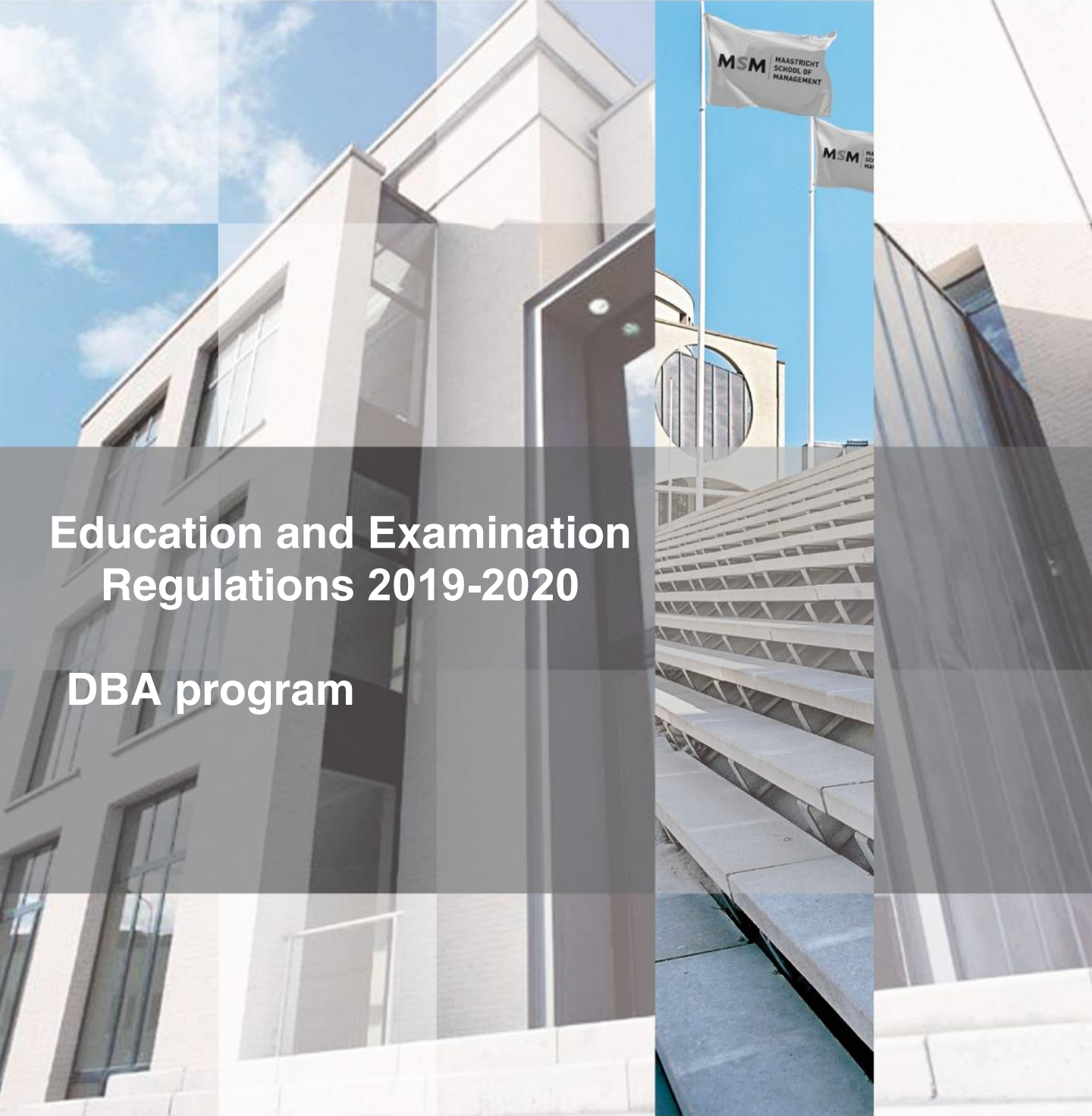


MSM

MAASTRICHT
SCHOOL OF
MANAGEMENT



Education and Examination Regulations 2019-2020

DBA program

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Chapter 1 General provisions

Introduction

These are the Education and Examination Regulations 2019-2020 for the DBA program of the Maastricht School of Management (*hereinafter referred to as MSM*) including for where the program is done in collaboration with partner institutions. The regulations contained herein aim to ensure the quality of the program and to provide for its sound management.

These regulations have been drawn up by the MSM Examination Board and Research Board and have been approved and adopted for the academic year of 2019-2020 by the MSM Dean. The DBA Education and Examination Regulations (*hereinafter referred to as DBA EER*) are published on the website of MSM (www.msm.nl).

MSM offers a DBA program leading to the diplomas of MPhil (*hereinafter referred to as MPhil diploma*) and DBA (*hereinafter referred to as DBA degree*). MSM is responsible for all issues related to its DBA program.

The DBA program and degree is offered and issued based on the international accreditations from AMBA, IACBE, ATHEA and ACBSP. Note that the MSM DBA degree is not equivalent to a Dutch doctoral degree or PhD degree in terms of the Dutch Law on Higher Education and Research (WHW).

A DBA degree is an example of a professional, industrial or practice-based doctorate.

Article 1.1 Applicability of the regulations

1.1.1 Objective scope

These regulations apply to the teaching and assessments in the DBA program delivered by MSM, in Maastricht or blended, and by MSM in collaboration with MSM Partner Institutions.

These DBA EER are expected to be adopted by MSM Partner Institutions where the MSM DBA program is offered, so as to ensure that the MSM DBA program is of the same quality throughout.

If required, a MSM Partner Institution could, within limits, extend the MSM DBA EER by adding local details of the MSM Partner Institution as long as they are not in contradiction with these DBA EER and approved by the MSM Examination Board. In case of any discrepancies, the DBA EER 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.

Unless agreed otherwise in writing, for participants who started the DBA program before September 26, 2016 the Rules and Regulations valid during their admission to the program 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 DBA 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 or Research 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 for DBA program:** the person who works with the Director of the DBA school to address operational issues concerning the DBA program.
- b. **Academic member:** experts from in- or outside MSM or MSM Partner Institutions who have the required expertise and are appointed by the MSM Examination Board.
- c. **Academic year:** the period from October 2nd of a calendar year up to and including October 1st of the following calendar year.
- d. **Associate Dean of Research:** the Associate Dean of Research carries the overall responsibility of all research-related activities of MSM. S/he determines the strategy and ensures the quality of the DBA program.
- e. **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'.
- f. **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.
- g. **Co-supervisor:** an academic member who carries secondary responsibility for a participant's Research Proposal or DBA dissertation. The co-supervisor is member of the Supervisory Team and participates in the Research Proposal Seminar Committee and/or the DBA Dissertation Defense Committee.
- h. **Credit:** the unit expressing the course load of a course component, expressed in European Credit Transfer System (*ECTS*).
- i. **DBA:** Doctor of Business Administration
- j. **DBA Dissertation:** a written manuscript (that may consist of a combination of international scientific journal publications) representing an original contribution to one (1) of the numerous facets in the broad fields of management.
- k. **DBA Dissertation Approval Committee:** The committee that approves the final version of the DBA dissertation, after the approvals of supervisory team and external examiners. This committee has to give his greenlight before the actual defense and it is composed of Director DBA School, Chair of the Examination Board and Academic Coordinator.
- l. **DBA Dissertation Defense Committee:** The committee that decides on whether the quality of both the DBA dissertation and the defense by the participant meet the required academic standards to such an extent that the DBA degree can be awarded. The DBA Dissertation Defense Committee consists of: The Associate Dean of Research (or his or her delegate), the supervisor, the co-supervisor, and two (2) external examiners.

- m. **Dean:** the person who is in charge of the day-to-day running of the foundation following Article 10 of the Articles of Association of MSM.
- n. **Director DBA School:** the person who advises on the strategy of the DBA program, the relationships with stakeholders, the organization and content of training elements in the DBA program and carries overall responsibility for operational issues concerning the DBA program.
- o. **DBA Admissions Committee:** the committee which has the task of applying the admission requirements, specified in these regulations, in order to evaluate which applicants will be granted admission to the DBA program. This committee comprises the Director DBA School, the Academic Coordinator of the DBA program and the DBA Admissions Officer.
- p. **DBA program:** the DBA program leading to the MPhil diploma and DBA degree as referred to in Chapter 2 of these regulations.
- q. **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.
- r. **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.
- s. **External Examiner:** an academic member, from outside the institution, who is authorized to evaluate the DBA dissertation and determines whether it is of sufficient quality to award a DBA degree.
- t. **Fail:** a 'Fail' is the final grade for a course when work that is re-submitted or for other reasons counts as a second attempt, is graded with a mark < 5.5 in MSM's 1.0 to 10.0 grading scale, without a resit opportunity. For the difference between "Fail" and "No Pass", see the definition "No Pass".
- u. **Final DBA Assessment:** the overall assessment for the DBA program by the DBA dissertation Defense Committee. This is the Dissertation defense.
- v. **GPA:** Grade Point Average. The weighted average of all final numerical grades, including the insufficient final numerical grades below 5.5.
- w. **Moodle:** the electronic learning environment of MSM, which is 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.
- x. **MSM:** Maastricht School of Management.
- y. **MSM Examination Board:** the MSM Examination Board is an independent (*from other departments and units*) academic MSM body installed by the Dean.
- z. **MSM Partner Institution:** a higher education institution in another country with which MSM collaborates in the offering of academic education programs. The MSM Partner Institution is responsible for the operations within the DBA 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.
- aa. **No Pass:** a "No Pass" is the grade for submitted work that is insufficient in a Pass/No Pass grading system, or has received a mark of < 5.5 in MSM's 1.0 to 10.0 grading scale. A "No Pass" grade implies a resit opportunity. For the difference between "No Pass" and "Fail", see the definition "Fail".
- bb. **Participant:** a person who is registered and enrolled in the DBA program for the purpose of taking modules, and/or (final) assessments within the DBA program.
- cc. **Participant's agreement:** the agreement that specifies the rights and obligations of participants in the DBA program and that has to be signed by participants as a condition to their enrollment in the program.
- dd. **Plagiarism:** plagiarism is the act of taking and using another person's work and presenting it as your own without adequate reference. It includes: - Reproducing the work of another, even with small changes, without appropriate acknowledgement or referencing, whether the work reproduced is from books, journals, articles, TV programs, the Internet, lecture notes and so on without use of quotation or citing the source. Submitted assessments and Research Proposal and Final DBA Assessment will be subjected to electronic review and analyzed electronically to identify plagiarized passages of text.

