be indicated on the transcript behind the particular course.

Only one (1) resit written or oral examination attempt and one (1) re-submission of the course assignment per subject is allowed. This is considered as second (2) attempt.

3.8.6 Failing Resit Assessments (after second attempt)

The participant has failed the course ("Fail") if the final grade for a subject is less than 5.5 after a resit written or oral examination or/and re-submitted course assignment, and/or if the grade for the resit written or oral examination or re-submitted course assignment is under 5.5 (after second attempt).

Unless stated otherwise, in standard written and oral examinations and course assignments, MSM has defined the following criteria for "**Fail**":

- **Fail:** The final grade for a subject is under 5.5 and higher or equal than 4.0 or the written or oral examination or course assignment is under 5.5 (after second attempt), but the final grade is higher or equal than 4.0.

A participant who obtains a "Fail" or "Immediate Fail" grade for a subject is required to repeat the course. In this case "*Resit*" will be indicated on the transcript behind the particular course. A participant is allowed to take a first and second attempt of the written or oral examination and course assignment of the course (s)he needs to repeat. A participant is allowed to repeat two (2) different courses in the entire EMBA program, and a same course is only allowed to be repeated once (1).

3.8.7 Notification of Results

The Local Administrator will notify each participant of his or her results in writing within six (6) weeks after the assessment, unless communicated otherwise by the Local Administrator. The overall grade list will be updated in case new grades are known. This information is considered personal and confidential.

3.8.8 Procedure in case of grade differences

In case of administrative mistakes in grading by the examiner or Local Administrator or MSM Global Education Programs department after notification of the results, the following procedure will be followed:

- Increase: In case of an increase in a grade, the grade will be adjusted in favor of the participant and (s)he will be informed.
- Decrease: In case of a decrease in a grade, the grade will not be adjusted if the grade is already communicated to the participant. Otherwise, the grade will be adjusted according the correct grading.

Article 3.9 Validity of the results

The total study load (credits) of the EMBA program may differ per MSM Partner Institute, due to the fact that at some MSM Partner Institutions the 70 ECTS curriculum has been changed starting 2016. Please refer to the website of MSM (www.msm.nl) or the website of the MSM Partner Institutions for the basic requirements of the EMBA program in collaboration with MSM Partner Institutions.

3.9.1 Basic requirement 70 ECTS EMBA program

To graduate from the EMBA program a participant should have completed and earned a total of **70 ECTS** in the particular curriculum set for the program. This implies that the participant must pass all subjects of the program and defend his or her Final EMBA Assessment successfully.

3.9.2 Validity of Grades

Positive final and partial grades results and exemptions remain valid for a period of five (5) years from the date of the participants first registration for the EMBA program, without prejudice to the competency of the MSM Examination Board to extend this period and provided that the results are not substituted by other results.

Article 3.10 Right of Inspection (Review)

3.10.1 Right of Inspection

Within four (4) weeks after notifications of results and/or the Local Administrator received the graded written examination scripts and/or course assignment scripts back from the examiner, participants will be given the opportunity to inspect their evaluated written examination or course assignment, the questions and assignments posed and given within the framework thereof, and the norms applicable to the evaluation thereof.

Written Examination and Course Assignment scripts will not be returned to a participant, but will be available for review with the Local Administrator, on the basis of a fixed timing and schedule (appointment basis). A participant is not allowed to make a copy of the written examination and course assignment scripts, nor remove it from the office, nor make changes in the original exam and course assignment script.

3.10.2 Executive authority

The Local Administrator will provide for the opportunity mentioned in clause one (1) of this article and with regard thereto will timely announce the details regarding time, date, location and identification of the participant.

3.10.3 Unforeseen circumstances

Within the given period of time a participant will be given a second (2) opportunity to exercise the right of inspection, provided that the participant can demonstrate the inability to exercise this right in the first instance due to circumstances beyond the participant's control. The participant may file a (written) request with the Local Administrator for another inspection opportunity.

3.10.4 Complaints and comments regarding written examinations

Comments and complaints regarding open and/or closed questions for written examinations or parts thereof have to be submitted to the MSM Examination Board within five (5) days after the written examination in order for them to be reviewed.

Article 3.11 Failure and Continuation of the EMBA program

- a. A participant who obtains a "No Pass" grade for a total of more than two (2) subjects in the entire EMBA program will receive a negative advice of the Local Administrator to pursue the rest of the EMBA program (*This includes obtained "Immediate Fail" grades*). The Local Administrator will decide upon "motivated" written request to continue the EMBA program by the participant whether or not, and - if so - under which conditions, a participant who has received a negative advice will be allowed to continue the EMBA program. If the participant is allowed to continue the EMBA program, (s)he will be placed on academic probation.

- b. A participant who obtains a “No Pass” grade for a total of more than four (4) subjects in the entire EMBA program will be considered as having failed the EMBA program (*This includes obtained “Immediate Fail” grades*). The MSM Examination Board will decide upon “motivated” written request to continue the EMBA program by the participant, a proposal by the Local Administrator and if applicable the viewpoint and recommendation of the MSM Partner Institution concerned whether or not, and - if so - under which conditions, a participant who has failed the EMBA program will be allowed to continue the EMBA program on academic probation. In this case no refund policy will be applicable.
- c. A participant who obtains a “Fail” or “Immediate Fail” grade for a subject is required to repeat the course. The Local Administrator will decide and usually schedule such a course with a next intake. The MSM Examination Board is authorized to deviate from these regulations in exceptional and individual cases. Additional fees may be applicable. Please refer to Appendix III: Financial Conditions. A participant is allowed to take a first and second attempt of the written or oral examination and course assignment of the course (s)he needs to repeat. A participant is allowed to repeat two (2) different courses in the entire EMBA program, and a same course is only allowed to be repeated once (1).
- d. A participant who obtains an (accumulated) total of more than two “Fail” or “Immediate Fail” grades in the entire EMBA program will be considered as having failed the EMBA program. The MSM Examination Board will decide upon “motivated” written request to continue the EMBA program by the participant, a proposal by the Local Administrator and if applicable the viewpoint and recommendation of the MSM Partner Institution concerned whether or not, and - if so - under which conditions, a participant who has failed the EMBA program will be allowed to continue the EMBA program on academic probation. In this case no refund policy will be applicable.
- e. A participant who obtains a “Fail” after (s)he redid a particular course (as a result of a “Fail” or “Immediate Fail”) will be considered as having failed the EMBA program. The MSM Examination Board will decide upon “motivated” written request to continue the EMBA program by the participant, a proposal by the Local Administrator and if applicable the viewpoint and recommendation of the MSM Partner Institution concerned whether or not, and - if so - under which conditions, a participant who has failed the EMBA program will be allowed to continue the EMBA program on academic probation. In this case no refund policy will be applicable.
- f. A participant who fails the Final EMBA Assessment (the re-submitted Final EMBA Assessment and second defense session resulted in “Fail”) will be considered as having failed the EMBA program. The MSM Examination Board will decide upon “motivated” written request to continue the EMBA program by the participant, a proposal by the Local Administrator and if applicable the viewpoint and recommendation of the MSM Partner Institution concerned whether or not, and - if so - under which conditions, a participant who has failed the EMBA program will be allowed to continue the EMBA program on academic probation. In this case no refund policy will be applicable.
- g. “Motivated” appeals against final decision in a, b, c, d, e and f taken by the MSM Examination Board can be filed with the Board of Appeal for Examinations. Please refer to Article 6.7.2 Right of appeal.
- h. Failure of the EMBA program implies, in principle, dismissal from the EMBA program. Any dismissal from the EMBA program, however, requires the final approval by the Dean. The MSM Examination Board may propose the Dean to consider dismissal from the EMBA program. Until a final decision has been taken by the MSM Examination Board, the Board of Appeal for Examinations or the Dean of MSM, the participant is allowed to further participate in the EMBA program or other school activities. However, the participant is not allowed to take anymore resit assessments (second attempts) or to retake a course after failure of the course until a final decision by the MSM Examination Board, the Board of Appeal for Examinations and the Dean of MSM has been taken.
- i. Participants who are dismissed from the EMBA program will not be allowed to re-enroll into the program or any other MSM program. Only the Dean of MSM can deviate from this rule.

Article 3.12 Diverse Requests

3.12.1 Exemption requests

a. Authority

The MSM Examination Board is authorized to grant full or partial exemption from a particular course provided that the participant can demonstrate the successful completion of substitutable course at an institution of higher education other than MSM or of the acquisition of appropriate skills elsewhere.

Exemption requests will be considered and decided on upon a case-by-case basis, based on the principles below:

- The courses were taken in a recognized Institution,
- The courses took place no more than 5 years before enrollment,
- The minimum grade obtained is a 7.0 or B,
- The assessment criteria is comparable to MSM's scheme,
- Participant should submit all necessary supporting documents (such as official grade transcript, course outlines) in English.

b. Procedure

A request for exemption from a particular course must be submitted in writing to the MSM Examination Board before enrolling as a participant with the EMBA program.

In order to evaluate possible exemptions (waivers) MSM requires the following:

- Official request from the participant,
- Name of the MSM course to be exempt (waived),
- Name of the university where the credits were obtained,
- Official transcript with grades (Properly validated documentation proving the successful completion of the course),
- A course syllabus with detailed description,
- The learning goals of the course.

c. Restriction

A maximum of 13.0 ECTS of exemptions may be granted. No exemption can be granted for the Final EMBA Assessment.

d. Credits

No credits will be awarded for the course from which the participant has been granted exemption. The credits awarded to the exempted course are fictive and exist for the purpose of fulfilling the requirements for the EMBA program only.

e. Grades

No grades will be awarded for the course from which the participant has been granted exemption. The exemption is indicated on the transcript with "waiver". The waived course does not count for the Grade Point Average (GPA). This implies that a participant can still earn the degree classification 'With Distinction'. All distinction requirements mentioned in Article 3.18 must be met.

3.12.2 Transfer of credits requests

a. Authority

The MSM Examination Board is authorized to grant requests for transfer of credits among MSM EMBA programs.

The MSM Academic Coordinator acts on behalf of the MSM Examination Board and reserves the right to accept or reject transfers of credits among MSM EMBA programs in collaboration with MSM Partner Institutions (including Maastricht campus) after consultation with the MSM Examination Board and the Director of Education and Executive Development.

Transfer of credits requests will be considered and decided on upon a case-by-case basis, based on the principles below:

- Participant enrolled into the program no more than five (5) years earlier,
- The received grade will be a Pass,
- Participant should pay the fees for the program that (s)he is transferring to,
 - All other related costs are to be borne and arranged by the participant (including but is not limited to additional fees and costs for travel, visa, insurance, hotel or housing).
- Participant should have paid all outstanding fees for the courses taken at the MSM Partner Institution,
- Participant has to submit all necessary supporting documents (such as official grade transcript, course outlines) in English.

b. Procedure

A request for transfer of credits among MSM EMBA programs in collaboration with MSM Partner Institutions (including Maastricht campus) must be submitted in writing to the MSM Academic Coordinator stating the reason(s) for transfer.

c. Restriction

The curriculum, total study load (credits) and offered specializations may differ per MSM Partner Institute (including Maastricht campus). This implies that the participant may have to take equivalent courses and/ or choose another specialization. The MSM Academic Coordinator will decide whether or not, and - if so – which courses are equivalent for completed courses and courses not taken so far, after consultation with the MSM Global Education Programs department or Local Administrator.

d. Credits

Only credits of subjects that have been completed/ successfully passed can be transferred.

e. Fees

If the program to which the participant wishes to transfer has a higher initial tuition than that which was paid for the program in which the participant is currently enrolled, the participant will need to pay the increased tuition, on a pro-rata basis, to MSM. If the program to which the student wishes to transfer has a lower initial tuition than that which was paid for the program in which the student is currently enrolled, no refund will be given.

