

# MSM-MBA and MSM-MM Education and Examination Regulations

Academic Year      2026-2027

**School of Business and Economics**  
**MSM-MBA and MSM-MM Study**  
**Programmes**

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## Introduction

This document contains the MSM Master of Business Administration (MSM-MBA) and MSM Master in Management (MSM-MM) Education and Examination Regulations (MSM-MBA/MM-EER) 2026-2027 for the Master of Business Administration and Master in Management programmes at the Maastricht School of Management (MSM) - School of Business and Economics (SBE) of Maastricht University (UM), and in collaboration with MSM partner institutions, as required by Article 7.13 of the Dutch Higher Education and Scientific Research Act (WHW).

This EER complies with the requirements set out in sections 2 and 3 of Article 7.13 of the WHW, as well as other relevant legal provisions. These regulations, including any changes compared to the MSM-MBA/MM-EER of prior academic year and the respective transitional regulations, have been approved and adopted for the academic year 2026-2027 by the SBE Board, after consultation with the Board of Examiners, advice and consent from the SBE Council. The Master's study programme outlines as stated in Chapter XIV of this MSM-MBA/MM-EER may be subject to change in academic years thereafter, in which case transitional regulations will be included accordingly in Appendix I of the MSM-MBA/MM-EER of the respective academic year. These transitional regulations apply to students who have not been able to successfully complete educational units of the outlines as presented in Chapter XIV of this MSc-EER. The Education and Examination Regulations are published on the MSM website.

## Adoption

These Education and Examination Regulations will take effect as from September 2026 and stay in force for the academic year 2026-2027, up to and including August 2027.

## Definition of Terms

For the purpose of these MSM MBA/MM Education and Examination Regulations, the following terms are defined as:

**AACSB:** The Association of Advance Collegiate Schools of Business, an Accreditation Organisation based in the United States.

**Academic Coordinator:** the scientific and academic head of the MSM-MBA respectively the MSM-MM study programme

**Academic Outsourcing:** obtaining (part of) a text, assignment or any other data from a third party (whether or not for payment) and/or (partially) generated by artificial intelligence software, such as ChatGPT.

**Academic year:** the period from 1 September up to and including 31 August of the following calendar year.

**(The) Act (or the abbreviation WHW):** the Dutch Higher Education and Scientific Research Act (Wet op het Hoger Onderwijs en Wetenschappelijk Onderzoek, Stb. 1992, 593).

**Assessor:** a person who provides an evaluation of examinations, supporting the assessment process and contributing to the determination of results.

**Assignment:** a task or piece of work allocated to a student or a group of students as part of an education unit, for example but not limited to (group) papers and (group) presentations.

**Attendance:** physical presence during any teaching activity in education units. This can be a partial requirement of an educational unit: if stated in the syllabus, the minimum number of lectures and/or tutorials a student must attend and which can be a condition to pass the educational unit.

**Board of Admissions:** the board responsible for the assessment of admissibility of prospective students to a study programme.

**Board of Examiners:** the examination board referred to in Articles 7.12, 7.12a and 7.12b of the Act/WHW.

**Campus:** see "FullFabric".

**Canvas:** an online platform encompassing UM's learning management system in which each educational unit within the curriculum has a dedicated site with regards to communication, content information, testing, paper submissions, originality checks and discussion boards.

**Certificate:** the official document that will be issued once the student has fulfilled all exam requirements and which is used to prove that the student has graduated.

**Course:** an educational unit within the meaning of Article 7.3 of the Act/WHW.

**Course assignment:** an assignment that may be part of the (resit of an) examination of a course.

**Course Coordinator:** the examiner responsible for developing the content of an educational unit and who gives guidance to the tutors of the educational unit, resolves problems in the organisation of and coordinates all tasks related to the education and examination and/or assessment of the educational unit.

**Cum Laude:** a degree awarded to students who have shown exceptional performance in the MSM-MBA respectively MSM-MM study programme and have met the Cum Laude requirements, which are stated in this MSM-MBA/MM-EER. Cum Laude is, amongst others, based on the Grade Point Average (GPA). When a student is awarded with a Cum laude classification, this will be stated on the student's certificate.