- ee. **Program guide:** paper or electronic document outlining the goals and content of a particular subject module, describing methods of education and assessment(s) of that particular subject module and prescribing particular regulations and guidelines applicable to that particular subject module.
- ff. **Research Board:** in respect of the DBA program the Research Board has the prime responsibility for overseeing the performance of the program, including the quality of supervision and of DBA training programs, such as the RMS training program and supervisory training; the performance of the MSM Research department; and the quality and performance of the joint DBA programs with MSM Partner Institutions.
- gg. **Research department:** the department that is responsible for the operation within the DBA program delivered in Maastricht by MSM or in collaboration with MSM Partner Institutions.
- hh. **Research Methods and Skills (RMS) training program:** the Research Methods and Skills training program that all DBA participants have to pass before they are finally admitted in the DBA program. The RMS training program can be followed on-campus or in a blended format.
- ii. **10-page Research Proposal:** the final assignment of the Research Methods and Skills training program.
- jj. **Research Proposal:** a full Research Proposal that contains a problem statement, research questions, a literature review in the field of research, a conceptual model, and a methods chapter that in detail explains how, why and what data is collected and analysed for the proposed DBA research project.
- kk. **Research Proposal Seminar Committee:** the committee that decides on whether the quality of both the Research Proposal and the defense by the participant meet the required academic standards to such an extent that the MPhil diploma can be awarded. The Research Proposal Seminar Committee consists of: the Associate Dean of Research (or his or her delegate), the supervisor and the co-supervisor.
- ll. **Subject Module:** a component of the Research Methods and Skills (blended) training program.
- mm. **Supervisor:** an academic member who carries the main responsibility for the supervision of participant's Research Proposal and/or DBA dissertation. The supervisor is member of the Supervisory Team, and participates in the Research Proposal Seminar Committee and/or the DBA Dissertation Defense Committee.
- nn. **Supervisory Team:** the supervisory team comprises the supervisor and co-supervisor, who jointly provide academic support to the participant throughout the DBA program.

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

Article 1.3 Aims of the DBA program

1.3.1 Aims

The aims of MSM's DBA program are to (i) contribute to the development of novel management knowledge and insights aimed at solving pressing managerial problems in diverse contexts and in line with the mission of MSM; (ii) to equip our graduates with knowledge, skills and tools to conduct reliable and valid empirical research and report and critically reflect on its outcomes and (theoretical and managerial) implications, following high standards of research ethics; and (iii) to enhance the creation of a community of scholars that contributes to solving new management challenges in diverse contexts, thereby providing a significant contribution to the improvement of contemporary management practice.

1.3.2 Learning Outcomes

The Learning Outcomes of the DBA program are as follows:

1 Participants will have the ability to determine a clear managerial, business or economics-related problem statement and to translate it into clear research objectives and questions.

2 Participants will have the ability to perform a sound literature review, to develop a strong conceptual model and related research design that is ethical.

3 Participants will have the ability to apply the appropriate research methodology and to analyze qualitative and/or quantitative research data in a valid and reliable manner.

4 Participants will have the ability to present novel research findings and conclusions in a clear and consistent manner and to report on practical implications of the study, its methodological limitations and recommendations for further research.

5 Participants will have the ability to disseminate research progress and outcomes in both professional and academic conferences and in peer-reviewed journals.

Chapter 2 Description of the DBA program

Article 2.1 Content and delivery of the DBA program

2.1.1 DBA program segments

The DBA program comprises three (3) different phases, variable in duration and subject module load:

Phase 1: Research Methods and Skills phase

The Research Methods and Skills phase consists of a training program with different subject modules covering the complete empirical research cycle and associated assignments, which are all geared toward the final product of this program; an individual 10-page Research Proposal that needs to be presented and defended for a committee of RSM examiners (lecturers). Passing *all* Research Methods and Skills subject modules is compulsory. The Research Methods and Skills training program (*hereinafter referred to as RMS training program*) is completed if all subject modules are successfully passed, including a positive evaluation of the individual 10-page Research Proposal.

Participants can choose between two (2) options with regard to the mode of delivery of the RMS training program.

Option 1: On-campus Maastricht training program

Participants will attend a full-time 12-week program on-campus in Maastricht, consisting of coursework and assignments that are geared toward drafting a solid individual 10-page Research Proposal that needs to be presented and defended successfully for a committee of MSM examiners (lecturers). The program is delivered in the period from early September to the end of November. Plenary class sessions are combined with in-class and outside-class assignments. The outline of the on-campus RMS training program can be found in Appendix IB.

Option 2: Blended training program

Participants will follow the RMS training program blended, which is identical to the on-campus training program, in which online interactive classes and tutorials are offered. Participants will receive individual feedback on their assignments during four (4) previously scheduled Support Periods. The blended format of the training program enables participants to follow the respective modules in an individual speed that fits their professional and personal duties and activities. Participants of the blended program must pass the RMS training program within six (6) months after the first day they started the program, followed by a period for possible resit of assignments up to the maximum of three (3) months. Participants are required to attend the on-campus program in Maastricht for a period of at least two (2) weeks, during Subject Module 1 (Introduction to Research Methodology). The curriculum of the blended and on-campus RMS training programs is identical. The program outline can be found in Appendix IB.

The RMS training program may have three (3) outcomes:

- (a) Participants who have passed the RMS training program will be awarded a diploma.
- (b) Participants who have attended the RMS on-campus training program, but did not succeed in passing the program will receive a Certificate of Attendance.
- (c) Participants who have passed the RMS training program will be finally admitted to the DBA program in case they have convincingly shown to be motivated and capable of working effectively at DBA-level in preparing both individual and group assignments as well as the 10-page Research Proposal within the RMS training program. More specifically, their RMS coursework provides a strong indication of their academic competency to succeed, with supervisory support, in preparing a defensible DBA dissertation. The decision on the final admission to the DBA program is with the RMS Committee.

The RMS Committee may require individual coursework and assignments in addition to the common RMS coursework and assignments. Such individual coursework, for example, may be necessary where the participant lacks the general business knowledge such as provided in MBA programs. The RMS Committee shall decide on the nature of the required coursework in consultation with the supervisor.

Participants who have been admitted to the RMS program but do not attend classes (in Maastricht and/ or online) and do not submit the relevant assignments within twelve (12) months of the start date are considered to have withdrawn from the program.

The Research Board will advise on the curriculum of the RMS training program within the DBA program and subsequent research activities.

Phase 2: MPhil phase

Participants who have passed the RMS training program and who are finally admitted to the DBA program by the DBA Admissions Committee can continue their study in the MPhil phase. They will be assigned a 'supervisory team' consisting of a supervisor and a co-supervisor within three (3) months after they have passed the RMS training program. During the MPhil phase, participants develop their 10-page Research Proposal (developed during the RMS training program) into a complete, feasible DBA Research Proposal for their DBA research project. Participants conduct a full literature review in their field of research, and develop a complete research design for collecting and analysing data. They work individually but under the guidance of the supervisor and with advice of the co-supervisor. Upon the approval of the supervisory team, the participant must formally submit his/her Research Proposal to MSM. After a final evaluation by the DBA Dissertation Approval Committee, the MSM Research department organizes the Research Proposal Seminar in which the participant can present and defend the (revised) Research Proposal to the Research Proposal Seminar Committee.

The MPhil phase is completed with the successful defense of the Research Proposal and the subsequent award of the MPhil diploma. The MPhil diploma is not a recognised Dutch Master's degree.

Continuation of the DBA Program after obtaining the MPhil

- a. Within three (3) weeks after the successful defense of the research proposal, the Research Board shall decide whether the participant should be allowed to continue his or her studies with the DBA program.
- b. This decision will take into consideration the following:
 1. The written advice from the MPhil committee
 2. The duration of the participant's study and progress trajectory to complete the MPhil stage.
- c. In exceptional cases, a participant whose performance disqualifies him or her to continue with the rest of the program, may be awarded the MPhil degree. In such a case the Research Board will evaluate the merits of cases on an individual basis.

Phase 3: DBA phase

With the award of the MPhil diploma, the participant can start carrying out the Research Proposal by collecting and analysing data as planned under guidance of the supervisory team. The results of the research are reported in a DBA dissertation, which is a book length manuscript that meets international academic standards and represents an original contribution to one (1) of the relevant fields of management. Originality is demonstrated through the discovery of new facets, the discovery of a new conceptual framework, or the creative application of existing analytical concepts and tools to address contemporary issues in industry. Such a contribution should ensure that the DBA dissertation can withstand the independent critical scrutiny of experts in that field.

After the final approval of the supervisor, the co-supervisor, two (2) external examiners, and a final evaluation by the DBA Dissertation Approval Committee, the MSM Research department organizes the DBA Dissertation Defence in which the participant can present and defend the (revised) DBA dissertation to the DBA Dissertation Defence Committee.

The DBA program is completed with the successful defense of the DBA dissertation and the subsequent award of the DBA degree.

Article 2.2 Study Load (*Applicable to RMS (blended) training program only*)

2.2.1 Credits RMS (blended) training program

The study load of the RMS (blended) training program is 25 ECTS. An overview of the study load (*credits*) per RMS subject module is provided in Appendix IB.

Article 2.3 Duration of the DBA program

The DBA program is delivered in Maastricht by MSM or in collaboration with MSM Partner Institutions and normally takes a period of four (4) years, starting from the first day a participant starts in the RMS (blended) training program, or any other date as approved and confirmed by the Director DBA School.

A participant who is unable to complete all (diploma or 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 Director DBA School for an extension or deferment, within one (1) month before the duration of the program ends. Please refer to Article 3.7 Personal Circumstances and Article 3.13 Extensions and Deferments and Article 3.17 Fulfillment of all requirements.

Article 2.4 Language

The official language of the MSM DBA program is English. Unless agreed otherwise with MSM Partner Institutions, all training, program documentation, administrative communication, supervision, RMS training program assignments, Research Proposal and DBA dissertation and their public defenses will be written or take place in the English language.

Chapter 3 Assessment Requirements

Article 3.1 Participants Obligations (*Applicable to RMS training program on-campus only*)

3.1.1 Attendance requirements

The participant, once enrolled in the RMS training program, is obliged to participate in all subject modules, according to the schedule provided. The evaluation of an individual participant's performance in the RMS training program requires full class attendance and participation in all class activities throughout the RMS training program.

Class attendance is compulsory and any absence from the class requires permission granted by the MSM Research department with the maximum of two (2) successive subject modules. 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 Director DBA School. Please refer to Article 3.13 Diverse Requests. Any form of absenteeism from class is to be reported to the MSM Research department 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 Research department 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 MSM Research department of the reason(s), will be deemed withdrawn from the RMS training 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,-.

Participation in the majority of classes (*less than 5 days missed throughout the course period*), is necessary to graduate from the RMS training program. In case of missing more classes than mentioned above, without an approved compelling reason, this will be discussed on a case by case basis with the MSM Research department.

A participant is not allowed to submit written assignments if (s)he did not attend at least 80% of the classes, without an approved compelling reason.

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. Such absence will also be taken into account by the RMS Committee that decides on which participants are allowed to continue in the DBA program.

3.1.2 Participation requirements

A participant is required to come to class prepared to participate actively in discussions (*incl. finishing preparatory readings that were provided ahead of class*).

The participant is obliged to participate in the teams designated as part of the subject modules of the RMS training program on-campus in Maastricht (*team discussions, team presentations and team assignments*).

3.1.3 Evaluation subject module

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

The Director DBA School will discuss evaluations with the Academic Coordinator of the DBA program to improve the course curriculum and lecturing team.