3.12.3 Deferment requests

a. Authority

The MSM Examination Board is authorized to accept or reject deferment requests. Deferment requests will be considered and decided upon on a case-by-case basis.

The deferment needs to be approved by the MSM Examination Board and shall not exceed the maximum duration of one (1) year per deferment request, with the condition to complete all degree requirements within five (5) academic years of their matriculation to the program. An additional fee of EUR 1.000,- must be paid per deferment request, per postponed year. Please refer to Appendix III: Financial Conditions.

b. Procedure

In case a participant wishes to **defer** his/her **Master Study** (*Program deferment implies that the entire program is postponed and the participant is not allowed to participate in courses, assessments or other school activities*), (s)he is required to apply for authorization in writing presenting a valid reason plus any supporting documents to the MSM Examination Board. Please refer to Article 3.7 Personal Circumstances.

In case a participant wishes to **defer** his/her **Final EMBA Assessment** (*Final EMBA Assessment deferment implies that the writing process, including supervision, is postponed*) (s)he is required to apply for authorization in writing presenting a valid reason plus any supporting documents to the MSM Examination Board. Please refer to Article 3.7 Personal Circumstances.

c. Restriction

The **deferment** of the **Master Study** shall not exceed the maximum duration of one (1) year, counting from the day the participant applied for the deferment, with the condition to complete all degree requirements within five (5) academic years of their matriculation to the program.

A participant who does not re-enter the program within one (1) year is required to apply again for authorization presenting a valid reason to the MSM Examination Board. A participant who does not re-enter the program within one (1) year, without applying for or an approval from the MSM Examination Board for another deferment, will be considered as having failed the program.

The **deferment** of the **Final EMBA Assessment** shall not exceed the maximum duration of one (1) year, counting from the official submission deadline scheduled by the MSM Global Education Programs department and the Local Administrator.

d. Fees

An additional fee of EUR 1.000,- must be paid per **Master Study** deferment request, per postponed year. Please refer to Appendix III: Financial Conditions.

An additional fee of EUR 900,- must be paid per **Final EMBA Assessment** deferment request, per postponed year. Please refer to Appendix III: Financial Conditions.

3.12.4 Extension requests

a. Authority

The MSM Examination Board is authorized to accept or reject extension requests. Extension requests will be considered and decided upon on a case-by-case basis.

The extension needs to be approved by the MSM Examination Board and shall not exceed the maximum duration of one (1) year per extension request, with the condition to complete all degree requirements within five (5) academic years of their matriculation to the program.

b. Procedure

In case a participant wishes to **extend** his/her **Master Study (EMBA program)** (s)he is required to apply for authorization in writing presenting a valid reason plus any supporting documents to the MSM Examination Board, within one (1) month before the duration of the program ends. Please refer to Article 3.7 Personal Circumstances.

In case a participant wishes to **extend** his/her **Final EMBA Assessment** (s)he is required to apply for authorization in writing presenting a valid reason plus any supporting documents to the MSM Examination Board, within one (1) week before the official submission deadline. Please refer to Article 3.7 Personal Circumstances.

c. Restriction

The **extension** of the **Master Study** shall not exceed the maximum duration of one (1) year, counting from the end of the official program duration, with the condition to complete all degree requirements within five (5) academic years of their matriculation to the program.

A participant who does not fulfill all degree requirements to obtain an EMBA degree within this **extended** year is required to apply again for authorization of another extension, presenting a valid reason to the MSM Examination Board. A participant who does not fulfill all degree requirements to obtain an EMBA degree, without applying for or an approval from the MSM Examination Board for another extension, will be considered as having failed the program.

The **extension** of the **Final EMBA Assessment** shall not exceed the maximum duration of three (3) months, counting from the official submission deadline scheduled by the MSM Global Education Programs department and the Local Administrator, based on a positive advice from the Local Administrator. A participant can only request for an extension with regard to the time frame set for the Final EMBA Assessment once.

d. Fees

An additional fee of EUR 1.000,- must be paid per **Master Study** extension request, per extended year. Please refer to Appendix III: Financial Conditions.

No additional fees are applicable for a **Final EMBA Assessment** extension of three (3) months.

3.12.5 June Specializations requests

a. Authority

A participant may opt to change the specialization to one (1) of the specializations offered in the month June in the EMBA program in Maastricht, after starting the program. The Specializations Admissions Board reserves the right to accept or reject the request.

June Specializations requests will be considered and decided on upon a case-by-case basis, based on the principles below:

- Participant enrolled into the program no more than five (5) years earlier,
- Participant should have paid all outstanding fees owed for the courses taken at the MSM Partner Institution,
- Participant should have at least three (3) or more years of relevant working experience obtained after receiving their Bachelor degree.
- The specialization admission board has the right to require evidence of experience in the particular industry or a letter of motivation for the industry focus specializations.
- Participant has to submit all necessary supporting documents in English.

b. Procedure

A request to change the specialization to one (1) of the specializations offered in the month of June in the EMBA program in Maastricht must be submitted using the approved form to the Specializations Admissions Board stating the reason(s) to switch to another specialization.

c. Restriction

The participant should submit the approved form by March 31 to the Local Administrator. The Local Administrator will then forward the form to Specializations Admissions Board. No requests for changes will be accepted after that date.

The subjects scheduled for each specialization must be completed as planned. Subjects planned for another specialization cannot be substituted for the subjects planned for the chosen specialization.

The Specializations Admissions Board will determine the additional fee applicable for the selected June specialization in Maastricht. A participant should pay the fees for the selected June specialization in Maastricht by June 15. All other related costs are to be borne and arranged by the participant, such as costs for travel, visa, insurance, hotel or housing.

It is generally not possible, nor advisable, to specialize in more than one (1) area at the same time. Only under special circumstances the MSM Academic Coordinator may give permission to do so. Requests will be handled on a case-by-case basis.

Article 3.13 Rules of Procedure and Academic Conduct

3.13.1 Authority

A separate section attached to these Education and Examination Regulations has been drawn up by the MSM Examination Board and stipulates the rules and guidelines regarding proper conduct with regard to academic practices and regarding the procedural aspects during written examinations, including non-compliance with these rules. Please refer to Appendix II: Rules of Procedure and Academic Conduct.

3.13.2 Non-compliance

The MSM Examination Board may impose sanctions following a participant's non-compliance with the Rules of Procedure and Academic Conduct as irregularities in an assessment or part(s) thereof, fraud, plagiarism, forgery or academic outsourcing as meant in Article 3.14 Academic Misconduct of these regulations. These also include possible sanctions regarding non-compliance with these rules.

Article 3.14 Academic Misconduct

3.14.1 Authority

In case of irregularities in an assessment or part(s) thereof, preventing the MSM Examination Board or an examiner from evaluating the participant's knowledge, or in case of the participant committing academic misconduct or creating the opportunity to commit academic misconduct (including but are not limited to fraud, plagiarism, forgery or academic outsourcing), the MSM Examination Board is authorized to impose sanctions upon the participant.

The MSM Examination Board can only decide to impose sanctions after having given the participant the opportunity to put forward his/her views on the matter. If academic misconduct is established, this is included in the participant's file. The participant will be placed on probation immediately.

If a participant is found guilty of serious or repetition of academic misconduct, the MSM Examination Board may recommend the participants immediate expulsion from the EMBA program to the Dean. More information regarding the MSM academic misconduct policy and procedure is published on the MSM website (www.msm.nl).

The MSM Examination Board is authorized to declare an assessment null and void or part(s) of an assessment, in case the MSM Examination Board cannot correctly evaluate the knowledge, insight and skills of a participant or participants with respect to a particular component of the overall assessment and an evaluation thereof.

3.14.2 Fraud

The MSM Examination Board may impose a sanction if it establishes that a participant has committed fraud in any assessment or part(s) thereof, including that a participant:

- a. Has had any unauthorized aids, texts or notes at his or her disposal, or has used unauthorized electronic aids and/or communication devices,
- b. Has communicated or tried to communicate with another participant, either verbally or through gesture, without permission from an exam invigilator, examiner, or a member of the MSM Examination Board,
- c. Has copied or tried to copy another participant's answers, or has given another participant the opportunity to copy his/her own answers,
- d. Has posed as someone else or let someone else pose as him/her,
- e. Has deliberately misled or tried to mislead an exam invigilator, an examiner, a corrector or the MSM Examination Board with respect to the exam, or has provided an opportunity for them to be misled.

3.14.3 Plagiarism

The MSM Examination Board may impose a sanction if it establishes that a participant has committed plagiarism in any assessment (including Final EMBA Assessment) or part(s) thereof, including:

- a. Using or copying his/her personal or other people's texts, data, ideas or thoughts without adequate reference to the source (this includes academic paper recycling),
- b. Presenting the structure or central body of thought from others without adequate reference to the source and thus passing it off as his/her own,
- c. Not clearly indicating literal or almost literal quotations in the text, for example via quotation marks or a certain layout,
- d. Paraphrasing the content of his/her own or other people's texts without adequate reference to the source (this includes academic paper recycling),
- e. Copying video, audio or test material, software and program codes from others without adequate reference to the source and thus passing them off as his/her own,
- f. Copying work from fellow participants and thus passing it off as his/her own.

MSM has zero tolerance for plagiarism. The MSM Examination Board has drawn up an Academic Misconduct Policy and Procedure. The Policy and Procedure are published on the website of MSM (www.msm.nl).

Policy in case of plagiarism in group assignment:

In principle, all group members are responsible for all parts of the assignment in case of a group assignment and not only the part they have written. There is a group responsibility for the whole document and a participant is not only responsible for ensuring that his or hers own part is not plagiarized. Group work will be judged as group work and not as several pieces of individual work, except when a group assignment is formulated in such a way that group members are obliged to identify which pieces of the assignment they wrote and that the submitted group assignment clearly indicates the individual contributions. However, if that is not the case, then the MSM Examination Board can't verify which specific part is written by which participant and all group members are equally responsible for all parts of the assignment and not only the part they have written (this is a practice that is also applied in other schools). Then, the MSM Examination Board can only evaluate if the group assignment itself has been plagiarized.

Policy in case only one (1) group member objects to detected plagiarism in a group assignment:
An individual objection to detected plagiarism in a group assignment will be rejected. The MSM Examination Board will judge an objection in case of a group assignment only on group level and not individual level.

To guarantee that all group members agree with filing the objection, the MSM Examination Board will only consider an objection if all group members are mentioned in the written motivated objection and are copied in the email send to the MSM Examination Board.

3.14.4 Forgery

The MSM Examination Board may impose a sanction if it establishes that a participant has committed forgery in any assessment (including the Final EMBA Assessment) or part(s) thereof or with any documentation, including:

- a. Fabricating, adapting, or imitating data, statistics, or documents with the intent to deceive,
- b. Producing false information or false evidence,
- c. Fraudulent documents, such as forgery with a degree or transcript.

Forgery can be present written, graphic and visual form, (such as tables and figures), including electronic data, and oral presentation.

To avoid a possible accusation of forgery the participant must be able to give evidence of the reliability of his/her data collection method, and must be able to show the (data)files that contain the primary data used for assessments or the Final EMBA Assessment research.

3.14.5 Academic Outsourcing

The MSM Examination Board may impose a sanction if it establishes that a participant has committed academic outsourcing in any assessment (including Final EMBA Assessment) or part(s) thereof, including:

- a. Submitting work or assignments acquired from or written by a third party (whether or not for payment) and thus passing them off as his/her own,
- b. Letting others produce (parts of) the analysis or (parts of) the writings to be used for a course assignment or Final EMBA Assessment. These others can be an organization or a group of individuals, or even an individual (whether or not for payment),
- c. Asking a supervisor, examiner or anybody else to write part of a course assignment or Final EMBA Assessment.