**Curriculum:** the educational units comprising a study programme.

**Digital examinations:** examinations conducted in a digital format, i.e. taken on a laptop, Chromebook or computer.

**Disability Support (DS):** the central point at UM where students with a disability and/or chronic illness can apply for facilities or support.

**Disciplinary course:** a compulsory component of the curriculum that is strongly linked to the discipline of the Master's study programme. If indicated in the study programme outline, students are allowed to choose one of several disciplinary courses.  
**Dual degree programme:** an approved combined study programme that leads to two Master's degrees. Students will complete part of the Master's study programme at an institution abroad and part at SBE-MSM.

**ECTS credit:** a unit expressed in European Credit Transfer System (ECTS) credits, with one credit equalling 28 hours of study referred to in Article 7.4 of the Act/WHW.

**Educational unit:** a coherent part of the study programme that a student completes by fulfilling all requirements of that part, including an examination and for which the student receives the corresponding ECTS credits (see article 7.3 paragraph 2 WHW).

**Elective course:** a course freely chosen from the list of elective courses of the relevant study programme, to be found via the MSM website.

**EQUIS:** EFMD (European Foundation for Management Development) Quality Improvement System, an Accreditation Organisation from the European Union.

**Exam:** the overall assessment or the final exam of the Master's study programme referred to in Article 7.3 paragraph 3 ° Article 7.10 paragraph 2 of the Act/WHW.

**Examination:** an assessment of a component or components of the educational unit as referred to in Article 7.3 paragraph 3 ° Article 7.10 paragraph 1 of the Act/WHW in a written, oral or digital format.

**Examination component:** part of the examination. All examination components together lead to the final grade of an examination. Examination components can be written/oral examinations, individual assignments, group assignments, (group) presentations, etc.

**Examiner:** the person designated by the Board of Examiners to administer examinations and to determine the results of such examinations.

**Expertise track:** a combination of courses that students choose before or during their MSM-MBA study programme that allows them to extend their knowledge within a specific area of their study programme. All courses of the expertise track must be successfully completed in order to fulfil the requirements for the expertise track concerned.

**Extracurricular activity:** an activity of which the ECTS credits are recognised, but which do not count towards successful completion of the Master's exam.

**Forgery:** falsifying or altering documents, data or any other sources.

**Fraud:** actions and/or omissions by a student, intended or not, making it impossible in whole or in part to properly evaluate their knowledge, understanding and skills or creating the opportunity for others to commit fraud.

**FullFabric:** the portal used by MSM for the enrolment and admission process, and as digital personal environment for students enrolled in the MSM-MBA and MSM-MM study programme. FullFabric is the official portal for publishing grades to students. FullFabric can be accessed on campus.msm.nl.

**GMAT Exam (10th Edition):** the Graduate Management Admission Test, a computer-based standardized test which assesses a person's verbal reasoning, quantitative reasoning, analytical writing and critical thinking skills in preparation for being admitted into a graduate programme. The GMAT Exam (10th Edition) test score ends in "0".

**GMAT Exam (Focus Edition):** the Graduate Management Admission Test, a computer-based standardized test which assesses a person's verbal reasoning, quantitative reasoning and critical thinking skills in preparation for being admitted into a graduate programme. The GMAT Exam (Focus Edition) test score ends in "5".

**GPA:** abbreviation for Grade Point Average, the weighted average score of all final numerical grades of the educational units registered within the MSM-MBA respectively MSM-MM study programme and that are stated on the MSM-MBA respectively MSM-MM curricular (final) transcript.

**GRE:** the Graduate Record Examinations, a computer-based test which assesses a person's verbal reasoning, quantitative reasoning, analytical writing and critical thinking skills in preparation for being admitted into a graduate programme.

**IELTS:** International English Language Test System

**Intake:** group of students that start the study programme at a particular moment in time.

**Irregularity:** any act or omission by a student in violation of the rules, guidelines and instructions relating to (the completion of) educational units and/or examinations. This includes but is not limited to fraud, plagiarism, forgery and academic outsourcing.