3.1.4 Amendments in email address

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

Article 3.2 (Resit) Assignments (Applicable to RMS (blended) training program only)

The respective examiner is authorized to administer and conduct assessments and to evaluate and determine (final) results. Each assignment will involve the examiner testing the knowledge, application (*insight*) and skills of the participant they have obtained throughout the subject module and with respect to a particular component of the overall assessment, and an evaluation thereof. An important goal of the RMS training program is to encourage each participant to directly apply the gained insights and knowledge to his/her own individual 10-page Research Proposal.

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 Assignment(s) (First attempt)

Assignment(s), such as *individual or group assignments, a case study, presentations and/or class participation*, may form a part of subject modules. Detailed information about the nature of the assignment(s) and the grading is provided in the program guide of the RMS (blended) training program, which will be provided to the participant before the start of the program.

Unless indicated otherwise, assignments have to be submitted in digital form or through Moodle on the date set by the examiner (lecturer) of the respective subject module.

Individual subject module examiners (lecturers) or other (MSM) staff members have no authority to relax deadlines or vary the subject module requirements for individual participants. Only the responsible Faculty, upon advice of the MSM Research department, has the authority to do so. Course exemptions are decided upon by the RMS Committee (please refer to Article 3.12 Exemptions and Transfer of credits).

Each participant must fulfil the requirements for subject modules taken. The deadline for submitting all the work assigned in each subject module for participants in the **blended** RMS program is six (6) months counted from the first day a participant starts in the RMS training program. This period can be extended with maximum three (3) months for possible re-sits. **On-campus** program participants must submit assignments on dates stated in the on-campus RMS training program. **Blended** program participants must submit assignments on the dates stated in the blended RMS training program.

Assignments submitted after the deadline will incur a 5% penalty, per day (24hrs), of late submission.

If a participant does not submit a subject module's assignment before the set deadline, and has not applied for and received a deadline extension from the responsible faculty, the participant is considered to have received a "No Pass" grade (first attempt).

Participant who receive a "No Pass" grade (first attempt) will have one opportunity to re-submit their assignment (second attempt). The deadline for the resubmission will be set by the responsible faculty.

Please note, the maximum possible grade for the second submission (final attempt) is 'Pass' and a distinction is not possible.

At the beginning of the RMS training program, a participant is requested to sign a declaration, which applies for all submitted assignments (including drafts) during the RMS (blended) 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) has 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 diploma is awarded, MSM reserves the right to recall the MPhil diploma or DBA 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.

3.2.2 Resit assignments (Second attempt)

A resit of an assignment entails the second (2) attempt for a participant to take an assignment.

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.

3.2.3 Taking assignments

A participant is obliged to write the assignments of each subject module and hand them in as scheduled. If due to a valid reason beyond his or her control the participant is unable to hand-in 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 MSM Research department. If the compelling reason exists in advance, the written statement must be submitted at the latest one (1) day before the submission deadline of the assignment.

The Director DBA School will approve or disapprove the matter. A first unapproved omission to hand-in an assignment on the submission deadline will be recorded as a "No Pass" grade. A definite "Fail" grade will be recorded if the participant, after receiving a "No Pass" grade, fails to hand-in a resit assignment(s) on the re-submission deadline of the subject module.

3.2.4 Research Proposal (Applicable to MPhil phase only)

A participant is obliged to submit his or her Research Proposal, which has been approved by the supervisory team, within twenty-four (24) months after the day a participant started in the RMS (blended) program. The Research Proposal must be submitted to the MSM Research department. If due to a valid reason beyond his or her control the participant is unable to hand-in an approved Research Proposal, a written statement setting forth the reasons for this plus any supporting documents e.g. medical certificate must be promptly submitted to the MSM Research department. 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 submission deadline of the Research Proposal.

The Director DBA School will approve or disapprove the matter. A first unapproved omission to hand-in the Research Proposal on the submission deadline 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 hand-in the Research Proposal on the re-submission deadline.

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 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 Research Proposal (Applicable to MPhil phase only)

3.4.1 Research Proposal

- a. The Research Proposal shall be written under the guidance of the supervisory team.
- b. The Research Proposal should be in accordance with the standards laid down in the manual “Contents of a good Research Proposal”.
- c. On the reverse page of the front page of the final version of the Research Proposal the following should be mentioned:
 1. The supervisor;
 2. The co-supervisor;
 3. Organizations that have contributed financially or in kind to the realization of the Research Proposal.

3.4.2 Evaluation of the Research Proposal

- a. The participant shall submit a digital copy of the final version of the Research Proposal to the MSM Research department before the scheduled submission deadline. The submitted Research Proposal must have been formally approved by the supervisor through the completion Research Proposal Evaluation form.
- b. Following the approval of the supervisory team, the proposal will be checked for evidence of academic misconduct due to plagiarism (with regard to academic misconduct, please refer to section 3.15). If no clear evidence of plagiarism is found it will then go to the Chair of the Examination Board (or his/her delegate) for approval and then to the Director DBA School for final approval.
- c. In case the participant misses the scheduled submission deadline, (s)he is not allowed to defend and (s)he is considered to have received a “No Pass” for the Research Proposal (including defense).

- d. The co-supervisor also needs to complete each facet of the Research Proposal Evaluation form by the deadline indicated by the MSM Research department. The evaluation of the supervisory team must be transparent, enabling the participant to verify how his/her Research Proposal evaluation was determined.
- e. If the co-supervisor considers the Research Proposal “not ready for defence” (s)he shall provide detailed suggestions to the participant on how to improve the submitted work. The participant has to revise and re-submit the Research Proposal, incorporating the comments and recommendations from the co-supervisor. The revised proposal must be accompanied by a separate document that lists in detail all changes made in the original document or presents a rebuttal against each individual comment and recommendation raised by the co-supervisor.
- f. The revised Research Proposal should be submitted before the re-submission deadline scheduled by the MSM Research department.
- g. An additional re-submission of the Research Proposal can be considered by the MSM Examination Board only with respect to special personal circumstances.
- h. If the co-supervisor is “still” not satisfied but requires only a minor revision, the participant is allowed to revise the Research Proposal within one (1) month, following the dates as indicated by the MSM Research department. Only one (1) major and one (1) minor revision (and re-submission) of the Research Proposal is allowed.
- i. In the case the supervisory team fails to reach an agreement on the approval of the Research Proposal, the Director DBA School can appoint a third examiner to evaluate the overall quality and feasibility of the Research Proposal, using the Research Proposal evaluation form. The evaluation of this third examiner will be decisive.
- j. In case the participant misses the re-submission deadline of the Research Proposal, (s)he is not allowed to defend and (s)he is considered to have received a “Fail” for the Research Proposal (including defense), thereby failing the MPhil phase.
- k. If, for a compelling reason beyond his or her control, the participant is unable to hand-in the Research Proposal before the (re-)submission deadline or defend the Research Proposal on the proposed day, a written statement setting forth the reasons must be promptly submitted to the MSM Research department. 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 MSM Examination Board will approve or disapprove the request (in consultation with the MSM Research department).
- l. If a participant has received a “Fail” for the Research Proposal (including defense), (s)he has failed the MPhil phase and will be recommended for dismissal from the DBA program (Please refer to Article 3.11h Failure and Continuation of the DBA program).

3.4.3 Research Proposal Seminar Committee

- a. The Research Proposal Seminar committee shall consist of: the Associate Dean of Research (or his or her delegate), the supervisor, and the co-supervisor (and if applicable: third examiner).

3.4.4 Research Proposal Seminar

- a. The Research Proposal Seminar will be organized only upon approval of the DBA Dissertation Approval Committee.
- b. The Research Proposal Seminar will be organized after a participant has received a “Pass”, i.e. approval from both the supervisor and the co-supervisor or approval from the third examiner, for the submitted (revised) Research Proposal.
- c. The final evaluation of the participant's Research Proposal and presentation shall take place during the Research Proposal Seminar. The result will be publically announced by the Chairperson.
- d. The Research Proposal Seminar takes place in public at MSM in Maastricht or via a videoconferencing connection at MSM's Partner Institution, unless confidentiality is requested by the participant in advance.
- e. The Associate Dean of Research (or his or her delegate) will chair the Research Proposal Seminar. Also, the other members of the Research Proposal Seminar Committee will attend the Research Proposal Seminar.
- f. During the Research Proposal Seminar, the participant is allowed fifteen (15) minutes to introduce the Research Proposal, after which the participant answers questions from the committee and (if time permits) from invited guests.

- g. All members of the Research Proposal Seminar Committee are entitled to comment on the Research Proposal and pose questions to the participant.
- h. The Chairperson is responsible for arranging the sequence of questioning in such a way that the participant will have the opportunity to answer each question.
- i. The seminar will have the duration of maximal one (1) hour.
- j. After the questions have been answered, the convocation is adjourned.
- k. The participant carries the full responsibility for the content of the Research Proposal. Any approval from a supervisory team or third examiner is no guarantee for a successful defense.
- l. A participant who does not show up at the defense, or who is not willing to defend the Research Proposal is considered to have received a “No Pass” for the Research Proposal (including defense). If a participant for the second time does not show up at the defense, or is not willing to defend the Research Proposal, (s)he is considered to have received a “Fail”, thereby failing the MPhil phase.
- m. If a participant fails to defend the (re-submitted) Research Proposal successfully within the first two (2) years of the program, the participant will be discontinued from the DBA program. Exceptions may be applicable, please refer to Article 3.12 Extensions and Deferrals.

3.4.5 Field Work Requirements:

- a. The extent of empirical research may differ per individual DBA study and can only take place after approval of the supervisory team.
- b. During his/her fieldwork period, the participant is expected to provide regular progress reports to his or her supervisor and to the MSM Research department. Please refer to Article 3.5.7: Research Progress Reports
- c. Raw data such as interview transcripts and filled out survey questionnaires must be kept and stored electronically and physically, and must be made available to the supervisor or the MSM Examination Board upon request.

Article 3.5 DBA dissertation (Applicable to DBA phase only)

A DBA dissertation should be original work that results from individual study and research. The subject has to be treated thoroughly and objectively in a manuscript. The study may also consist of journal articles. Please refer to Article 3.5.6.

3.5.1 DBA dissertation

- a. The DBA dissertation shall be written under the guidance of the supervisory team.
- b. The DBA dissertation should be in accordance with the standards laid down in the manual “Contents of a good DBA dissertation” and written in the English language at near native level.
- c. The research on which the DBA dissertation is based should meet the following requirements:
 - 1. The participant can clearly demonstrate his or her ability to perform research independently;
 - 2. The research methodology is in accordance with the international academic standard and with MSM’s ethical standard.
 - 3. Makes a clear and demonstrable contribution to professional practice and scientific knowledge within the field of study.
- d. The DBA dissertation will be printed as a book, also in the case where the DBA dissertation has followed the article route. The book copies will be printed by external providers and the cost will be borne by the DBA participant. The number of copies printed will be indicated to the DBA participant by the MSM Research department. Guidelines for submission and printing of the DBA dissertation can be obtained by the MSM Research department. It is obligatory to follow the MSM style guidelines for DBA dissertations.
- e. In case of doubt, participants should contact the MSM Research department for assistance and clarity regarding these guidelines, for obtaining the ISBN and for related issues.
- f. The costs related to editing and producing the book are to be carried by the DBA participant. MSM will support the participant by means of providing clear formatting guidelines, and will take care of obtaining the ISBN for the book.