3.14.6 Sanctions

Any Examiner (Lecturer), Supervisor, (External) Evaluator or any other person reviews all submitted assessments (including drafts), not only for their "quality", but also for academic misconduct of any kind.

Academic misconduct will have one or more of, but is not limited to, the following consequences. Regarding clause 1 of this article, the MSM Examination Board may reach the decision to impose any of the following sanctions (but are not limited to) or a combination thereof upon the participant, depending on the gravity of the academic misconduct:

- a. Reprimand/official warning,
- b. Place on probation,
- c. Complete or partial voidance or annulment of the relevant assessment ("No Grade" for the respective assessment),
- d. Exclusion/ Suspension from participation or further participation of one or more assessments or other school activities for a period of time to be determined by the MSM Examination Board, with a maximum period of one (1) year,
- e. Propose immediate expulsion from the EMBA program to the Dean.

- f. Other sanctions, such as repeating the entire course due to the gravity of the academic misconduct.

Regarding clause 1 of this article, the Dean may reach the decision to impose any of the following sanctions or a combination thereof upon the participant:

- a. Expulsion on an either temporary (one (1) cycle) or permanent basis,
- b. Payment of repairs and damage costs,
- c. Reports to sponsors, employers and other relevant stakeholders,
- d. Legal actions, if the offence would require that.

In case fraud, plagiarism, forgery or academic outsourcing is found after the degree is awarded, Maastricht School of Management reserves the right to recall the awarded degree and declare it null and void.

3.14.7 Unsuitability (*Iudicium Abeundi*)

In exceptional circumstances and after carefully weighing the interests at stake, the MSM Examination Board may, stating reasons, ask the Dean to terminate or deny a participant's registration for an EMBA program if, through his/her conduct or statements, the participant shows that (s)he is unsuitable to practice one or more professions for which the EMBA program enrolled in is training him/her or is unsuitable for the practical preparation for the profession.

Article 3.15 Awarding credits

3.15.1 Awarding credits

Each subject carries a number of credits, to which a grade is attached by assessments. The credits are then used to calculate the weighted average grade and to show whether the participant has reached an adequate performance in each subject.

The number of credits representing the full study load (credits) of a course will only be awarded in full. It is not possible to award part of the credits.

3.15.2 Requirements

Course credits are awarded by decision of the MSM Examination Board upon the participant's fulfillment of all requirements of the EMBA program.

Article 3.16 Fulfillment of all degree requirements

The decision of the MSM Examination Board that a participant has fulfilled all degree requirements means that the participant completed/ successfully passed all courses and Final Assessment.

The participant is required to complete all degree requirements within five (5) academic years counting from the official start of the program, with the condition to apply for a deferment or extension of the Master Study within one (1) month before the official duration of the program ended. An additional fee must be paid per extension or deferment request, per postponed year.

Failure to fulfill the degree requirements will result in an incomplete program. In such a case the participant may receive, upon his or her request, a certificate indicating the courses that have been completed/ successfully passed. Please refer to Article 3.11 Failure and Continuation of the EMBA program and Article 3.12 Diverse Requests.

A participant who does not fulfill the degree requirements within five (5) academic years of his/her matriculation to the EMBA program will be considered as having failed the EMBA program. Only the Dean may grant an extension.

Article 3.17 EMBA Degree and Transcript

3.17.1 Degree

An Master of Business Administration (EMBA) degree is awarded to participants who have fulfilled all degree requirements of the EMBA program. The degree and transcript will not be given to the participant until all Peregrine tests are completed, all outstanding invoices have been duly paid and are not in debt to MSM or MSM Partner Institutions or in possession of MSM property such as Information Center books or property of MSM Partner Institutions.

3.17.2 Degree, Transcript and Diploma Supplement

The degree and/or the accompanying supplements will state:

- the name Maastricht School of Management
- the name of the MBA program,
- the subjects of the exam,
- the Degree that is awarded,
- the last accreditation date of the EMBA program,
- a transcript of the participant's list of grades (*with "Resit" indicated if applicable*).

The transcript includes a list of the components of the EMBA program or educational units, final grades, credits and Grade Point Average (GPA).

The MSM Examination Board includes an English diploma supplement.

3.17.3 Signature

The EMBA Degree and transcript is signed by the Dean and by the MSM Examination Board.

3.17.4 Graduation Ceremony

The graduation ceremony of the EMBA Degree is open to the public, unless the MSM Examination Board decides otherwise. A participant will only be invited to participate in the graduation ceremony and to the line up in the procession for receiving the degree, when all clearances have been successfully obtained and all other obligations have been fulfilled.

3.17.5 Grade Point Average (GPA)

The Grade Point Average equals the weighted average of all final numerical grades on the participant's transcript, including the insufficient final numerical grades below 5.5. The weighting is based on the credits of these educational units.

Please refer to the website of NUFFIC for conversion to a GPA equivalency per country.

3.17.6 Graduation procedure

The MSM Examination Board will, in principle, automatically proceed to award the degree if the participant fulfilled all degree requirements of the program, unless the participant requests the MSM Examination Board not to proceed with the award of the degree.

Article 3.18 Passing “With Distinction”

If a participant has given evidence of exceptional competence within the EMBA program, the MSM Examination Board may decide to award the degree classification ‘With Distinction’ and have this degree classification stated on the degree. The MSM Examination Board will lay down guidelines for the recognition of exceptional competence.

The participant who has satisfied specific conditions for academic distinction will receive his or her degree with distinction.

The specific conditions for the EMBA program that consists of **70 ECTS**;

- an overall weighted average score of 8.0 or higher,
- never scored less than a 7.0 for a subject,
- a weighted average score of 8.0 or higher for the Final EMBA Assessment,
- has no “No Passes” nor “Fails” for any subject,
- completed the EMBA program within the given duration of the program.

A participant who, during the program, had been on probation, or had been suspended or reprimanded due to any behavior against the Code of Conduct, will not receive his/her degree with academic distinction.

A participant who does not submit the Final EMBA Assessment at the designated deadline, without extension or deferment officially approved by the MSM Examination Board, will not be able to obtain a distinction for the Final EMBA Assessment.

A participant who does not complete all degree requirements within the given duration of the program, without extension or deferment officially approved by the MSM Examination Board, will not be able to obtain a degree with distinction.

Chapter 4 Admission to the EMBA program

Article 4.1 General

Participants for the EMBA program should meet the admission requirements and submit all necessary application documents before start of the program.

Applicants who do not meet the requirements and/or who have not submitted the required application documents will not be allowed to enter the program and no diploma will be granted.

The application deadline regarding the EMBA program for each admission cycle will be announced on the website of MSM (www.msm.nl). The Admissions Board decides (on behalf of the MSM Examination Board) for each individual application whether the applicant will be granted admission to the EMBA Program, by applying the admission requirements specified in these regulations.

It is the responsibility of the participant to ensure before applying, that they satisfy the admission requirements. Illegally obtained admission to the program (i.e. based on fraudulent information or documents) will not entitle a person to continue participating or to receive an EMBA degree.

Article 4.2 Requirements

In order to be eligible for admission to the EMBA program, an applicant needs to fulfill the following requirements:

a. Language requirement

If the language of previous instruction was in English or the applicants native language is English, the testing requirements may be waived, at the discretion of the Director of Education and Executive Development.

For applicants who do not meet this category and have reached a score lower than the minimum requirement [570 for Paper Based TOEFL-Test, 88 for Internet Based TOEFL-Test, 720 for TOIEC* or IELTS of 6.5], then at the discretion of the Director of Education and Executive Development, an interview may be conducted or some other form of assessment may be given to confirm the language ability of the applicant.

However, applicants are strongly encouraged to retake the test again as this option will be granted as an exception rather than an alternate procedure. An MSM Partner Institute may choose to apply higher standards, but never lower.

**TOEIC score (Test of English for International Communication): The minimum score is 720, provided the applicant has passed both the Speaking & Writing and Listening & Reading sections.*

b. GMAT

Applicants with a minimum GMAT (Graduate Management Admission Test) score of 600, GRE with an equivalent of 600 GMAT or leveling courses specified by MSM are admitted to the EMBA program. Leveling courses need to be completed two (2) weeks before the start of the program.

c. Work experience

Applicants should have at least **five (5)** or more years of relevant working experience obtained after receiving their Bachelor degree.

d. First Degree

Applicants must hold at least a Bachelor's degree from a recognized university.

e. Interview

An interview with faculty, staff or alumni of MSM (if necessary).

f. Motivation letter

Applicants must submit a motivation letter according to the format:
<https://www.msm.nl/IManager/MediaLink/935/84867/12823/1786995/>

g. Recommendation letter

Applicants must submit two (2) recent professional recommendation letters from companies they have been employed by.

h. Copy of valid passport

Applicants must submit a copy of their valid passport.

Decisions for exceptions are to be approved by the Director of Education and Executive Development. The exceptions combined should not constitute more than 10% of an intake.

Chapter 5 Advice and Guidance

Article 5.1 Progress records

On behalf of the MSM Examination Board, the Local Administrator keeps records of the grades of all participants and provides participants with an updated overall grade list in case new grades are known. The Local Administrator is supported by the MSM Global Education Programs department.

Article 5.2 Advice and guidance

On behalf of the MSM Academic Coordinator, the Local Administrator of the EMBA program acts as study advisor for the purpose of giving advice and guidance to participants enrolled in the EMBA program regarding their individual progress and any options for study within and outside the EMBA program in collaboration with the MSM Partner Institutions. The Local Administrator is supported by the MSM Global Education Programs department.

Chapter 6 Final provisions

Article 6.1 Amendments

6.1.1 Competent Authority

Amendments to these regulations are laid down by a separate decision of the Dean.

6.1.2 General effect

No amendments will be made that apply to the current academic year, unless the proposed amendments in all fairness do not affect the participants' interests negatively.

6.1.3 Individual effect

Amendments made by the MSM Examination Board or the Dean under the existing regulations will not negatively affect any decision about a participant.

Article 6.2 Announcement

6.2.1 Announcement

MSM ensures appropriate announcement of these regulations, of the rules and guidelines as established by the MSM Examination Board and of all amendments to these regulations, rules and guidelines.

6.2.2 Availability

Up-to-date digital versions of the regulations, rules and guidelines mentioned in clause 1 of this article will be made available on the website of MSM (www.msm.nl) and thus accessible by the participant.

Article 6.3 Validity

The regulations will supersede any preceding regulations or arrangements between parties with regards to the EMBA program of Maastricht School of Management.

These regulations have been acknowledged and approved of by the Dean after a proposal by the MSM Examination Board. In all questions of interpretation of the regulations, the decision of the Dean shall be final.

The participant receives a copy of the regulations at the beginning of the EMBA program and the participant acknowledges that with the signing of the Participant's Agreement.

Article 6.4 Unforeseen circumstances

In cases not provided for by these regulations, the MSM Examination Board shall decide. No rights can be derived from decisions, announcements and advice from others than the MSM Examination Board if these decisions, announcements and advices are in contradiction or not in accordance with these regulations, unless the MSM Examination Board explicitly decides otherwise.

Article 6.5 Hardship

The MSM Examination Board is authorized to deviate from these regulations in individual cases if strict adherence to these regulations would result in inequitable circumstances for the participant.

Article 6.6 Time constraint for decisions of the MSM Examination Board

- 1) A decision shall be made within the time constraint prescribed by statutory regulation, or, in the absence of such a time constraint, within a reasonable period after receipt of the application.

The MSM Examination Board aims to take a final decision and responds in writing within six (6) weeks after receipt of the written “motivated” reaction or request of the participant and within six (6) weeks after receipt of the judgment of the Board of Appeal for Examinations.

- 2) The reasonable period referred to in clause one (1) of this article shall in any event be deemed to have expired when the MSM Examination Board has not made a decision or given communication as referred to in Article 4:14 Awb (Dutch General Administrative Law Act), within eight (8) weeks of receiving the application.
- 3) If, in the absence of a time constraint prescribed by statutory regulation, a decision cannot be made within six (6) weeks, the MSM Examination Board shall inform the participant, stating a reasonable time constraint for the decision to be made (adjournment).

The MSM Examination Board may extend the decision period by at most four (4) weeks. Written notice of the extension will be provided.

A further extension is possible, insofar as the appellant consents to this, and the interests of the other interested parties will not be prejudiced or the other interested parties consent to this.

- 4) The time constraint for making a decision shall be suspended with effect from the day on which the MSM Examination Board requests the applicant to amplify the participant pursuant to article 4:5 Awb until the day on which the participant has been amplified or the time constraint set for this purpose expires without having been used.

Article 6.7 Right of objection and right of appeal

6.7.1 Right of objection

A participant may object his or her grade if there is sufficient justification to do so. This means that the participant should give specific grounds related to the grading. In case of a written examination or written assignment, the participant is advised to first review the written examination or the assignment on appointment basis. Next (s)he should discuss the work with the respective examiner. The examiner will evaluate and inform the Local Administrator.

In case the examiner is not available for the review and the participant has objections to the given grade, the participant may 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 Local Administrator further processes the grade objection form and the examiner will evaluate and answer the Local Administrator, so that the participant can receive the result within three (3) weeks from the review appointment.

In case of Final EMBA Assessment objections (review not possible), the participant is advised to object the grade in writing to the MSM Examination Board stating the reason(s) for disagreement.

If the participant has “motivated” grounds for further action after the review, (s)he may object the grade in writing 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 put forward in an objection 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 filed, on a separate form, no later than six (6) weeks after the timings scheduled for exam and/or assignment review and four (4) weeks after notification of the Final EMBA Assessment grade.

The MSM Examination Board may reject or accept the grade objection, based on the “motivated” objection arguments of the participant. If the grade objection is accepted, the MSM Examination Board can ask a second evaluator to re-evaluate the grading. Finally the MSM Examination Board decides on the grade, based on the re-evaluation of the second evaluator. 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 submit the resit assignment as scheduled and/ or to repeat the course.

Policy in case only one (1) group member submits a grade objection:

An individual objection to a group assignment grade will be rejected. The MSM Examination Board will judge an objection in case of a group assignment only on group level and not individual level. It is the opinion of the MSM Examination Board that an examiner will have enough possibilities to judge the individual addition of participants in a group assignment (and course) before a final grade is set.

To guarantee that all group members agree with filing the objection, the MSM Examination Board will only consider an objection if all group members are mentioned in the written motivated objection and are copied in the email send to the MSM Examination Board.

If a participant submits a complaint or request to the MSM Examination Board, such as a grade objection, related to an examiner that is also a member of the MSM Examination Board, the examiner will not participate in processing the complaint or request.

6.7.2 Right of appeal

The “right of appeal” and associated bodies and procedures have been described in detail in the “Regulations of the Board of Appeal for Examinations” which are published on the website of MSM (www.msm.nl) under the section Complaints Service Point (CSP). The text below is an excerpt only.

1. Subjects of appeal

Participants may lodge an appeal with the Board of Appeal for Examinations against:

- decisions by the MSM Examination Board regarding the acquisition of credits and the passing of various course assessments;
- decisions regarding requests for exemption, extension, deferment and transfer of credits among programs as mentioned in the EER;
- decisions not of a general nature regarding admissions as mentioned in these regulations;
- decisions of the MSM Examination Board or of examiners.

2. Legality of decisions

An appeal may be lodged regarding the legality of a decision. If the appeal is accepted by the Board of Appeal for Examinations, but a final judgment is not yet communicated by the Board of Appeal, the Final Decision from the MSM Examination Board is binding, until a final judgment has been sent.

3. Term for lodging appeals

The term for lodging an appeal is six (6) weeks, starting from the date the decision was procedurally correctly announced.

4. Resolution

Before deciding on an appeal, the Complaints Service Point will send the appeal to the body to which the appeal is directed, inviting it to ascertain, in consultation with party (parties) concerned whether the dispute can be settled. If the appeal is lodged against an examiner, the previous sentence applies to the MSM Examination Board. Within three (3) weeks the body concerned informs the Board of Appeal for Examinations in writing of the result of the discussions. If an amicable settlement was not possible, the notice of appeal will be taken up by the Board of Appeal for Examinations.

5. Policy in case only one (1) group member submits an appeal to a grade objection or plagiarism detection

An individual appeal to a Final Decision related to a group assignment, will be rejected. The Board of Appeal for Examinations will judge an appeal in case of a group assignment only on group level and not individual level. To guarantee that all group members agree with filing the appeal, the Board of Appeal will only consider an appeal when all group members are mentioned in the written motivated appeal and are copied in the email send to the Board of Appeal.

Article 6.8 Coming into force

These regulations will take effect on October 1st, 2019 and remain in force for the academic year 2019-2020, up to and including September 30th, 2020.

Appendices

Appendix I Outline EMBA program – part 1

Part 1: Curriculum Outline EMBA program (70 ECTS)

MSM

MSM has its roots in the Research Institute for Management Science at the Technical University in Delft dating back to 1952. The Research Institute introduced an MBA programme in 1984 and in 1989 relocated to the city of Maastricht. In addition to its (E)MBA, the institution continued to expand its portfolio by offering Master and Doctoral level programs. In 1993, the name changed to the Maastricht School of Management (MSM). MSM continued its strong involvement in emerging and developing economies as one of five formal 'international' specialized higher education institutions for international education in the Netherlands where the language of instruction is English.

Over time MSM has evolved into a modern business school with a strong focus on applied research based management education. The latter is characterised by unique multicultural, multidisciplinary setting with a deep alumni base in emerging and developing countries.

MSM's applied research-driven approach to management education, combined with extensive consultancy support and capacity development of business schools makes for a unique experience at MSM. Research, capacity building and management education are the three (3) core activities.

Executive Master of Business Administration (EMBA)

The (E)MBA programs conducted in Maastricht and in more than 15 locations worldwide reflect MSM's teaching philosophy which is geared towards developing globally-minded business leaders and managers who can respond and adapt to new trends in the business world, especially in emerging economies and their business relations with the rest of the world, including dealing with sustainability and inclusiveness on societal level.

Program Setup of the new EMBA program 70 ECTS

The EMBA programs of MSM are targeted towards mid-career professionals with the aim to advance their knowledge and practice of management and to challenge them to lead in a dynamic global business environment. Participants already have work experience on a managerial level and are looking to enhance their careers. The average age of participants is 28 - 35 years.

Core courses

Finance - MBA52001

This is a course designed to expose the participants to the various techniques available to assist management and to arrive at optimal financial decisions within a firm, including those of investment and working capital, financing and capital structure as well as dividend distribution.

Accounting for Managers - MBA52002

The aim of this course is to introduce accounting to participants. Accounting comprises financial accounting and management accounting. Both forms of accounting rely on information extracted from the financial information system. As financial statements are the key source of information for both financial and management accountants, we will first deal with the methods that financial accounting uses to produce an annual report. Then, we will have a closer look at management accounting. Management accounting requires information extracted from the financial information system. A financial information system deals with the processing of the flow of data on business

activities into financial statements. The nature of information in financial statements depends on the information needs of the users. Therefore attention is being paid to acquire skills needed to provide information to users.

Digital Transformation - MBA52003

Digital transformation refers to the changes associated with the application of digital technology in all aspects of human society. It looks at the far reaching impact of digital technologies and how they affect us in every aspect of our lives. From digital transformation, digital entrepreneurship, big data, cyber-security, online retailing to industry 4.0, the digital age is having an ever-increasing impact on how we live and work. Digital Transformation prepares the modern manager with the skills to deal with these new challenges, how to identify new market opportunities, how to manage new processes and how to change mind-sets to deal with this dynamic digital revolution.

Entrepreneurship - MBA52004

Entrepreneurship is widely recognized as a driver of economic development, and as a sound career option. Entrepreneurs pursue opportunities to create and capture value. This course helps you to play a solid role in that process. By taking a process perspective to entrepreneurship, the course enables you to learn what it takes to develop a perceived opportunity into a company of substantial size. You will learn that entrepreneurs do not just discover or create opportunities, they act on them. They explore and optimize value propositions. They engage in business modeling, and they know how they can kick-off with minimal resources. Entrepreneurs, also, need to be able to drive product development, production and sales. You will learn why business planning is not as critical to starting-up as to growing a company, as is venture capital. At the end of the course, you may realize how you can be more of an entrepreneur in your current job.

Marketing in a Global Context - MBA52005

International Marketing, once a topic of interest only to those few participants who sought careers in international business, is now a subject with which every business participant, regardless of career goals, should be familiar. The trend is for global markets to be sought after by businesses from all across the world. The basic aims and objectives of this course are to enable participants to apply international marketing techniques to both small and medium-sized enterprises as well as large international corporations. The emphasis in this course is also on exporting, given its position as the major international activity of small and medium-sized enterprises and its extensive use by virtually all global companies.

Global Supply Chain Management - MBA52006

The main objective of course, is to introduce that integrated approach of flow of goods, information and services from suppliers to customers. Issues discussed are supplier relationships, inventory management, logistics and transportation, distribution and customer service. The term integrated process is emphasized in this module as opposed to silo approach. As such, every issue in each area is being discussed and analyzed in the context of integrated flows of goods and services from suppliers to customers and the continuous flows of information (typically) from the customers to the suppliers. Emphasis is further placed on how to structure, organize and manage global supply chains and networks efficiently and effectively, particularly in the competitive context of today.

Economics for Managers - MBA52007

The course aims at enabling participants to understand the economic environment, both on the micro and on the macro level, with a view on incorporating this knowledge into strategic managerial decision-making. Building on basic economic principles such as opportunity costs and rational decision-making principles, the course will apply managerial economics concepts to real world problems such as demand analysis, pricing and output decisions, and strategic analyses of various competitive settings. The impact of the macroeconomic environment on managerial decision-making is explored by studying business cycle dynamics, inflationary and deflationary processes, financial market influences and long-term growth prospects

Global Corporate Strategy- MBA52008

Strategic management seeks to answer the basic and simple question: why are some firms able to enjoy the benefits of developing and maintaining competitive advantages in the marketplace while others are not? In the course we address this question. To do so, we examine the five interrelated and principal activities that are part of the overall strategic management process: Strategic thinking, strategy analysis, strategy formulation, strategy implementation and strategy evaluation and control. Attention is also given to the many forces driving change in modern business. Of primary importance among these are the accelerating change of globalization and technology, and the emergence of knowledge as the primary source of value creation. This course provides the framework necessary for developing and implementing of a strategy in corporations.

Change Management - MBA52009

Effective leaders understand how to manage change, an essential skill when working in a rapidly changing business environment. In this course, the participant will identify the external and internal forces that cause change, such as leading a new initiative or project or working to change the culture of the organization. The participant will learn about the how to create a state of emergency, how to unfreeze and form an organizational culture and how to be an agent of change. The participant will gain the skills to understand how others react to change and how to effectively lead others through the change.