3.5.2 Evaluation of the DBA dissertation

- a. The participant shall submit a digital copy of the final version of the DBA dissertation to the MSM Research department before the scheduled submission deadline. The submitted DBA dissertation must have been approved by the supervisor through the completion of the DBA Dissertation Evaluation form.
- b. In the DBA Dissertation Evaluation form the (co-)supervisors/examiners may assess the dissertation as follows:
 1. Ready for Defense. The participant is ready for defense, taking into account the (limited) number of comments raised to improve the quality of the proposal/dissertation.
 2. Revise and re-submit with minor revisions. The participant is not yet ready for defense, but should be able to adjust the proposal/dissertation with the help of the Supervisor in a short period of time (approx. 1-2 months), taking into account the comments that have been raised.
 3. Revise and re-submit with major revisions. The participant is not yet ready for defense but should be able to significantly revise the proposal/dissertation with the help of the Supervisor in a considerable period of time (approx. 3-6 months), taking into account the comments that have been raised.
 4. Rejection. As indicated above, the proposal/dissertation fails to meet the required academic standards in one or more of the key elements, and is considered to be beyond repair. In case of 4. Rejection, the Research Board will discuss the actions to be taken.
- c. In case the participant misses the scheduled submission deadline, (s)he is not allowed to defend and (s)he is considered to have received a “No Pass” for the dissertation (including defense).
- d. The co-supervisor also needs to complete each facet of the DBA Dissertation Evaluation form. The evaluation of the supervisory team must be transparent, enabling the participant to verify how his/her DBA dissertation evaluation was determined.
- e. If the co-supervisor considers the DBA dissertation “not ready for defence” (s)he shall provide detailed suggestions to the participant on how to improve the submitted work. The participant has to revise and re-submit the DBA dissertation. The revised work must be accompanied by a separate document that lists in detail all changes made in the original DBA dissertation or presents a rebuttal against each individual comment and recommendation raised by the co-supervisor.
- f. The revised DBA dissertation should be submitted before the re-submission deadline scheduled by the MSM Research department.
- g. If the co-supervisor is “still” not satisfied and requires a minor revision, the participant is allowed to revise the DBA dissertation within one (1) month, following the dates as indicated by the MSM Research department. Only one (1) major and one (1) minor revision and re-submission of the DBA dissertation are allowed at this stage.
- h. In the case the supervisory team fails to reach an agreement on the approval of the DBA dissertation, the Director DBA School can appoint a third examiner to evaluate the overall quality of the DBA dissertation, using the DBA Dissertation Evaluation form. The evaluation of this third examiner will be decisive.
- i. If the third examiner also disapproves the DBA dissertation, the participant will be given one (1) opportunity to repair the dissertation by addressing the comments of the third examiner in his/her work. The deadline for re-submission will be set by the MSM Research department.
- j. Within eight (8) weeks of receiving the final version of the DBA dissertation, the external examiners will send the MSM Research department a written evaluation of the dissertation, using the DBA Dissertation Evaluation form.
- k. If (one (1) of) the external examiners consider(s) the DBA dissertation “not ready for defence” (s)he shall provide detailed suggestions to the participant on how to improve the submitted work. The participant has to revise and re-submit the DBA dissertation incorporating the comments and recommendations from the external examiners. The revised DBA dissertation must be accompanied by a separate document that lists in detail all changes made in the original document or presents a rebuttal against each individual comments and recommendations raised by the external examiners. Only one (1) revision and re-submission of the DBA dissertation is allowed at this stage.

- l. The revised DBA dissertation should be submitted before the re-submission deadline scheduled by the MSM Research department.
- m. An additional re-submission of the DBA dissertation can be considered by the MSM Examination Board only with respect to special personal circumstances.
- n. Based on the final evaluations of the supervisory team and the external examiners, the Director DBA School will decide whether or not to invite the participant to publically defend his or her dissertation.
- o. Following the approval of the supervisory team, the proposal will be checked for evidence of academic misconduct due to plagiarism (with regard to academic misconduct, please refer to section 3.15). If no clear evidence of plagiarism is found it will then go to the Chair of the Examination Board (or his/her delegate) for approval and then to the Director DBA School for final approval.
- p. In case the submitted revised DBA dissertation is eventually not approved, either by the supervisory team, by the external examiners, or by the Director DBA School, the participant is not allowed to defend and (s)he is considered to have received a "Fail" for the DBA dissertation (including defense), thereby failing the DBA phase.
- q. In case a revised DBA dissertation is not submitted before the deadline set by the MSM Research department, the participant is not allowed to defend and (s)he is considered to have received a "Fail" for the DBA dissertation (including defense), thereby failing the DBA phase.
- r. If, for a compelling reason beyond his or her control, the participant is unable to hand-in the DBA dissertation before the (re-)submission deadline or defend the DBA dissertation on the proposed day, a written statement setting forth the reasons must be promptly submitted to the MSM Research department. 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 MSM Examination Board will approve or disapprove the request (in consultation with the MSM Research department).
- s. If a participant has received a "Fail" for the DBA dissertation (including defense), (s)he has failed the DBA phase and will be recommended for dismissal from the DBA program (Please refer to Article 3.11h Failure and Continuation of the DBA program).
- t. If invited to the publicly defend his or her dissertation, the participant should deliver twenty (20) copies of the printed DBA dissertation (the final booklet) to the MSM Research department, after which the public defense shall be announced.

3.5.3 Dissertation Defense Committee

- a. The Dissertation Defence Committee shall consist of: the Associate Dean of Research (or his or her delegate), the supervisor, the co-supervisor and two (2) external examiners.
- b. Together with the formal approval of the dissertation, the supervisor has to inform the Director DBA School that a participant might be considered for the DBA award with distinction. The dissertation defence members will be informed thereof and their comments will indicate whether (s)he supports the distinction. Please refer to Article 3.19: Passing "With Distinction".

3.5.4 Public Defense

- a. The Public Defense will be organized only upon approval of the DBA Dissertation Approval Committee.
- b. The public defence takes place in public at MSM in Maastricht, unless confidentiality is requested by the participant in advance.
- c. The Associate Dean of Research (or his or her delegate) will chair the public defence. Also the other members of the dissertation defence committee will be present at the public defense.
- d. The participant is allowed fifteen (15) minutes to introduce the research topic of the dissertation and to make clear the theoretical and practical contributions of his or her study.
- e. All members of the dissertation defence committee are entitled to comment on the dissertation and pose questions to the participant.
- f. The Chairperson is responsible for arranging the sequence of questioning in such a way that the participant will have the opportunity to answer each question.
- g. The defence will have the duration of maximal one (1) hour.
- h. After the questions have been answered, the convocation is adjourned.

3.5.5 Final Evaluation of the Dissertation

- a. The final evaluation of the dissertation shall take place after the public defence.
- b. The evaluation of the dissertation shall be documented through the completion of a DBA Thesis Evaluation form. The supervisor, co-supervisor and the two (2) external examiners need to have completed each facet of the DBA Thesis Evaluation form with justifying comments as pointed out in article 3.5.2. The evaluation will take place in such a way that participants will be able to verify how their dissertation results were determined.
- c. Based on the quality of the dissertation and the public defence, the committee formulates its decision on granting the DBA degree.
- d. After the final evaluation, the Chairperson of the Dissertation Defence Committee reopens the convocation and communicates the decision of the committee by summarizing the committee's findings regarding the dissertation. The Associate Dean of Research (or his or her delegate) will then confer the degree to the successful participant by first reading the text of the degree award and by handing over the degree certificate.
- e. If the participant fails to defend the DBA dissertation successfully within seven (7) years, counted from the first day a participant starts in the RMS (blended) training program, the participant may be discontinued from the program. Exceptions may be applicable, please refer to Article 3.12 Extensions and Deferments.

3.5.6 DBA dissertation by Route of Journal Publications

It is possible to prepare a DBA dissertation following the route of journal articles, instead of a single manuscript. For this, a minimum of three (3) journal articles on a related topic is required. The participant should obtain approval from his or her supervisory team and the DBA Dissertation Approval Committee as to the particular journals that are acceptable. The participant has to be the first author of at least two (2) of these papers. At the time of the public defence of the dissertation the participant needs to provide evidence of the publication or acceptance for publication of at least two (2) articles, while the third (3) article must be under review.

In addition to the three (3) articles, the participant should add an introductory first chapter that links together the three (3) individual contributions, while an additional fifth chapter should draw overall conclusions.

3.5.7 Research Progress Reports (Applicable to MPhil and DBA phase only)

Throughout the program, the participant and the supervisor will both fill out the research progress reports digitally as per the format prescribed by the MSM Research department. The objective of these research progress reports is to detect and resolve any difficulties (between the supervisor and the participant or related processes) during the research process. Should any difficulties emerge during the research process, the supervisor or participant will inform the MSM Research department, which then will undertake action.

Progress reports must be submitted two (2) times a year. The deadline for submission will be communicated by the MSM Research department. Failure to submit progress reports may lead to a participant's registration in the program being discontinued.

In case of lack of progress, the participant will be notified and receive two (2) warning letters from the MSM Research department. The first letter will notify the participant that they are on 'Academic Probation' and on what grounds. The second letter is a 'Recommendation of Dismissal' letter. The participant has thirty (30) days from receipt of the letter to respond. In case there is no progress and / or no response, the participant will receive a 'Dismissal Letter'. The participant then has six (6) weeks to challenge the dismissal. If the participant does not respond or does not have valid grounds to challenge the dismissal they will be considered withdrawn from the program six (6) weeks after the receipt of the 'Dismissal Letter'.

3.5.8 Declaration (Applicable to MPhil and DBA phase only)

Upon handing in the Research Proposal or DBA dissertation, 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 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 diploma or the degree is awarded, MSM reserves the right to recall the MPhil diploma or DBA 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.

3.5.9 Quality control

The MSM Examination Board may review the evaluations of both the Research Proposal and the DBA dissertation in case of objection by the participant, or when the Research Proposal or DBA dissertation is randomly sampled for the purpose of quality control. Random sampling will take place before the DBA Dissertation Approval Committee is requested to finally approve the defense, and may result in the re-evaluation of the Research Proposal or DBA dissertation.

Article 3.6 Prerequisites

Article 3.6.1 Prerequisites modules

Subject modules must be followed in a prescribed sequence. In principle, a participant is only allowed to start with the next module, after the previous module has been followed. Only the Director DBA School can permit participants to deviate from this rule.

Article 3.6.2 Prerequisites individual 10-page Research Proposal

In principle, a participant is only allowed to submit and defend the individual 10-page Research Proposal, after all subject modules of the RMS (blended) training program have been successfully completed. Only the Director DBA School can permit participants to 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 subject module assignment(s) or the individual (10-page) Research Proposal and DBA dissertation and failed subject modules etc.*) should be reported to MSM Research department, 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 scheduled subject module. The supporting documents provided will be treated with extreme confidentiality. The MSM Research department 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 individual (10-page) Research Proposal and DBA dissertation, may constitute a precondition for the Director DBA School to extend the time frame set for the individual (10-page) Research Proposal and DBA dissertation with a maximum of one (1) year. Please refer to Article 3.13: Extensions and Deferrals. It is in the participant’s own interest to ensure that relevant information is recorded promptly.