Leadership and Organizational Behavior - MBA52010

This course is about the dynamics related to the human dimension of an organization. Increasingly, organizations have to deal with challenges, which require leadership, both from remarkable individuals and from the average employee. More specifically, those challenges relate to the increasing dynamics within markets, societies and technologies; dynamics that are confusing and threatening, and thus call for vision and direction. However, this 'new' reality also offers opportunities to those who can manage to deal with change in a constructive way.

Managing Cultural Diversity - MBA52011

This course focuses on managing cultural diversity in the international business context. Its aim is to provide participants with a conceptual and practical understanding of the role of culture and diversity in the achievement of organization's strategy, with specific attention for the complexity of managing people in a cross-cultural environment. Participants are challenged to increase their knowledge and understanding of the relative contribution of Cross-Cultural Expertise to management and business effectiveness. The course provides hands-on knowledge on the impact of cultural factors in management and business, intercultural communication, working with cross-cultural teams, and international HR management.

Corporate Responsibility and Ethics - MBA52012

Ethics deals with values, norms and standards that we - both individually and collectively - apply to our behavior and our activities. In a global society the debate about these values, norms and standards is necessary in order to (prosperously) co-exist and contribute to a life worth living. An open dialogue is also - if not predominantly - required for economic arena, where different stakeholders might have different views on the responsibilities of corporations, investors, governments and the civil society. The main objective of the course is to familiarize participants with an ethical orientation toward the worlds of business and investment. Using theories, concrete examples, videos, cases and the like, participants learn to analyze ethical, corporate responsibility and responsible investment issues. Participants are expected to actively participate in discussions and other work forms.

Research Methods - MBA52013

In this course, a participant is trained in the key features and main stages of writing their final thesis. Participants will learn how to develop their ideas, how to identify issues, and formulate problems statements, understand the importance of different research techniques, as well as develop their academic writing style. The course will support them with the main objectives of the Master Thesis, which are to select and articulate a business problem, develop a framework within which to analyze the problem and provide meaningful recommendations for management.

Decision-Making Tools - MBA52014

The objective of this course is to show the participant how managers can tap into the huge amounts of information available to us, through the use of statistical methods. Managers need information in order to make decisions but the complexity of the modern business environment means that often cannot see the wood for the trees. In order to cut through to the core of any issue, managers need a new set of statistical tools. This subject describes the quantitative tools available and illustrates how they can be used for better decision-making.

Specializations

There are 8 specializations currently offered at MSM. Each specialization is made up of four (4) courses which are integrated into the theme of the specialization. For each course, there is a related specialization assignment which provides the course grade.

All participants following the MSM Full-Time MBA are required to follow the course Innovation Management (RWTH). As such, they are only required to complete three (3) of the four (4) specialization assignments. All other EMBA participants (from both the EMBA in Maastricht and in collaboration with the MSM Partner Institutions) are required to complete all four (4) specialization assignments.

BUSINESS-RELATED SPECIALIZATIONS:

Specialization: Entrepreneurship

Understanding Market Dynamics MBA53025

Entrepreneurs usually pursue opportunities in markets for goods and/or services. Such markets change, and they can be highly dynamic. For the successful launch of an entrepreneurial venture you need to know and understand your target market. You need to know with what (rivaling solutions) and with whom (rivaling firms) you will compete. In this specialization course, you will learn about the different types of markets, market segmentations and consumer profiles. Next to lectures and business skills workshops, you will work on business cases and discuss these with experienced entrepreneurs and consultants. These insights will help you in furthering your own business propositions.

Developing Distinctive Value Propositions MBA53108

This specialization course is focused on developing your competence at two important tasks for the launching of entrepreneurial ventures: [1] spotting opportunities, [2] developing product/service concepts that could be deployed to exploit market opportunities. Entrepreneurial opportunities are rarely discovered through systematic search, yet systematic search can play a critical role in the enhancement of embryonic ideas for new business. Creativity plays a key role in entrepreneurship as it affects opportunity recognition, ideation, and the designing of value propositions. That is why this skills course helps you to develop your creative problem solving skills. Of course, competence at creativity and value proposition design could also prove valuable outside entrepreneurship. Throughout the course, you will not be working in a classroom but in a true creativity lab: the ideas that you develop may have merit beyond this course.

Developing Viable Business Models - MBA53017

While a product or service may represent a compelling value proposition, it does not automatically turn into a commercial success. A sound and solid business model may allow you to increase your venture's value creation and value capturing. In this specialization course, you will be trained in the designing of business models through lectures, assigned readings, exercises, business cases and group discussions. These insights will help you in developing business models that you could deploy to turn a value proposition into a viable business. Throughout the course, you will not be working in a classroom but in a true creativity lab: the ideas that you develop may have merit beyond this course.

Designing and Scaling your Business - MBA53022

This specialization course prepares you to scale entrepreneurial-ventures. The focus is on strategic growth options and organizational arrangements that make ventures better scalable. You will learn about developmental challenges that entrepreneurial ventures experience when growing and maturing. In addition to introducing common growth problems, this course builds on theoretical and empirical explanations to learn how entrepreneurs cope with developmental challenges. This course helps you to develop a profound understanding for the diversity of growth challenges and growth options that ambitious entrepreneurs may face. By focusing on entrepreneurial growth, this course exposes you to the theory and practice of entrepreneurial management, it will help you develop a solid appreciation for the diversity of growth strategies that can be deployed, and growth patterns that can be observed in contemporary scale-ups.

Specialization: International Business and Sustainable Development

Sustainability in the Global Economy - MBA53012

No business can operate successfully today without understanding the interconnectivity of the global economy. This course will cover some of the major forces that are affecting the contemporary business environment, ranging from the repercussions of the 2009 financial crisis and the role of the BRICs, as well as the addressing the UN sustainable development goals, the Rio +20 agenda and the needs of the circular economy.

Green & Inclusive Innovation - MBA53018

Innovation is a key driver providing managers with new market opportunities. This course gives managers a contemporary perspective on innovation. It highlights the importance of green innovations that reduce environmental risks and ecological scarcities and which create solutions for sustainable development. Moreover, it provides a platform for developing inclusive innovation, showing how high performance products and services can be created for bottom-of-the-pyramid consumers.

International Human Resource Management - MBA53043

No business functions without people, and being able to manage this essential resource effectively, is crucial to any business leader. International Human Resource Management focuses on activities such as recruitment, training and development, compensation as well as performance appraisal. Moreover, the course gives you an insight into the importance of labour mobility in the global economy, with particular reference to how highly skilled immigration, refugees and migrants play an essential role in meeting today's skills shortages.

Fair Trade and Global Value Chains - MBA53023

Understanding how value is added to goods as they move around the world, is essential for any global manager. In this course Fair Trade and Global Value Chains, participants will learn about sustainability in the global value chain, from raw materials to finished products. Furthermore, participants will gain insight into the importance of industry clusters and governmental regulations that are engaged at each stage of the products' development.

Specialization: Accounting and Finance

Finance in International Markets - MBA53001

The text materials and cases of this course will focus on monetary policies, the international monetary system, capital markets, financial institutions, short- and long-term financing, this in-depth knowledge of finance in the broad sense will equip the manager with the essential knowledge and insights needed to operate in international markets.

Financial Accounting & Reporting - MBA53002

This course provides an in-depth treatment of various advanced financial reporting methods that play a major role in the financial reporting of multi-national companies. It covers both measurement and disclosure issues. Topics that will be discussed in detail include provisions and contingent liabilities, financial instruments, impairment, business combinations, and consolidation of (foreign)

subsidiaries. Although a substantial part of the course will focus on the practical application of International Financial Reporting Standards (IFRS), the rationale behind the standards will also be discussed using insights from academic literature.

Strategic Management Accounting - MBA53031

The course equip participants with the knowledge of how business strategy can be incorporated into Management Accounting to enhance a firm's competitive position. Besides critical analysis of concepts of cost, cost structure and cost behavior, the course also discusses the importance of, and approach to, costing competitors in order to determine relative competitive position. It examines problems of performance evaluation from financial and non-financial viewpoints, including activity-based costing, total quality management and cost of quality as a competitive weapons. Issues relating to the provision of relevant accounting information to management will be analyzed, including the balanced scorecard and activity-based costing. Configured in a way which shows how such information can be used for strategy formulation.

Corporate Governance - MBA53004

The purpose of this course is to provide an understanding of corporate governance, i.e. how different corporate structures can lead to a better alignment of managers' interests with those of shareholders. The course looks at principle-agent problems in the firm, valuation methods, the specific types of corporate restructuring and their implications for the governance of companies operating in industrialized as well as developing countries.

Specialization: Digital Economy

Online Retail - MBA53094

In the last three years, online retails sales in Europe have consistently grown more than 15% p.a., indicating that the web is becoming an increasing part of our daily shopping experience. However, to be successful in offering products and services online requires specific business skills. The internet provides a wealth of opportunities, but also incorporates risks for organizations which need to be understood and controlled. In this course, you will learn about the factors driving the performance of your webshop, deepen your understanding of the role of logistics and customer support in E-Fulfilment, and learn about financial performance indicators as well as develop effective digital marketing strategies.

Big Data and Business Analytics - MBA53095

Big data is being generated by everything around us, continuously and in every sector and function in the global economy. It comes from multiple sources, in a variety of formats and arrives in both high volume and high velocity. Being able to use this vast resource will help managers make effective strategic decisions. This course looks at where we can find data, how we can transform it and how we can use it in the decision-making process. Managers will gain insight and knowledge in how big data creates value through making information transparent. This allows managers to make better decisions concerning efficiency, performance and risk management. It provides for better market segmentation and allow firms to better tailor products to consumer needs, as well as providing essential information for the next generation of products.

Cyber Security - MBA53096

Our increasing usage of online information systems for everyday business activities, means that more and more businesses are holding valuable information digitally either on local servers or in the cloud. This high level of digital interactivity demands the need for increased digital information security, namely cybersecurity. In this course, you will learn how to anticipate, deter, detect and resist cyber-attacks on digital assets and activities. You will learn about the core knowledge and skills in how an organization can protect its valuable information assets and systems from identity theft, scams, fraud and attacks. Strategic planning and ethically concerns also form a core part of the discussion.

Industry 4.0 - MBA53097

Industry 4.0, otherwise known as the fourth industrial revolution, has become a central point of discussion for today's business leaders. With the increases in digitization and automation, we see radical developments in interconnectivity that affect both professional and personal worlds. Managing at the interface where man meets machine is becoming blurred, and requires business leaders to embrace new perspectives and react to new opportunities. This course looks at how business is being affected by automation and the use of robots in production processes, cyber-physical systems (such as medical monitoring or process control systems), the internet of things (the inter-networking of physical devices) and cloud computing (whereby the internet allows to shared computer processing resources as well data with other devices on demand).

Specialization: Supply Chain Management

Supply Chain and Geography : Global Design and Strategic Localization - MBA53113

The global business environment offers firms the chance of allocating their value adding activities around the world in order to increase efficiency and lower costs. Foreign direct investment and the types of investment, as well as tax regimes and availability of production factors such as technology and labor are crucial when creating a global strategy. Should firms engage in offshoring or nearshoring, and what if they were to reshore their activities? This course will provide you with insights in how firms can maximize the effectiveness by developing a global supply chain.

Supply Chain Finance & Blockchain - MBA53114

Cash is King, and the Supply Chain area is no exception to this. Working Capital Management is gaining lots of attention because of the clear links with suppliers, customers and inventories. This course investigates the area of Supply Chain Finance (SCF) and how for example developments like the Blockchain Technology (BCT) allows businesses to come together in partnerships and accelerate cash flows throughout the supply chain. BCT changes the way individuals and corporations exchange value and information over the Internet. The blockchain system with its distributed ledgers technologies could expedite the processes and lower the overall costs of financing programs, as well as reducing complexity and make data sharing more secure, accurate and efficient. The course will investigate these areas.