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 MSM Research department, 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 DBA 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 MSM Research department.

b. Extraordinary family circumstances

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

- the participant must have notified the MSM Research department, 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 DBA 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 MSM Research department.

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 MSM Research department 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; 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 MSM Research department.

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 MSM Research department; 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 MSM Research department.

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 MSM Research department 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 MSM Research department.

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 MSM Research department 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 MSM Research department.

Article 3.8 Evaluation and notification of (resit) assignment results (Applicable to RMS (blended) training program only)

In the RMS (blended) training program, assessment of performance is focused on how participants apply the knowledge and skills they have obtained throughout the subject modules. Therefore, assessment of the performance of the participants is based on participation in class, (*group and individual*) assignment(s) and presentations. Most importantly, participants will apply the knowledge and insights gained throughout the subject modules by drafting an individual 10-page Research Proposal, which also has to be presented and defended as the final product of this program.

3.8.1 Evaluation (resit) assignment

A (resit) assignment of a subject module in the RMS program will be evaluated and graded by the lecturer (or faculty) who is facilitating the subject module.

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

If applicable, class participation may be considered as part of the assignment(s) (*as long as the evaluation of the participation in class is transparent*).

3.8.2 Scores (first attempt)

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

The assignment will require a minimum grade of 5.5 apart from having a final grade for a subject module 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 assignments, MSM has defined the following criteria for "**Pass**" and "**No Pass**":

- **Pass:** The final grade for a subject module is 5.5 or higher and the assignment is 5.5 or higher.
- **No Pass:** The final grade for a subject module is under 5.5 or the assignment is under 5.5 (first attempt).

In the event a resit assignment is taken as first attempt, for example due to approved absence (*with prior written notification to the MSM Research department*) the assignment score will be considered as the first assignment.

3.8.3 Scores Resit Assignments (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 redoing and re-submitting a (new) assignment. In this case "Resit" will be indicated on the transcript behind the particular course.

The participant is only allowed to resit or re-submit that (those) part(s) of the subject module, for which (s)he obtained a score less than 5.5. It is not allowed to re-submit an assignment when the participant has already obtained a passing (final) grade for the subject.

Only one (1) re-submission of the assignment per subject is allowed. This is considered as second (2) attempt.

3.8.4 Failing Resit Assignments (after second attempt) and thereby Failing Subject Modules

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

Unless stated otherwise, in standard assignments, MSM has defined the following criteria for "**Fail**":

- **Fail:** The final grade for a subject module is under 5.5 or the assignment is under 5.5 (after second attempt).

A participant who obtains a "Fail" grade for an entire subject module is required to repeat the subject module. In this case "*Resit*" will be indicated on the transcript behind the particular course. In re-taking the subject module, a participant is again allowed to take a first and second attempt of assignments in the respective subject module. A participant is allowed to repeat two (2) different subject modules in the entire RMS (blended) training program, and a same subject module is only allowed to be repeated once (1). In this case an additional payment of EUR 500.- per subject module will be charged.

3.8.5 Notification of Results

The MSM Research department will notify each participant of his or her results in writing within six (6) weeks after completing the subject module, unless communicated otherwise by the MSM Research department. The overall grade list of completed subject modules will be updated in case new results are known. This information is considered personal and confidential.

3.8.6 Procedure in case of grade differences

In case of administrative mistakes in grading by the examiner or MSM Research 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 (Applicable to RMS (blended) training program only)

3.9.1 Basic requirement

To graduate from the RMS (blended) training program a participant should have fulfilled all the requirements of the program. This implies that the participant must pass *all* subject modules of the program, including the presentation and defense of his or her individual 10-page Research Proposal.

3.9.2 Validity results

Positive final and partial results and exemptions remain valid for a period of seven (7) years counted from the first day a participant starts in the RMS (blended) training 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 (Applicable to RMS (blended) training program only)

3.10.1 Right of Inspection (Review)

Within four (4) weeks after notifications of results and/or the MSM Research department received the graded assignment scripts back from the examiner, participants will be given the opportunity to inspect their evaluated assignments scripts given within the framework thereof, and the norms applicable to the evaluation thereof.

Assignment scripts will not be returned to a participant, but will be available for review with the MSM Research department, on the basis of a fixed timing and schedule (*appointment basis*). A participant is not allowed to make a copy or pictures of the assignment script(s), nor remove it from the office, nor make changes in the original assignment script.

3.10.2 Executive authority

The MSM Research department 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 MSM Research department for another inspection opportunity.

Article 3.11 Failure and Continuation of the DBA program

- a. A participant who fails the RMS training program cannot be finally admitted to the DBA program.
- b. A participant who obtains a “No Pass” grade for a total of more than two (2) *subject modules* in the RMS training program will be considered as having failed the entire RMS training program. The Director DBA School will decide upon a “motivated” written request to continue the RMS training program by the participant, a proposal by the MSM Research department 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 RMS training program will be allowed to continue the RMS training program on academic probation. In this case no refund policy will be applicable.
- c. A participant who obtains a “Fail” grade for a *subject module* is required to repeat the subject module of the RMS training program. The MSM Examination Board is authorized to deviate from these regulations in exceptional and individual cases. If a subject module is re-taken, a participant is allowed to take a first and second attempt of assignments in the respective subject module. A participant is allowed to repeat two (2) different subject modules in the entire RMS training program, and a same subject module is only allowed to be repeated once (1). In this case an additional payment of EUR 500,- per subject module will be charged.
- d. A participant who obtains a “Fail” grade for an (accumulated) total of more than two (2) subject modules will be considered as having failed the RMS training program. The MSM Examination Board will decide upon “motivated” written request to continue the RMS training program by the participant, a proposal by the MSM Research department 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 RMS training program will be allowed to continue the RMS training 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 subject module (as a result of a “Fail”) will be considered as having failed the RMS training program. The MSM Examination Board will decide upon “motivated” written request to continue the RMS training program by the participant, a proposal by the MSM Research department 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 RMS training program will be allowed to continue the RMS training program on academic probation. In this case no refund policy will be applicable.
- f. A participant who fails the re-submitted Research Proposal or DBA dissertation (i.e. after the first defense session, the proposal/dissertation had resulted in “Fail”) will be considered as having failed the DBA program. The MSM Examination Board will decide upon a participant’s “motivated” written request to continue the DBA program, a proposal by the MSM Research department, 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 Research Proposal or DBA dissertation will be allowed to continue the DBA program on academic probation. In this case no refund policy will be applicable.
- g. “Motivated” appeals against final decision in 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. Receiving a “Fail” for the re-submitted Research Proposal or DBA dissertation implies a recommendation for dismissal from the DBA program. Any dismissal from the DBA program, however, requires the final approval by the Dean.
- i. The MSM Examination Board may also propose the Dean to consider the dismissal of a participant from the DBA program for other reasons. 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 DBA 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.
- j. Participants who are dismissed from the DBA program will not be re-enrolled into the program or any other MSM program. Only the Dean of MSM can deviate from this rule.

Article 3.12 Exemptions and Transfer of credits

3.12.1 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. The same holds for requests regarding transfer among MSM DBA programs in collaboration with MSM Partner Institutions (including Maastricht campus).

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

- The courses were taken at a recognized Institution,
- The courses took place no more than 5 years before enrolment,
- 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 transcripts, course outlines) in English.

The MSM Examination Board decides on transfers among MSM DBA programs in collaboration with MSM Partner Institutions (including Maastricht campus) after consultation with the MSM Examination Board and the Director DBA School. **Transfer 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 transcripts, course outlines) in English.

3.12.2 Procedure

A request for exemption from a particular course or subject module must be submitted in writing to the MSM Examination Board before enrolling as a participant with the RMS/DBA 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 descriptions of the course contents,
- The learning goals of the course.

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

3.12.3 Restriction

A maximum of 6 ECTS of exemptions may be granted. No exemption can be granted for Subject Modules 1 (Introduction Research Methodology) and 5 (10-page Research Proposal) in the RMS training program).

3.12.4 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 DBA program only.

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

3.12.5 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 3.19 must be met.

3.12.6 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 participant wishes to transfer has a lower initial tuition than that which was paid for the program in which the participant is currently enrolled, no refund will be given.

Article 3.13 Extensions and Deferments

3.13.1 Authority

The Director DBA School reserves the right to accept or reject extension and deferment requests. Extension requests will be considered and decided upon on a case-by-case basis.

The request needs to be approved by the Director DBA School and shall not exceed the maximum duration of one (1) year per request, with the condition to complete all degree requirements within seven (7) academic years counted from the first day a participant starts in the RMS training program (or March 1st 2024, whichever date comes first).

3.13.2 Procedure

In case a participant requests to extend or defer the DBA program, (s)he is required to apply for authorization presenting a valid reason to the Director DBA School.

Extension requests

All requests for extension must be submitted to the MSM Research department (research@msm.nl) at least one (1) month before the duration of the program ends. Each participant is allowed a maximum of three (3) extension requests for the complete duration of his DBA studies.

Deferment requests

A request for deferment can be submitted to the MSM Research department (research@msm.nl) at any time during the program.

Extension and deferment requests will be considered and decided on based on the principles below:

- Participant should present a valid reason, by submitting a written “motivated” request, including the supporting documents e.g. medical certificate or other evidence;
- A detailed DBA completion plan that is agreed upon by the supervisor (if applicable);
- A written recommendation by the supervisor (if applicable).

Please refer to Article 3.7 Personal Circumstances.

3.13.3 Restriction

Extension requests

A participant who does not fulfill all degree requirements to obtain a MPhil diploma or DBA degree within this extended year, is required to apply again for authorization of another extension, presenting a valid reason plus any supporting documents to the Director DBA School. A participant who does not fulfill all degree requirements to obtain a MPhil diploma or DBA degree within this extended year, without applying for or an approval from the Director DBA School for another extension, will be considered as having failed the program.

Deferment requests

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

3.13.4 Additional fees

An additional fee is charged per extension or deferment request, per year or for each (part of a) year of extension or deferment. Please refer to Appendix III: Financial Conditions.

Article 3.14 Rules of Academic Conduct

3.14.1 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, including non-compliance with these rules. Please refer to Appendix II: Rules of Academic Conduct.

3.14.2 Non-compliance

The MSM Examination Board may impose sanctions following a participant's non-compliance with the Rules of Academic Conduct such as 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 3.15 Academic Misconduct

3.15.1 Authority

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 DBA 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.

3.15.2 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.

3.15.3 Plagiarism

The MSM Examination Board may impose a sanction if it establishes that a participant has committed plagiarism in any assignment (*including individual (10-page) Research Proposal, DBA dissertation etc.*) 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. All formally submitted DBA work, such as RMS assignments, the (10-page) (revised) Research Proposal and the (revised final) DBA dissertation, will be checked 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.

3.15.4 Forgery

The MSM Examination Board may impose a sanction if it establishes that a participant has committed forgery in any assignment or presentation (*including the individual (10-page) Research Proposal or DBA dissertation*) 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 assignments or the individual (10-page) Research Proposal or DBA dissertation.