Project Management - MBA53115

The capacity to design and manage projects is a critical skill to access funding sources in the modern global economy. This is especially true in the cross-functional environment crossing company boundaries at the heart of the supply chain. Project managers are expected to have a broad understanding of project design and management related issues. They need to have a basic understanding of the criteria for initiating, planning, implementing and closing effective projects, and be multi-skilled in order to effectively tackle the challenges of private sector projects of today. This course provides the practical tools needed to be a successful project manager.

Sustainable Supply Chains of the Future - MBA53116

This course looks to the future, studying the changes taking place around us that will one day impact on the supply chain. The course looks at three areas for change. First innovation, where we look for example at the potential impact of automated transportation, artificial intelligence and the internet of things. Secondly, we consider economic and demographic patterns, observing changes in wealth and people and their behavior as citizens and as consumers, and how this will affect the positioning of supply chains in the future, embedded in the global geopolitical context.. Finally, we consider the triple bottom line, how supply chains need to react to governmental and societal pressures to create more responsible organizations.

INDUSTRY-FOCUSED SPECIALIZATIONS:

Specialization: Sports Management

Sport Marketing & Sponsorship - MBA53090

This specialization course applies the principles of marketing to the sports sector, including the management of sponsor relationships. Among others, the subject covers: marketing through sponsorships, fundraising, brand management, licensing, sport media and communications, marketing communications and management, distribution product decisions, pricing, promotion.

Event & Sport Facilities Management - MBA53091

The organization of sports events requires specialized knowledge of event and facilities management. Sports arenas are unique environments and this course prepares participants for becoming effective managers of these environments. Not only does the design, maintenance, and full utilization of athletic facilities require specialized competences of the sports manager, also the planning, implementation, and evaluation of sport events is an important part of the course.

High Performance Management in Sports - MBA53092

The development of high performing athletes and teams is obviously of great importance to sport organizations. The course discusses among others the identification and development of talent, the design and implementation of effective high performance programs in sport, and the key challenges in managing elite athletes, sports people and teams. The course will draw on real-world cases introduced by prominent guest speakers from the world of top sports.

Legal Issues, Liabilities and Ethics in Sports - MBA53093

This course introduces the legal issues that are important within the contexts of sports enterprises and prepares participants for dealing with the legal ramifications of the sporting world. In addition the course introduces ethical issues important in the sports business. Participants will be introduced to philosophical theory that has relevance for the moral and ethical development of sports people, as well as guided in the development of a consistent value system that is based on justice and responsibility.

Specialization: Healthcare Management

Healthcare Policy, Systems and Development Trends - MBA53098

This course provides a general overview of the fast-evolving healthcare industry, the major players involved in the production and delivery of healthcare, and the key challenges and opportunities presented by new technologies, financing mechanisms, business models, and the political and regulatory developments engendered by the recent reform legislation. The highly interactive course features debates and panel discussions, including with healthcare policy makers. You will gain deep insights into the future trends of international healthcare and the impact of these trends on the management and delivery of healthcare. Topics include a framework on evaluating healthcare systems, understanding the demand for healthcare products and services, technology assessment, managed care systems, cost/quality issues and payment mechanisms.

Quality Improvement and Patient Centered Healthcare - MBA53099

Enhancing patient experience and delivering patient-centered care are major cornerstones for improving quality in healthcare. This course focuses on quality management in relation to patient-centered healthcare. Considerable attention is paid to healthcare quality management concepts, tools and techniques with an emphasis on the services marketing management to address the need for more client-focused care. Additionally the course discusses how to develop and implement effective risk management programs based on organizational size, scope of services and activities, available resources, and locations. You will be able to identify the required skills for successful healthcare risk management and the necessary steps in risk management decision making.

E-Health and Big Data Analysis - MBA53100

Information technology and information systems are crucial for the management of healthcare organizations. In this course you will learn how E-Health can provide new possibilities for the use of health resources and how new technologies can help to improve the efficient use of these resources. You will also get insights into how E-Health can contribute to a more integrated healthcare, i.e. new interaction and collaboration modes among healthcare institutions, healthcare professionals, healthcare providers and patients. The course also looks into how to process the huge amount of data generated from E-Health applications. You will learn how to collect big data from the various E-Health applications and get insight into the most widely used analytical techniques for translating and interpreting these data to allow for a more personalized and more targeted healthcare delivery.

Healthcare Finance and Control - MBA53101

In this course you will be equipped with the financial tools needed to make better financial, strategic and operational decisions. You will learn how to apply finance and financial management theory, principles, and concepts to healthcare organizations, including planning, capital investment decisions, debt and equity financing, capital budgeting and financial control. You will also develop conceptual and practical knowledge of healthcare finance, including sources of funding, revenue, cost determinants and cost allocation, third party payers, managed care contracts, and valuations that have an impact on the healthcare organization. You will be prepared to control an efficient operation of your healthcare organization.

Specialization: Public Sector Management***Economic Policy and Implementation - MBA53015***

The course aims to provide participants with the necessary analytical tools and conceptual framework for understanding, analyzing, and forecasting key macroeconomic variables in a developing market-oriented economy (DME). Specifically, the course will focus on economic growth, inflation and the balance of payments, elaborating on the meaning of each of these concepts, explaining why an understanding of them is essential for business decision makers, and indicating how one can understand and predict the movement of these variables in respect of specific DMEs. As a precursor to the study of the macroeconomic dynamics of a DME in general, the course will look in some depth at the standard aggregate demand and aggregate supply framework conventionally utilized to provide an understanding of these issues. This will be done along with a review of some basic microeconomic concepts and tools.

Public Finance & Budgeting - MBA53020

This course introduces the participant in problems of government budgeting and finance, i.e., with public revenue and expenditure policies, debt portfolio management issues, and political economy of the budgetary process. Participants will get acquainted with theories, concepts, and the practice of government budgeting and finance and will become conversant with current debates and issues in this field. By the end of the course, participants should have a basic understanding of 1) what is public budgeting and what budgets are expected to do, 2) government revenues, spending, and borrowing, 3) the budget cycle and politics of the budgetary process, 4) techniques of budgetary analysis, 5) capital budgeting and debt management, 6) relationship between fiscal policy and the economy, and 7) problems of financial relations between multilevel governments (fiscal federalism).

Cost-Benefit Analysis - MBA53103

Public policy decisions are usually very difficult as they involved complicated choices: more public expenditure on public health could imply that the government has to reduce expenditures on education or national defense as resources of the government are limited. It is therefore very important to have a good idea of the benefits and costs of various policies, actions or projects. This of course discusses the main elements of cost-benefit analysis, and will introduce you to such issues as valuation of benefits and projects, how to assess the relative importance of costs and benefits, and how to address the issue of uncertainty. Policies that pass in review are, among others, environmental policies, health and safety issues, infrastructure projects, and investment in higher education. By the end of the course you should be able to critically review existing cost-benefit analysis.

International Trade and Financial System - MBA53102

In this course we look at both nations and firms in the international economy. The central theme of the course is to understand the economic causes and consequences of globalization, both from the perspective of nations and that of firms. In recent years, it became clear that the performance of firms in international trade is among others influenced by the organizational structures of firms. Firm and country performance are of course also determined by the international economic organizations, such as the WTO and the IMF/WB. We discuss the role of these organizations and their impact on such variables as trade volumes, capital markets and exchange rates, as well as their role in financial crises.

Final EMBA Assessment

As Final Assessment of the EMBA program, the participant can choose from the three (3) possible options below:

Academic Research Paper (Master Thesis) - MBA52998

The thesis is an empirical study using a theoretical framework and a solid methodology. The thesis must connect with a practical or conceptual topic in an area treated by an MSM specialization course. Alternatively, the thesis may integrate several areas of knowledge dealt with in the EMBA courses. It is the outcome of an independent but supervised process of reviewing, questioning and synthesizing existing knowledge; systematically collecting and analyzing data in order to contribute to extant knowledge and draft appropriate recommendations.

Consultancy Project - MBA52996

The consultancy project gives the opportunity to research real organizational issues with an eye to forming concrete recommendations. These projects typically take a more functional approach, focusing on specific activities within the organization. Conclusions and recommendations are in terms of identifying where problems lie and developing solutions to these problems. It is essential that the participant considers at least two functional areas in their study and that (s)he makes a clear link to the organization's strategy.

Business Plan - MBA52997

The business plan is aimed at participants who want to set up their own business. The project is a business plan of how to bring a new product to the market. The business plan emphasizes the empirical analysis but also relies upon theoretical concepts. The analysis must reflect an in-depth understanding of the issues related to the project under development. Participants must not only carry out a rigorous market research, they must also consider the market, organizational and financial consequences of the project.

Appendix I Outline EMBA program – part 2

Part 2: Curriculum Structure EMBA program (70 ECTS)

The offered specializations may differ per MSM Partner Institute. Please refer to the website of MSM (www.msm.nl) or the website of the MSM Partner Institutions for the specializations offered in the EMBA program in collaboration with MSM Partner Institutions.

Course	Course codes	ECTS	Lecture and Consultation Hours *	Overall Learning Effort **
Core courses				
1. Finance	MBA52001	3	24 + 2	84
2. Accounting for Managers	MBA52002	3	24 + 2	84
3. Digital Transformation	MBA52003	3	24 + 2	84
4. Entrepreneurship	MBA52004	3	24 + 2	84
5. Marketing in a Global Context	MBA52005	3	24 + 2	84
6. Global Supply Chain Management	MBA52006	3	24 + 2	84
7. Economics for Managers	MBA52007	3	24 + 2	84
8. Global Corporate Strategy	MBA52008	3	24 + 2	84
9. Change Management	MBA52009	3	24 + 2	84
10. Leadership and Organizational Behavior	MBA52010	3	24 + 2	84
11. Managing Cultural Diversity	MBA52011	3	24 + 2	84
12. Corporate Responsibility and Ethics	MBA52012	3	24 + 2	84
13. Research Methods	MBA52013	3	24 + 2	84
14. Decision-Making Tools	MBA52014	3	24 + 2	84
Total for Core courses		42	364	1176
Business-related specializations				
Entrepreneurship				
15. Understanding Market Dynamics	MBA53025	3	24 + 2	84
16. Developing Distinctive Value Propositions	MBA53108	3	24 + 2	84
17. Developing Viable Business Models	MBA53017	3	24 + 2	84
18. Designing and Scaling your Business	MBA53022	3	24 + 2	84
Total for Specialization		12	104	336

International Business and Sustainable Development				
15. Sustainability in the Global Economy	MBA53012	3	24 + 2	84
16. Green & Inclusive Innovation	MBA53018	3	24 + 2	84
17. International Human Resource Management	MBA53043	3	24 + 2	84
18. Fair Trade and Global Value Chains	MBA53023	3	24 + 2	84
Total for Specialization		12	104	336
Accounting and Finance				
15. Finance in International Markets	MBA53001	3	24 + 2	84
16. Financial Accounting & Reporting	MBA53002	3	24 + 2	84
17. Strategic Management Accounting	MBA53031	3	24 + 2	84
18. Corporate Governance	MBA53004	3	24 + 2	84
Total for Specialization		12	104	336
The Digital Economy				
15. Online Retail	MBA53094	3	24 + 2	84
16. Big Data and Business Analytics	MBA53095	3	24 + 2	84
17. Cyber Security	MBA53096	3	24 + 2	84
18. Industry 4.0	MBA53097	3	24 + 2	84
Total for Specialization		12	104	336
Supply Chain Management				
15. Supply Chain and Geography	MBA53113	3	24 + 2	84
16. Supply Chain Finance & Blockchain	MBA53114	3	24 + 2	84
17. Project Management	MBA53115	3	24 + 2	84
18. Sustainable Supply Chains of the Future	MBA53116	3	24 + 2	84
Total for Specialization		12	104	336
Industry-focused specializations				
Sports Management				
15. Sport Marketing & Sponsorship	MBA53090	3	24 + 2	84
16. Event & Sport Facilities Management	MBA53091	3	24 + 2	84
17. High Performance Management in Sports	MBA53092	3	24 + 2	84
18. Legal Issues, Liabilities and Ethics in Sports	MBA53093	3	24 + 2	84
Total for Specialization		12	104	336