3.15.5 Academic Outsourcing

The MSM Examination Board may impose a sanction if it establishes that a participant has committed academic outsourcing in any assignment or presentation (*including the individual (10-page) Research Proposal or DBA dissertation*) 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 subject assignment or individual (10-page) Research Proposal or DBA dissertation. 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 subject assignment or individual (10-page) Research Proposal or DBA dissertation.

3.15.6 Sanctions

All penalties for breaching academic integrity and/or plagiarism will be greater than the penalty for submitting poor work or none. If the allegation is upheld, penalties may include:

1. A requirement to resit the assessment component. Plus, additional work imposed for instance a reflective essay on the importance of academic integrity.
2. A zero mark for the assessment component and the requirement to repeat the assessment with the maximum grade capped at a "Pass" with no distinction possible.
3. A requirement to resit the complete assessment with the maximum grade capped at a "Pass" with no distinction possible.
4. Additional work can also be imposed for instance a reflective essay on the importance of academic integrity.

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 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 MPhil diploma or DBA degree is awarded, MSM reserves the right to recall the awarded MPhil diploma or DBA degree and declare it null and void.

3.15.7 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 a DBA 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 DBA program enrolled in is training him/her or is unsuitable for the practical preparation for the profession.

Article 3.16 Awarding credits (*Applicable to RMS (blended) training program only*)

3.16.1 Awarding credits

Each subject module carries a number of credits, to which a grade is attached by assignments, presentations, class participation etc. 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 module.

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

3.16.2 Requirements

Subject module credits are awarded by decision of the MSM Examination Board upon the participant's fulfillment of all requirements of the RMS training program.

Article 3.17 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 subject modules, the Research Proposal and DBA dissertation.

A DBA program is deemed to commence on the first day a participant starts in the RMS training program, or any other date as approved and confirmed by the Director DBA School.

Participants have to fulfil all subject modules as well as possible re-sits of subject modules' assignments of the **RMS (blended) training program** within nine (9) months. Failure to fulfil this requirement will result in an incomplete program. In case a participant does not fulfil the requirements within nine (9) months (s)he may receive, upon his or her request, a certificate indicating the subject modules that have been completed/ successfully passed. Please refer to Article 2.1.1 DBA program segments and Article 3.11: Failure and Continuation of the DBA program.

The **MPhil phase** should be completed within two (2) years counted from the first day a participant starts in the RMS training program. Failure to fulfil this requirement will result in an incomplete MPhil phase.

The **DBA program** (*RMS, MPhil and DBA phase combined*) has a default duration of four (4) years, starting from the first day a participant starts in the RMS training program, or any other date as approved and confirmed by the Director DBA School. Participants are required to complete all degree requirements (RMS, MPhil and DBA phase combined) within seven (7) academic years counted from the first day a participant starts in the RMS training program (or March 1st 2024, whichever date comes first). Extending the DBA program beyond the default period of four (4) years requires a valid reason; permission of the Director DBA School (Please refer to Article 3.13: Extensions and Deferments); and the participant to pay an additional annual fee (Please refer to Article 3.13: Extensions and Deferments and Appendix III: Financial Conditions).

Participants who do not fulfill the degree requirements within seven (7) academic years counted from the first day a participant starts in the RMS (blended) training program will be considered as having failed the DBA program. The Dean may grant an extension.

Article 3.18 Degree and Transcript

3.18.1 Diploma and Degree

Research Methods and Skills (RMS) diploma:

A RMS diploma is awarded to participants who have fulfilled all the requirements of the RMS (blended) training program (*i.e. pass the different subject modules, including the successful presentation and defense of the individual 10-page Research Proposal*).

A Certificate of Attendance is awarded to participants who have attended the RMS on-campus training program, but did not succeed in passing the program. The Pass/No Pass grading system will be used to indicate the participant's performance per subject module.

A Certificate of Participation is awarded to participants who have attended the RMS blended training program, but did not succeed in passing the program. The Pass/No Pass grading system will be used to indicate the participant's performance per subject module.

MPhil diploma:

The MPhil diploma is awarded to participants who have fulfilled all the requirements of the MPhil phase (*i.e. successful defense of the full Research Proposal during the Research Proposal Seminar*).

DBA degree:

The DBA degree is awarded to participants who have fulfilled all the requirements of the DBA phase (*i.e. successful defense of the dissertation during the public defense in Maastricht*). A successful completion of the public defense shall confirm the participant as a DBA graduate.

The RMS diploma, the MPhil diploma and DBA degree and transcript will not be given to the participant until 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, journals, CD's, keys or property of MSM Partner Institutions. A participant who is on academic probation cannot graduate.

3.18.2 Transcript (Applicable to RMS and MPhil phase only)

The transcript and/or the accompanying supplements will state:

- the name Maastricht School of Management
- the name of the RMS training program or MPhil,
- the subject modules,
- the degree that is awarded,
- the last accreditation date of the DBA program,
- a transcript of the participant's list of grades of the subject modules (*with "Resit" indicated if applicable*).

The MSM Examination Board includes an English diploma supplement.

3.18.3 Signature

The RMS diploma is signed by the Dean and the Director DBA School. The MPhil diploma and DBA degree are signed by the Dean and the MSM Examination Board.

The RMS transcript is signed by the Director DBA School. The MPhil transcript is signed by the Dean and the MSM Examination Board.

3.18.4 Graduation Ceremony

The award ceremony of the RMS diploma, MPhil diploma and DBA 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 lineup in the procession for receiving the degree, when all clearances have been successfully obtained and all other obligations have been fulfilled.

3.18.5 Grade Point Average (GPA) (Applicable to RMS (blended) training program only)

The Grade Point Average equals the weighted average of all final numerical grades per subject module 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.

3.18.6 Graduation procedure

The MSM Examination Board will, in principle, automatically proceed to award the MPhil diploma and DBA degree and transcript 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 3.19 Passing "With Distinction"

DBA program (Applicable to DBA phase only)

If a participant has given evidence of exceptional competence within the DBA program, the Associate Dean of Research may decide to award the DBA degree classification 'With Distinction' and have this degree classification stated on the degree. The Associate Dean of Research will lay down guidelines for the recognition of exceptional competence.

The Associate Dean of Research can consider the award of a DBA degree 'With Distinction' if the following conditions have been met:

- the dissertation is formally approved,
- the supervisor, with the consent of the co-supervisor, has informed the Associate Dean of Research that a participant might be considered for the DBA award with distinction during the evaluation,
- all other members of the dissertation defense committee support the distinction.

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 DBA degree with distinction.

A participant who does not submit the DBA dissertation at the designated deadline, without extension or deferment officially approved by the Director DBA School, will not be able to obtain a DBA degree with distinction.

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

Chapter 4 Admission to the DBA program

Article 4.1 General

Applicants for the DBA program should meet the admission requirements and must submit via the MSM online application system the following necessary application documents:

- Certified copy of Master diploma
- Certified copy of Master transcript
- Copy passport
- Proficiency English
- CV
- Motivation letter
- Preliminary Research Proposal

Applicant should pay the application fee.

Applicants who do not meet the requirements and/or who have not submitted the required application documents via the MSM online application system will not be allowed to enter the admission procedure of the DBA program.

It is the responsibility of the applicant 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 a MSM degree.

Article 4.2 Admission Requirements

In order to be eligible for admission to the RMS training program of the DBA program, an applicant needs to fulfill the following requirements:

a. Degree

Applicants must hold at least a Master's degree or its academic equivalent from a recognized university. The DBA Admissions Committee will decide about the equivalence of degrees.

b. Language requirement

- Applicants whose education has been in a language other than English must submit evidence of proficiency in the English language. A score of at least 600 on the paper based TOEFL or an equivalent score on an approved alternative test is considered adequate. Exceptions are where a prior contractual agreement regarding the language requirement exists between MSM and a MSM Partner Institution.
- Applicants should submit their preliminary Research Proposal (*in digital form*) to the DBA Admissions Committee, using the Template "Expression of Interest in DBA Program" as found on MSM's website.

Article 4.3 Admission Procedure

- a. The admission to the DBA program, including those programs conducted in collaboration with a MSM Partner Institution will take place in two (2) steps.
 1. Applicants are **conditionally admitted** to the DBA program when, according to the DBA Admissions Committee, the applicant meets all formal requirements and whose preliminary Research Proposal falls within the identified research themes of MSM or the MSM Partner Institution. The DBA Admissions Committee will arrange an interview, or may use any other means to reach a conclusion concerning the applicant's qualifications. Preliminary Research Proposals that are outside the identified research areas may be accepted, upon clearing by the DBA Admissions Committee. Conditional admission to the DBA program allows the applicant to participate in the RMS training program.
 2. Participants are **finally admitted** to the program after they have:
 - (a) passed the RMS (blended) program (i.e. passed all RMS subject modules and successfully defended the individual 10-page Research Proposal to the RMS examiners), and
 - (b) have convincingly shown to be motivated and capable of working effectively at DBA-level in preparing both individual and group assignments as well as the 10-page Research Proposal within the RMS training program, thereby indicating their academic competency to succeed, with supervisory support, in preparing a defensible DBA dissertation. The decision on the final admission to the DBA program is with the DBA Admissions Committee.
- b. The conditional admission remains valid any time in the twelve (12) months following the selection.
- c. Participants are enrolled in the DBA program after they have signed the Participant's Agreement, which explains the rights and obligations of participants in the DBA program.

Chapter 5 Advice and Guidance (*Applicable to RMS (blended) training program only*)

Article 5.1 Progress records

On behalf of the MSM Examination Board, the MSM Research department keeps records of assignment results of all participants and provides participants with an updated overall grade list in case new results are known.

Article 5.2 Advice and guidance

The MSM Research department of the DBA program acts as study advisor for the purpose of giving advice and guidance to participants enrolled in the DBA program regarding their individual progress and any options for study within and outside the DBA program.

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

The DBA EER have been acknowledged and approved of by the Dean after a proposal by the MSM Examination Board. Cases of failure to comply with the DBA EER, and on all questions of interpretation of these regulations, the decision of the Dean shall be final.

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

Article 6.4 Unforeseen circumstances

Any matters concerning the DBA program, study assessment, or admission of participants, that are not regulated in this DBA EER, shall be provided for by the MSM Examination Board or Research Board, and where relevant in consultation with the Chairperson(s) of the relevant decision-making bodies of the MSM Partner Institutions. No rights can be derived from decisions, announcements and advice from others than the MSM Examination Board or Research 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

RMS (blended) training program

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 written assignment, the participant is advised to first discuss the work with the respective examiner on an appointment basis. The examiner will evaluate and inform the MSM Research department on the results of this informal meeting.

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 MSM Research department further processes the grade objection form and the examiner will evaluate and answer the MSM Research department, so that the participant can receive the result within three (3) weeks from the review appointment.

In case of objections to the grading of the individual (10-page) Research Proposal or DBA dissertation (review not possible), the participant is advised to object the (“Pass” or “Fail”) 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 assignment review and four (4) weeks after notification of the individual (10-page) Research Proposal or DBA dissertation (“Pass” or “Fail”) 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 examiner. This can result in the same or different (higher or lower) or “Pass” or “Fail” 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 submit the resit assignment as scheduled and/ or to repeat the course.