Healthcare Management				
15. Healthcare Policy, Systems and Development Trends	MBA53098	3	24 + 2	84
16. Quality Improvement and Patient Centered Healthcare	MBA53099	3	24 + 2	84
17. E-Health and Big Data Analytics	MBA53100	3	24 + 2	84
18. Healthcare Finance and Control	MBA53101	3	24 + 2	84
Total for Specialization		12	104	336
Public Sector Management				
15. Economic Policy and Implementation	MBA53015	3	24 + 2	84
16. Public Finance & Budgeting	MBA53020	3	24 + 2	84
17. Cost-Benefit Analysis	MBA53103	3	24 + 2	84
18. International Trade and Financial System	MBA53102	3	24 + 2	84
Total for Specialization		12	104	336
Final EMBA Assessment				
Three (3) possible options: 1. Academic Research Paper (Master Thesis) 2. Consultancy Project 3. Business Plan	MBA52998 MBA52996 MBA52997	16	32	448
Total for Final EMBA Assessment		16	32	448
Total for the Program		70	500	1960
Non credit courses (group dynamics, presentation skills, learning styles, introduction)		0	100	10
TOTAL incl. Non credit courses		70	600	1970

* One (1) credit corresponds with eight (8) face-to-face teaching hours (lecture hours). Per course there are two (2) hours for consultation with the examiner. This is not applicable for the Final EMBA Assessment.

** One (1) credit corresponds with 28 hours overall learning effort.

Appendix II Rules of Procedure and Academic Conduct – part 1

Part 1: Regulations during written examinations

Each participant must comply with the regulations during written examinations. Failure to do so will lead to failing the respective part of the course. The participant consequently loses any rights with respect to clauses on written examination scores.

- a. A participant is obliged to follow all instructions from the MSM Examination Board, the examiner or invigilators and to comply with the following rules during the written examination:
 - Seats will be assigned ad random by the invigilators.
 - Bags, coats or electronic communication devices must be stored in the front of the exam venue.
 - During the exam it is not allowed to communicate to a fellow participant, nor to ask additional paper sheets or exchange any other material.
 - A participant may not communicate with anyone inside or outside the classroom, including exam administrators, about the content of the course exam while the exam session is in progress or during breaks.
 - A participant will not be permitted to leave the exam venue premises during the exam session for whatever reason. It is therefore essential to prepare accordingly and to be able to stay in the exam venue for the maximum duration of 3-hours.
 - All writing during the written examination must be in black or blue ink (not pencil).
 - It is not allowed to bring books or course materials on any media into the examination room unless specifically authorized to do so;
 - Unless stated otherwise in the course outline of the subject, all written examinations are closed book and notes examinations,
 - In case of an open book exam, the textbooks are collected and redistributed among the participants by the invigilators at the beginning of the exam.
 - A participant may not remove draft/scratch paper from the exam room at any time. All draft/scratch paper must be returned after the exam session. Only paper sheets issued by the invigilators during the written examination may be used (stamped by the school).
 - A participant must turn in all examination sheets, questions, drafts, and answer sheets, to the invigilators when they leave the room at the end of an exam. All pages of the answer sheets must show the name of the subject and the (unique) student number of the participant.
 - Under no circumstances may examination questions or any part of them be removed, reproduced, and/or disclosed by any means (e.g., hard copy, verbally, electronically) to any person or entity, unless permitted to do so.
 - Disruptive behavior in any form will not be tolerated. The invigilators have sole discretion in determining what constitutes disruptive behavior.
 - Scientific or computer calculators are not allowed during the written examination. A participant will be provided with a calculator by the Local Administrator.
 - Regular dictionaries (in book form) and electronic dictionaries are not allowed during the written examination.
 - A participant may not use electronic communication devices during the exam session: the usage of smartphones, iPhones, mobile phones, iPads, iMacs, palmtops, laptops, etc. in the exam venue is not allowed. The invigilators have the authorization to remove any electronic communication devices present in the exam venue.

- The invigilators are authorized to dismiss a participant from an exam session for:
 - Attempting to take the written examination for someone else, misrepresentation,
 - Disruptive behavior during the written examination,
 - Giving unauthorized help to other participants or receiving unauthorized help from other participants,
 - Eating or drinking (except water) during the written examination,
 - Leaving the exam venue without permission,
 - Attempting to remove scratch paper from the exam room,
 - Attempting to remove examination questions (in any format) from the exam room,
 - Failing to adhere to any of the other procedures and regulations,
 - Refusing to follow invigilator's directions.
- In case of unethical behavior; the invigilator will draw up a report providing a description of the incident. The report will be sent to the MSM Examination Board.
- Any reported cases of unethical behavior, including cheating or attempts to cheat will result in a "No Grade" for the respective written examination or may result in a removal from the program. The participant will be informed by the MSM Examination Board about the sanction within six (6) weeks after the misconduct.
- b. At the beginning of each exam, the invigilators will provide information to the participants on the following:
 - Number of questions to be answered,
 - Duration of the written examination,
 - Subject/category of the written examination,
 - Access to books/notes (open book examination).
- c. If possible, the examiner or a designated colleague will be available at the beginning of the written examination in order to answer questions concerning the written examination.
- d. At the end of the written examination, the invigilators will count the number of examination paper sheets submitted by each participant and confirm the total number of submitted examinations, which number should equal the number of participants taking the written examination. Any difference in the count should be reconciled immediately. This count should be submitted to the Local Administrator.
- e. When the participant completes the written examination, the participant is obliged to sign a form stating that (s)he has turned in the examination sheets. A participant who does not sign the form will be considered as not present at the written examination.
- f. Examination sheets/paper (stamped by the school) will be provided by the invigilators in sufficient quantity at the start of the exam.

Appendix II Rules of Procedure and Academic Conduct – part 2

Part 2: Participant Code of Conduct

The participant Code of Conduct provides the principles and procedures for ensuring an educational environment conducive to peaceful study and attempts to establish these ideals in practice. By accepting admission to the Maastricht School of Management, the participant accepts the corresponding Code of Conduct, the Education & Examination Regulations and acknowledges the right of MSM to take disciplinary action, including suspension and expulsion from the program.

A participant has the obligation to behave in an orderly and proper manner, and any breach to the Code of Conduct or to the Education & Examination Regulations will render a participant liable to disciplinary action. Any participant who intentionally damages the MSM property or property of MSM Partner Institutions or the personal property of members of MSM or of MSM Partner Institutions must pay for its repair and will be subject to disciplinary action, decided by the Dean.

A participant who obstructs teaching, study, the administration of MSM or of MSM Partner Institutions, or the performance of a member of MSM or of MSM Partner Institutions, will be liable to disciplinary action decided by the Dean.

1. Academic Misconduct

Dishonesty and unfair practices may include deceit or misrepresentation in attempting to influence one's admission into the EMBA program, or obtain a particular grade, or gain an improper advantage in an academic evaluation, representing another person's work or idea as one's own (plagiarism), unauthorized assistance in coursework and assignments, failure to comply with the assessment rules, academic outsourcing, use of any services of professional organizations and individuals for producing a Final EMBA Assessment or data, assessment and Final EMBA Assessment mal-practices, falsification of documents, improper research practices, cheating (exam fraud), forgery in research, fabrication of data, and purposefully evading or assisting other participants to evade accepted academic policies.

2. Non-Academic Misconduct

Non-academic misconduct includes but is not limited to the following: vandalism or destruction of property, disorderly conduct, violence and threat of bodily harm, theft and stolen property, misuse of information technology and MSM Intranet facility, using unlicensed programs or copying software without proper authorization, interfering with the MSM or MSM Partner Institutions computer equipment, network and programs, falsification and misrepresentation, tampering with safety alarms, disobedience, false identification, possession of drugs or narcotics, possession of weapons in the building, harassment, sexual harassment, racial and religious harassment, sexual assault, hazing, stalking, and misuse of the MSM name or the name of MSM Partner Institutions, inappropriate social media behavior, alcohol abuse and inappropriate behavior during company visits or other educational or extra curricula activities.

3. Respect for Others

A participant has an obligation to maintain a learning and community aware environment that is humane, fair, and socially responsible. This includes behavior that is consistent with equal treatment without regard to age, citizenship status, color, disability, marital or parental status, national origin, sex or sexual orientation, race, or religion. This has been clearly indicated in part 1 of the constitution of The Netherlands. Conduct that interferes with the rights of another or creates an atmosphere of intimidation or disrespect is inconsistent with the environment of learning and cooperation that MSM or a MSM Partner Institution requires. (Sexual) harassment, which includes all types of inappropriate (sexual) advances, verbal or physical, will not be tolerated.

4. Disciplinary Actions

Academic or non-academic misconduct will have one or more of, but is not limited to, the following consequences. The MSM Examination Board may reach the decision to impose any of the following sanctions (but are not limited to) or a combination thereof upon the participant, depending on the gravity of the academic misconduct:

- a. Reprimand/official warning,
- b. Place on probation,
- c. Complete or partial voidance or annulment of the relevant assessment (“No Grade” for the respective assessment),
- d. Exclusion/ Suspension from participation or further participation of one or more assessments or other school activities for a period of time to be determined by the MSM Examination Board, with a maximum period of one (1) year,
- e. Propose immediate expulsion from the MBA program to the Dean.
- f. Other sanctions, such as repeating the entire course due to the gravity of the academic misconduct.

The Dean may reach the decision to impose any of the following sanctions or a combination thereof upon the participant:

- a. Expulsion on an either temporary (one (1) cycle) or permanent basis,
- b. Payment of repairs and damage costs,
- c. Reports to sponsors, employers and other relevant stakeholders,
- d. Legal actions, if the offence would require that.

If a participant is found guilty of serious or repetition of academic misconduct, the MSM Examination Board may recommend the participants immediate expulsion from the EMBA program to the Dean.

4.1 Reporting Academic Misconduct

Any Examiner (Lecturer), Supervisor and (External) Evaluator reviews all assessments (including drafts), not only for their “quality”, but also for plagiarism and any other form of academic misconduct such as data forgery and academic outsourcing.

In case any form of academic misconduct is observed by the Examiner, Supervisor or (External) Evaluator (s)he has the obligation to report the case in writing to the MSM Examination Board (ExaminationBoard@msm.nl) immediately by filling out the “Reporting Academic Misconduct Form” (and copy the MSM Global Education Programs officer and Local Administrator in the email).

Cases of academic misconduct can be brought to the attention of the MSM Examination Board by any interested party. The party is expected to report the case in writing.

4.2 Procedures after reporting Academic Misconduct

The MSM Examination Board will then officially inform the participant, the MSM Global Education Programs officer or Local Administrator about the detected academic misconduct. The participant will be immediately placed on academic probation for academic misconduct after being reported to the MSM Examination Board. A record of the notification will be kept in the participant’s record file.

Before deciding on any sanction the participant will be informed and gets the opportunity to submit a written “motivated” reaction within two (2) weeks.

The MSM Examination Board aims to take a final decision and responds in writing within six (6) weeks after receipt of the written “motivated” reaction of the participant.