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 exams;
- 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 IA Outline DBA program

Aim and target group

A DBA degree stands at the pinnacle of education in business and management. The aim of MSM's DBA program is to provide its graduates with the skills to become recognized leaders, managers and innovators in the practice and scholarship of business, in particular in rising to the challenges and opportunities that emerging and developing economies face in a globalizing world.

Through the development of research competencies, analytical skills, independent and creative thinking and problem-solving within ethical parameters, our DBA program targets 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. In accordance with our research approach, DBA participants at MSM take a theme-based, multi-disciplinary approach to their studies. Instead of taking a traditional subject approach, DBA participants at MSM focus on solving a very specific managerial problem. 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.

Program Setup of the DBA program

The DBA program comprises three (3) different phases, variable in duration and subject module load:

Phase 1: RMS (blended) training program

The DBA program starts with an intensive and compulsory Research Methods and Skills training program that has two (2) objectives:

1. To develop participant's skills not only in reviewing and critically evaluating extant research but also in developing, executing and presenting their own (DBA or PhD) individual research.
2. To evaluate the participants' capability and motivation of writing individually, though under supervision, a defensible DBA dissertation.

The program follows a hands-on approach and teaches participants (1) how to design a sound and feasible Research Proposal, (2) how to collect reliable quantitative and qualitative data, (3) how to analyze data through valid qualitative and quantitative methods, and (4) how to report on the research project according to international academic standards. The program can be followed on-campus in Maastricht, or in a blended version. All DBA participants are required to participate in the on-campus program in Maastricht for a period of at least two (2) weeks, during Subject Module 1 (Introduction to Research Methodology).

The program consists of five (5) different subject modules which are all geared toward the final product of this program: an individual 10-page Research Proposal, presentation and defense.

Module 1: Introduction to Research Methodology

The first module focuses on "the basics" of research. It discusses research philosophy, deductive and inductive reasoning, research ethics, the role of literature in the empirical cycle, literature search & review, presenting a main argument, conceptualizing research (i.e. transforming research question variables into a conceptual model), and the main qualitative and quantitative research strategies in business and management research. The lectures and associated assignments are not only intended to set the stage for the more specialized courses on quantitative and qualitative research methodologies, but are also intended to help sharpen own research ideas in terms of the research question(s), theoretical framework and research strategy. The sessions of this first module are geared towards drafting the problem statement and outlining the theoretical framework of the individual Research Proposal.

Module 2: Qualitative Research Methods module

This course will introduce participants to the characteristics of and approaches to designing and conducting qualitative research projects. Participants will gain hands-on experience in various qualitative methods and analytical techniques.

Module 3: Quantitative Data Collection module

This module aims to provide a solid introduction to the survey as data collection strategy. The module discusses sampling strategies, instrument development, data collection, data processing, and the strengths and weaknesses of survey designs.

Module 4: Quantitative Data Analysis module

The course provides an introduction to quantitative data analysis, starting by introducing basic statistical concepts and continuing with intermediate and advanced-level techniques of econometric analysis, such as multiple regression models and non-linear regression functions.

Module 5: Individual 10-page Research Proposal development module

This module focuses entirely on drafting a solid and feasible individual 10-page Research Proposal as the final product of the RMS training program. This proposal has to be presented and defended before a committee of RMS examiners (lecturers).

Only those participants who pass the RMS training program and who are deemed to be capable of individually, though under supervision, preparing a defensible DBA dissertation will be finally admitted to MPhil phase of the DBA program.

Phase 2: MPhil diploma

Please refer to Article 2.1.1 for information regarding content and delivery of the MPhil phase.

Phase 3: DBA dissertation

Please refer to Article 2.1.1 for information regarding content and delivery of the DBA phase.

Appendix IB Outline Research Methods and Skills program

The RMS training program can be followed in two (2) teaching formats: (a) on-campus and (b) in a blended format. The design and different subject modules are shown in the tables below.

(a) RMS On-Campus (3 months)

| SUBJECT MODULES | ECTS* | Plenary teaching and self-study hours | | Overall Learning Effort (hours) |
|---|-----------|---------------------------------------|------------|---------------------------------|
| | | Class lectures | Self-study | Total |
| 1. Introduction to Research Methodology | 6 | 60 | 108 | 168 |
| 2. Qualitative Research Methods | 5 | 54 | 86 | 140 |
| 3. Quantitative Data Collection | 2 | 24 | 32 | 56 |
| 4. Quantitative Data Analysis | 6 | 60 | 108 | 168 |
| 5. Individual 10-page Research Proposal development | 6 | 72 | 96 | 168 |
| Total for Modules | 25 | 270 | 430 | 700 |

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

(b) RMS Blended (6 months)

In the RMS blended program, face -to-face teaching is largely replaced by teaching via online platform and electronic interactive communication devices. Every participant will have about 80 hours of face-to-face & synchronous contact with RMS lecturers. This includes two weeks of class lectures at MSM and webinars. MSM Faculty facilitates online classes. The amount of written feedback on assignments in the on-campus and blended program formats is similar.

Participants in the blended program are required to participate in the on-campus program in Maastricht for a period of at least two (2) weeks, during Subject Module 1 (Introduction to Research Methodology).

| Subject modules | ECTS* | In- class | Zoom & skype | Online Class | Self-Study | Total |
|---|-----------|-----------|--------------|--------------|------------|------------|
| 1. Introduction to Research Methodology | 6 | 60 | | | 108 | 168 |
| 2. Qualitative Research Methods | 5 | - | 5 | 40 | 95 | 140 |
| 3. Quantitative Data Collection | 2 | - | 4 | 20 | 32 | 56 |
| 4. Quantitative Data Analysis | 6 | - | 5 | 40 | 123 | 168 |
| 5. Individual 10-page Research Proposal | 6 | - | 6 | 40 | 122 | 168 |
| Total for Modules | 25 | 60 | 20 | 140 | 480 | 700 |

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

Plenary teaching

Participants in the blended program are required to participate in the on-campus program in Maastricht for a period of at least two (2) weeks, during Subject Module 1 (Introduction to Research Methodology).

Zoom & Skype sessions

These will be organized during the online classes.

Online Class

Online classes are delivered through an interactive online platform facilitated by MSM Faculty. Additionally, synchronous sessions will be offered with additional slides, activities or other materials.

Appendix II Rules of Academic Conduct

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 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 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 DBA Assessment, Research Proposal or DBA dissertation or data, assessment and Final DBA Assessment or dissertation 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 DBA 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 DBA program to the Dean.

4.1 Reporting Academic Misconduct

Any examiner (lecturer), supervisor and (external) examiner 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 and (external) examiner (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 Research department 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 Research department 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 DBA School. Non-academic misconduct can be brought to the attention by any interested party.

The Ad Hoc Committee or Director DBA School 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 program.

Appendix III Financial Conditions

- a. Application Fee:
 1. The applicant shall pay to MSM an Application Fee. Applications to the DBA program will not be handled before the Application Fee is received.
 2. The MSM Partner Institution may require an additional Application Fee, which may differ per MSM Partner Institution.
 3. The Application Fee is non-refundable and will cover all application-processing expenses.
- b. Participants who are admitted to the RMS Training Program can only start after the total tuition fee for this training program has been received by MSM.
- c. Upon final admission, the DBA program tuition fee will become due by the participant.
- d. The tuition fee may vary from one year to the following academic year.
- e. Please find below the fee payment schedule for the DBA program:

| | |
|---|------------|
| RMS Training Program | 6,750 EUR |
| After successful RMS defense – Enrollment MPhil | 9,850 EUR |
| Year 2 | 8,000 EUR* |
| Year 3 | 8,000 EUR* |
| Year 4 | 7,000 EUR* |
| Total DBA fee | 39,600 EUR |

**Please note that these payments can be divided in 2 instalments, the first to be paid before the beginning of the new academic year and the second after a 6-months interval.*

- f. Invoices in respect of the DBA program must be paid within 30 days of issuance. The Director DBA School must approve payment in instalments in exceptional cases. Interest will be added to the amount due.

Any participant who is delinquent in payment will be discontinued from the program until the payment has been settled. A participant who has not made the payments in due order will not receive the MPhil diploma or DBA degree or transcript.

A temporary discontinuation due to delinquency in payment does not qualify as reason for a DBA program extension. During this period a participant cannot be admitted to the MPhil or DBA dissertation defence and will not receive any supervision. The maximum time allowed for completion of the DBA program remains seven (7) years counted from the first day a participant starts in the RMS training program.

- g. Additional fees for repeating subject modules, deferment and extension requests:
1. If the participant has to repeat a subject module of the RMS training program, an additional EUR 500,- per subject module will be charged.
 2. In case a participant **defers** his/her entire **DBA program** for a valid reason and the deferment (postponement) has been officially approved by the Director DBA School, the participant shall pay an administration fee of EUR 1.000,- per year. Deferment implies that the MPhil or DBA process, including supervision, is postponed. During the deferment period, a participant cannot be admitted to the MPhil or DBA dissertation defence, and will not receive any supervision. The deferment shall not exceed the maximum duration of one (1) year per deferment request, with the condition to complete all degree requirements within seven (7) academic years counted from the first day a participant starts in the RMS training program. Please refer to Article 3.17 Fulfillment of all requirements.
 3. In case a participant **extends** his/her **DBA program** for a valid reason and the extension has been officially approved by the Director DBA School, the participant shall pay an administration fee of EUR 3.000,- per year. The extension shall not exceed the maximum duration of one (1) year per extension request, with the condition to complete all degree requirements within seven (7) academic years counted from the first day a participant starts in the RMS training program.
- h. Refund Policy:
1. Should the participant withdraw from the (blended) RMS training program after paying the program tuition fee, but before the start of the program, the tuition fee will be reimbursed less the amount of EUR 2.000,-.
 2. Should the participant withdraw from the (blended) RMS training program after paying the program tuition fee and after the start of the program the tuition fee will not be reimbursed.
 3. Should the participant withdraw from the DBA program at any time during the MPhil phase or the DBA phase, the participant will receive a refund for the remaining years of the DBA program where s/he has already paid for.
 4. A participant who is dismissed from the DBA program will not receive a refund for the remaining segments of the DBA program where s/he has already paid for.

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 Organization of the DBA program

Associate Dean of Research

- a. The Associate Dean of Research carries the overall responsibility of all research-related activities of MSM.

Director DBA School

- a. The Director DBA School advises on the strategy of the DBA program, and carries the responsibility for all operational issues concerning the DBA program, and relationships (admissions, contact point, contracting, monitoring and evaluating) with (candidate) participants, examiners (lecturers) in the RMS training program, supervisors, co-supervisors, external examiners, and MSM Partner Institutions.
- b. The Director DBA School is responsible for the organization and content of training elements in the DBA program. The Director DBA School obtains advice from the Academic Coordinator on the curriculum of the DBA program.
- c. The Director DBA School provides leadership to the MSM Research department in respect of all matters related to the DBA program. S/he participates in the DBA Admissions Committee.
- d. The Director DBA School obtains advice from the Research Board on the general policies and frameworks for the DBA program, and in case of disputes.