The possibility exists to appeal the final decision taken by the MSM Examination Board, (in writing) with the MSM Board of Appeal for Examinations.

4.3 Reporting Non-Academic Misconduct

The Dean can delegate authority with respect to non-academic misconduct to an Ad Hoc Committee or to the Director of Education and Executive Development. Non-academic misconduct can be brought to the attention by any interested party.

The Ad Hoc Committee or Director of Education and Executive Development can decide to give a reprimand to the participant and/or to put the participant on probation for non-academic misconduct and/or to propose the Dean to consider legal actions and/or temporary or definite suspension or expulsion from the program.

4.4 Legal actions and/or expulsion from the program

Only the Dean can ultimately decide on legal actions and/or expulsion from and/or potential re-admission to the program.

The MSM Examination Board will bring the written “motivated” reaction by the participant to the attention of the Dean, in case of recommendation of immediate expulsion from the EMBA program.

Appendix III Financial Conditions

- a. All invoices must be paid within 30 days of the indicated deadlines. The Local Administrator may approve payment in installments in exceptional cases. Interest can be added to the amount due.

Any participant who is delinquent in payment will be suspended from the EMBA program until the payment has been settled. A participant who has not made the payments in due order will not receive the EMBA degree or transcript or course certificate.

- b. The Tuition Fee includes up to **70 ECTS** of graduate coursework.
- c. Additional fees for repeating courses, equivalent courses and for deferment and extension requests:
1. If the participant's credit hours go above **70 ECTS**, because the participant has to repeat a course or take an equivalent course, any additional credits will be paid for by the participant at 100% of the full credit price. In case, the course will be taught by MSM Faculty, the participant is requested to pay the applicable fee for the course at 100% directly to the MSM Bank account. In case, the course will be taught by the Partner Institution, the participant is requested to pay the applicable fee for the course at 100% directly to the Partner Institution. The participant should pay the corresponding fee in advance before (s)he is allowed to attend the course.
 2. In case a participant **defers** his/her entire **Master Study** (EMBA program) for a valid reason and the deferment (postponement) has been officially approved by the MSM Examination Board, the participant shall pay an administration fee of EUR 1.000,- per year. The fee will be divided (50/50) between MSM and the Partner Institution. The participant needs to pay 50% of the fee directly to the MSM Bank account and 50% to the Partner Institution. The fee needs to be due within one (1) month counting from the date the deferment was approved. (S)he will become part of a next intake. The deferment shall not exceed the maximum duration of one (1) year per deferment request, with the condition to complete all degree requirements within five (5) academic years of their matriculation to the program. Please refer to Article 3.16 Fulfillment of all degree requirements.
 3. **Final EMBA Assessment deferment** will be considered and decided upon on a case-by-case basis by the MSM Examination Board. The deferment shall not exceed the maximum duration of one (1) year.
 - a. Approved deferment of the Final EMBA Assessment process (including research paper supervision and evaluation) requires a fee of EUR 900,- per year, provided that the corresponding fee had already been paid for. The fee will be divided (50/50) between MSM and the Partner Institution. The participant needs to pay 50% of the fee directly to the MSM Bank account and 50% to the Partner Institution. The fee needs to be due within one (1) month counting from the date the deferment was approved. Final EMBA Assessment deferment implies that the writing process, including supervision, is postponed.
 4. In case a participant **extends** his/her **Master Study** (EMBA program) for a valid reason and the extension has been officially approved by the MSM Examination Board, the participant shall pay an administration fee of EUR 1.000,- per year. The fee will be divided (50/50) between MSM and the Partner Institution. The participant needs to pay 50% of the fee directly to the MSM Bank account and 50% to the Partner Institution. The fee needs to be due within one (1) month counting from the date the extension was approved. (S)he will become part of a next intake. The extension shall not exceed the maximum duration of one (1) year per extension request, with the condition to complete all degree requirements within five (5) academic years of their matriculation to the program. Please refer to Article 3.16 Fulfillment of all degree requirements.

- d. Application Fee:
1. The applicant shall pay to the MSM Partner Institution concerned an Application Fee. The Application Fee may differ per MSM Partner Institution.
 2. The Application Fee is non-refundable and will cover all application-processing expenses.
- e. Upon admission, a fee (the “Program Fee”) will become due by the participant.
- f. Refund Policy:
1. Participants should contact the Local Administrator regarding the applicable refund policy of the Partner Institution.
 2. In case a participant withdraws from the EMBA program after the admission letter has been sent, but prior to obtaining all visa required, only the application fee of EUR 95,- will be due.
 3. Should the participant withdraw from the EMBA program after paying the tuition fee (including extra costs such as visa application fee, study materials and health insurance), but before the start of the EMBA program, the tuition fee will be refunded minus the application fee of EUR 95,- and the visa application costs and administrative costs of EUR 450,-.
 4. In case visa application is not successful, the tuition fee paid will be refunded minus the application fee of EUR 95,- and the visa application costs.
 5. If the participant decides to withdraw from the EMBA program after attending two (2) subjects and chooses not to take another course at MSM, the participant will receive a refund for the remaining subjects of the academic program minus the application fee of EUR 95,- and the visa application costs and administrative costs of EUR 450,-.
 6. If the participant is dismissed from the EMBA program after attending two (2) subjects, the participant will receive a refund for the remaining subjects of the academic program minus the application fee of EUR 95,- and the visa application costs and administrative costs of EUR 450,-.
 7. If the participant decides to withdraw for whatever reason during the remainder of the Academic program s(he) will not receive a refund for the remaining subjects of the academic program.
 8. If the participant is dismissed during the remainder of the Academic program s(he) will not receive a refund for the remaining subjects of the academic program.

Please note that dismissal from the program or withdrawing from the program does not excuse a participant from any financial or other obligation (s)he may still have towards MSM (Maastricht) or the Partner Institution.

Appendix IV Diverse Matters

Specialization Changes

- a. By exception a participant may opt to change the specialization after starting the program. The participant may do so by submitting a written request to the Local Administrator for the change.
- b. The subjects scheduled for each specialization must be completed as planned. Subjects planned for another specialization cannot be substituted for the subjects planned for that specialization.
- c. It is generally not possible, nor advisable, to specialize in more than one (1) area at the same time. Only under special circumstances the Local Administrator may give permission to do so. Requests will be handled on a case-by-case basis.
- d. It is possible to elect an additional subject from another specialization. An additional fee will be charged based on the respective number of credits of the subject. Upon successful completion of the course, a certificate will be issued. Requests will be handled on a case-by-case basis and requires approval by the Local Administrator.
- e. It is possible to elect an additional specialization after completion of the EMBA program. The MSM Global Education Programs department will determine the additional fee applicable for this additional specialization based on the respective number of credits of the subjects of the specialization. Upon successful completion, the specialization will be added on the transcript which was already issued after completion of the EMBA program. Requests will be handled on a case-by-case basis and requires approval by the Specializations Admissions Board.

Work Visits and Guest Lectures

Work visits and guest lectures will be scheduled throughout the program. Attendance is mandatory for work visits and guest lectures and attendance records will be taken. Work visits and guest lectures may be an integral part of a particular course. Like for class sessions, adequate preparation and participation is of utmost importance. The participant is usually expected to submit a report.

Appendix V In- and Outbound Tests

Once the participants have been fully admitted, MSM requires each participant to take a comprehensive assessment early in the program and again at the end. These assessments, called in- and outbound test, contain a number of multiple choice questions testing the participants on a number of topics that are taught throughout the EMBA program.

Inbound test

The inbound test will be taken by a participant at the start of the program.

Although the participant cannot fail the inbound assessment 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. The results are used to get an indication of their progress and can be extremely interesting for them.

Outbound Test

The outbound test will be taken by a participant at the end of the program after the last course has been taught.

We expect participants to score better on the outbound test than the inbound test and the results of both assessments will give a clear indication of the improvements in progress per participant.

Mandatory

The inbound and the outbound test are mandatory for all participants.

Appendix VI Mission, Vision and Core Values

Mission

Maastricht School of Management provides education and advocacy for ethical management, inspiring leadership, innovative entrepreneurship and effective public policy, building on our unique history in working together with institutions in emerging economies for better global management.

Achieving this mission requires an environment of trust and mutual respect, as well as commitment to truth, the pursuit of intellectual and academic excellence and freedom of expression.

Vision

Maastricht School of Management's Vision is to be the brightest star amongst business schools in The Netherlands and as such to shine its light onto management education and advocacy across the emerging and developing world, bridging cultures and countries and thereby contributing to the shared and sustainable wellbeing of a global, diverse and peaceful world.

Core Values

MSM strives to be an organization where even ordinary people – participants and personnel - can achieve exceptional things. Such an organization can only be built and maintained on a strong foundation of shared core values.

The MSM community has agreed upon the following core values:

- Hard work,
- Integrity,
- Initiative,
- Creativity,
- Accountability,
- Inclusiveness,
- Teamwork,
- Personal Growth,
- Diversity,
- Safety.

The core values hold for all members of the MSM community: staff, (visiting) faculty and program participants. If a participant has a complaint with respect to the conduct of a member of staff or faculty, and it is not possible to address/resolve this directly to/with this member of staff or faculty, (s)he is expected to report the matter to the Director of Education and Executive Development, or, if this is not possible, to the Dean.

Appendix VII Access to the MSM Information Center Portal, Moodle and MSM Alumni library

Access to the MSM Information Center Portal

For registered students, Maastricht School of Management offers access to the MSM Information Center Portal:

- 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 Management Extra 120
- EBSCO Discovery Service

Information found in the MSM Information Center portal is for personal use only.

By requesting the user ID and password, one fully agrees with this policy and is aware of the consequences in case of any misuse.

1. The user ID and password is **STRICTLY PERSONAL**, so you are not allowed to give it to others
2. The penalty for any misuse is exclusion from the program you are enrolled in
3. Interlibrary loan is not applicable for this program
4. The validation of your registration is mentioned in the confirmation mail. The maximum number of renewals is 2
5. Send an e-mail to ICportal@msm.nl, stating your name, student number, intake, the program you are enrolled in and the name of your counterpart institute
6. After verifying your information, Maastricht School of Management will e-mail the user ID and password, provided the person is not in arrears on any payments due to Maastricht School of Management or the outreach counterpart

Access to Moodle

Moodle is the electronic learning environment of MSM, a web-based platform on which participants can access and exchange information during their participation in MSM programs and for which a username and password are provided to the participant upon enrollment at MSM.

All course materials will be stored on Moodle pages. Moodle will also be used for communication between the lecturers, administrators and participants, and also for mutual discussions among participants.

A username and password can be obtained from the IT Office (MSM). The MSM Global Education Programs department or Local Administrator will make sure that the participants have access to the course materials. Questions about Moodle can be sent to moodle@msm.nl.

Access to the MSM Alumni library for registered MSM Alumni

For registered alumni, Maastricht School of Management offers access to the MSM Alumni Library:

- V-smart Air (Information Center catalogue)
- Business Source Alumni Edition (EBSCO)

Information found in the MSM Information Center portal is for personal use only.

By requesting the user ID and password, one fully agrees with this policy and is aware of the consequences in case of any misuse.

1. The user ID and password is **STRICTLY PERSONAL**, so you are not allowed to give it to others
2. The penalty for any misuse is exclusion from the MSM alumni community
3. Interlibrary loan is not applicable for MSM alumni
4. The validation of your registration is mentioned in the reply mail
5. Send an e-mail to ICportal@msm.nl, stating your name, year of graduation, name of the program, location of the program
6. After verifying your information, Maastricht School of Management will e-mail the user ID and password, provided the person is not in arrears on any payments due to Maastricht School of Management



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