Academic Coordinator for DBA program

- a. The Academic Coordinator for the DBA program works with the Director of the DBA school to address operational issues concerning the DBA program,
- b. The Academic Coordinator for the DBA program participates in the DBA Admissions Committee and Education Board.
- c. The Academic Coordinator for the DBA program delivers the Learning Sets component of the Research Methods and Skills training program.
- d. The Academic Coordinator for the DBA program is responsible to the Director of the DBA School for all operational issues related to the DBA program.
- e. The Academic Coordinator for the DBA program is responsible for chairing both the MPhil and DBA defense

Research Board

- a. In respect of the DBA program the Research Board serves as an advisory board for all aspects related to the strategy, content, quality and operational matters of the program.
- b. The Research Board is composed of a Chairperson, a Vice-Chairperson, a Secretary, and further members appointed on the recommendation of Research Board members or of the Associate Dean of Research. Upon request of the Chair, the Vice-Chairperson can replace the Chair with respect to his/her duties.

Supervisor(s)

Appointment of supervisors

- a. Supervisors in the MSM DBA program are selected with approval of MSM.
- b. Supervisors are appointed by the Director DBA School.
- c. A supervisor has a DBA/PhD degree.
- d. Each participant in the program shall be appointed one (1) supervisor.

Tasks of the supervisor

- a. To act as the main advisor to the participant on the formulation of the problem statement, the literature review, elaboration and execution of the research design and the dissertation outline, keeping high standards of research ethics, and on the preparation of the final version of the dissertation.
- b. To participate in the Supervisory Team, the Research Proposal Seminar Committee and the DBA Dissertation Defense Committee.
- c. To indicate on MSM's respective Evaluation forms whether the Research Proposal or DBA dissertation is of sufficient quality to be defended publicly or to be submitted for external evaluation respectively.
- d. To indicate whether the DBA dissertation qualifies for distinction.

- e. To submit the reports on the progress of the participant and keep all the paper work in terms of supervision in order so as to justify his/her evaluation and be able to build a case when the participant fails to make sufficient progress in future.
- f. To attend at least one (1) supervisory capacity building and refreshment seminar during the duration of one (1) supervision period.
- g. To act in accordance with the standards laid down in the “Manual for DBA Supervisory Teams”, and to maintain the highest moral and ethical standards in research and scientific practice, and set a laudable example to DBA participants under his or her supervision.

Change of supervisor

- a. If the supervisor and/or the participant consider that their cooperation is unsatisfactory, they have the right to ask the Director DBA School for a change of supervisor.
- b. If the employment of a supervisor ceases during an ongoing supervision, s/he retains the right to continue the ongoing supervision provided that:
 - 1. The supervisor expresses his or her willingness to continue supervision;
 - 2. In the case of termination, the employment was honourably terminated;
 - 3. The agreement to supervise was entered into force before the date of termination of the employment;
 - 4. The exercise of effective supervision remains logistically possible.
- c. In the case that any of the conditions in point b has not been met, the right to supervision of the participant by the departing supervisor shall be reconsidered. The Director DBA School shall appoint another supervisor who will be assigned to the participant.

Appointment of co-supervisors

- a. Co-supervisors in the MSM DBA program are selected with approval of MSM.
- b. Co-supervisors are appointed by the Director DBA School.
- c. A co-supervisor has a DBA/PhD degree.
- d. Each participant in the program shall be appointed only one (1) co-supervisor.

Tasks of the co-supervisor

- a. To act as secondary advisor to the participant on the formulation of the problem statement, the literature review, elaboration and execution of the research design and the dissertation outline, keeping high standards of research ethics, and on the preparation of the final version of the dissertation.
- b. To indicate on MSM’s respective Evaluation forms whether the Research Proposal or DBA dissertation is of sufficient quality to be defended publicly or to be submitted for external evaluation respectively.
- c. To participate in the Supervisory Team, the Research Proposal Seminar Committee and the DBA Dissertation Defense Committee.
- d. To act in accordance with the standards laid down in the “Manual for DBA Supervisory Teams”, and to maintain the highest moral and ethical standards in research and scientific practice, and set a laudable example to DBA participants under his or her guidance.

External Examiners

Appointment of external examiners

- a. After the participant has submitted the final version of the dissertation, the Director DBA School will assign two (2) external examiners.
- b. External Examiners are not members of the academic Faculty of MSM.
- c. External Examiners should be appropriately qualified in terms of subject matter and knowledge of research methods to be able to adjudicate a particular dissertation.

Tasks of the external examiner

- a. To indicate on MSM’s DBA Dissertation Evaluation form whether the DBA dissertation is of sufficient quality to be defended publicly or to be submitted for external evaluation respectively. This evaluation is meant to check whether the work done by the participant meets academic standards as is required for DBA level work.
- b. To participate in the DBA Dissertation Defense Committee.

Appendix V 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 DBA School, or, if this is not possible, to the Dean.

Appendix VI Regulations for the use of IT Facilities on-campus in Maastricht

Definitions:

User: any participant or visitor granted authorized access to the IT Facilities at Maastricht School of Management;

IT Administrator: the member of staff at MSM responsible for monitoring the use of IT facilities and authorized in this respect to give instructions and advice;

The IT team is responsible for the accessibility, configuration, continuity and security of any IT Facility;

IT Facilities: the facilities made available by or on behalf of MSM for communication of electronic messages, including the Intranet, Internet, World Wide Web, electronic learning environment, email, Email Address, and all facilities whether or not accessible by means of a user name/password, as well as (wireless) connection facilities for laptop computers, PDAs. These include hardware, software, data and connectivity technology.

The definition of IT Facilities is not exhaustive and may be supplemented with facilities as may be provided by MSM in the future;

Access Code: the combination of user name or login name and corresponding password;

Email Address: the unique code allocated to a User by MSM indicating his or her electronic mail;

Mailbox: any space allocated on a computer storage medium exclusively available to the User for receiving, storing and sending electronic mail;

Scope:

These regulations apply to all employees, participants and visitors at MSM who use the IT Facilities at Maastricht School of Management.

General:

IT Facilities may only be used in accordance with the purpose for which they were made available by Maastricht School of Management.

Notwithstanding the provisions regarding intellectual property rights, Users shall comply with and observe the license terms provided by Maastricht School of Management.

Users are obligated to follow the Administrator's instructions regarding the use of these facilities.

Users must observe due care when using the IT Facilities and refrain from activities that may negatively affect the proper functioning of the facilities or the interests of Maastricht School of Management.

IT Facilities:

Without the consent of the Administrator, Users are not permitted to:

- a. change the settings of the hardware;
- b. change, disconnect or remove the hardware;
- c. add or change system software or applications;
- d. grant third parties access to the IT Facilities;
- e. keep the IT Facilities occupied without being physically present;
- f. use, leave or abandon the IT Facilities in such a way as to allow unauthorized access by third parties;
- g. unnecessarily overload the (wireless) network;
- h. use the IT Facilities for commercial purposes.
- i. Users must log off after using the network.

User Names and Passwords:

- a. The user names and passwords allocated by MSM are personal.
- b. It is not permitted to disclose a password to third parties.
- c. Users are not permitted to use other user names and passwords, or to try to obtain such user names and passwords.
- d. Users must change their password regularly.

- e. Users are responsible for all actions performed under their user name and password, unless they evidence that the user name and password were wrongfully obtained by a third party.
- f. Users are obligated to keep the user name and password assigned to them in a safe place.
- g. If the User suspects that a user name and/or password has been disclosed to third parties, s/he must immediately notify the Administrator and take appropriate measures to prevent further unauthorized use.
- h. Any additional physical items for purposes of more secure authentication (tokens, smart cards, etc.) will remain the property of MSM and may only be used for obtaining access to the facilities for which these items were distributed.

Email:

The Email Address provided to the User is personal and cannot be transferred to third parties. Email traffic will be monitored automatically in the context of system and network security in order to prevent viruses, other damaging programs and spam.

Without the Administrator's consent, Users are not permitted to:

- a. obtain access to emails of other Users;
- b. to read, copy, change or delete emails addressed to another User without the express consent of this other User;
- c. sign emails using a different name;
- d. send messages of an indecent, discriminating, commercial, intimidating or threatening nature using the email facilities of Maastricht School of Management;
- e. send messages that contain software, viruses or any other computer code, files or programs developed to interrupt, destroy or limit the functionality of any computer software, hardware or telecommunication facility;
- f. change email headers or any other information that identify an email;
- g. make any other unauthorized use of email and email facilities.

Internet:

It is not permitted to visit websites of pornographic, sexual, racist, discriminating, offensive or provoking nature, or websites with any other objectionable content, or to download or upload such content from or to a website using the IT Facilities of Maastricht School of Management. Without the Administrator's consent, it is not permitted to obtain access to non-public sources.

Data Storage Facility:

Users may only store information that was rightfully obtained.

Users are aware that only information stored on a central location will be copied by the Administrator for back-up purposes.

Users are not permitted to access another User's data without the consent of this other User.

Intellectual Property:

Users will respect, at all times, the rules on intellectual property and refrain from infringing such intellectual property rights.

In the event of infringement, MSM will, in all cases, recover all damage ensuing from this from the party responsible.

Logging and Monitoring:

MSM logs and monitors the IT Facilities and network traffic using automated processes.

The purposes of monitoring network use are as follows:

- system and network security;
- preventing negative publicity;
- combating discriminating, racist, pornographic, sexist and other abusive messages;
- combating unauthorized use;
- safeguarding technical integrity and the availability of the infrastructure and services;

- processing data for the purposes of trend analyses of network use.

Monitoring will, in principle, be carried out at the level of individual data, which will be totalized so that they can no longer be traced to private individuals. If a User or groups of Users are suspected of violating the regulations, specific monitoring may also take place at an individual level for a definite period.

Monitoring activities will, in principle, be limited to traffic data on network use; the content of messages may only be examined in the event of serious reasons.

Users will immediately notify the Administrator in the event of security breaches.

Sanctions:

Any User who violates these regulations will immediately be logged off by the Administrator and denied access to the IT Facilities.

Documentation and Publication:

These regulations may be referred to as the 'Regulations for the Use of IT Facilities at Maastricht School of Management'.

Users will take cognizance of and agree with these regulations when they first log on to the IT infrastructure at Maastricht School of Management.

Appendix VII Access to the MSM Information Center Portal 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)
- eBooks 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 accepting the user ID and password, one fully agrees with this policy and is aware of the consequences in case of any misuse.

1. You will receive your login credentials from the IT-office, provided the registered student is not in arrears on any payments due to Maastricht School of Management
2. The user ID and password is **STRICTLY PERSONAL**, so you are not allowed to give it to others
3. The penalty for any misuse is exclusion from the program you are enrolled in
4. Access is valid during the entire duration of the program you are enrolled in

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

Appendix VIII 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 RMS program course materials for both on-campus and the blended formats will be stored on Moodle pages. Moodle will also be used for communication between the examiners (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 Research department will make sure that the participants have access to the course materials. Questions about Moodle can be sent to moodle@msm.nl.



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