**Maastricht University (UM):** an institution of higher education according to Article 1.8 paragraph 1 of the Act/WHW.

**Master's thesis:** an independently written and individually assessed essay on a graduate academic level and on a particular subject in the domain of the chosen programme or specialisation/expertise track.

**Master's thesis cycle:** the period in which the student writes and defends the Master's thesis and in which supervision and evaluation of the Master's thesis takes place. Each Master's thesis cycle entails a first and resit opportunity.

**MSM:** abbreviation of Maastricht School of Management that is part of the SBE.

**MSM Master's Thesis Guides:** (electronic) documents outlining the rules and procedures for the Master's thesis process of the MSM-MBA study programme and for the Master's thesis process of the MSM-MM study programme.

**MSM-MBA/MM-EER:** abbreviation for the Education and Examination Regulations of the MSM-MBA and MSM-MM study programmes.

**MSM partner institutions:** educational institutions in collaboration with whom MSM offers specific courses/variants of the MSM-MBA and MSM-MM study programmes. Please refer to appendix V of this MSM-MBA/MM-EER for more information.

**MSM education office:** the MSM office responsible for the MSM-MBA and MSM-MM study programmes.

**MSM website:** [www.msm.nl](http://www.msm.nl) as the official website of MSM where prospective and current students can find information related with their study at MSM.

**NVAO:** abbreviation for Accreditation Organisation of the Netherlands and Flanders, which systematically and regularly assesses the quality of all programmes taught at Dutch universities of applied sciences and research universities.

**Oral examinations:** an oral assessment of a component or components of the educational unit as referred to in Article 7.3 paragraph 3 and Article 7.10 paragraph 1 of the Act/WHW.

**Paper recycling:** using a paper or any kind of assignment in whole or in part that has been submitted earlier by the student without referencing (self-plagiarism). Students should quote their own work and refer to it.

**Participation:** see attendance

**Plagiarism:** the presentation of ideas or words from one's own or someone else's sources without proper acknowledgment of the sources. Plagiarism is considered to be an irregularity.

**Preparatory Courses:** five online preparatory (foundation) courses being, Accounting, Finance, Statistics, Economics and Write & Cite Academic Writing Readiness.

**Programme (or study programme):** the MSM-MBA and MSM-MM study programmes referred to in Article 14 of these Regulations and referred to in Article 7.3 of the Act/WHW, consisting of a coherent whole of educational units comprising a minimal total number of 60.0 ECTS credits for the MM study programme and 70 ECTS credits for the MBA study programme.

**Resit:** in principle, the second opportunity in an academic year for the examination of an educational unit or parts thereof, and additionally, any other sit that is needed to pass the educational unit after prior failing or receiving a No Grade (NG) as defined in Article 4.17 of this MSM-MBA/MM-EER.

**SBE:** abbreviation for School of Business and Economics, a faculty of Maastricht University.

**SBE Board:** the faculty board of the SBE referred to in Article 9.12 of the Act/WHW.

**SBE Council:** the faculty council of the SBE referred to in Article 9.37 of the Act/WHW.

**Specialisation:** a combination of courses that students choose before their MSM-MBA or MSM-MM study programme that allows them to specialise within a subdomain of their study programme.

**Student:** an individual who is officially enrolled at the university for the purpose of receiving education and/or taking examinations in the MSM-MBA or MSM-MM programmes

**Student & Career Counsellors:** a team supporting and guiding SBE students with personal, academic and career related questions and concerns with special attention for a student's individual progress

**Student Portal:** the portal to the digital personal environment of students enrolled at Maastricht University which can be used by the student for administrative purposes, for which a username and password are provided to the student upon enrolment at Maastricht University.

**Study material:** literature, hardware, software and other sources of information that students need for educational purposes and for a particular educational unit.

**Study programme:** See the definition of programme.

**Summa Cum Laude:** a degree awarded with the classification Summa Cum Laude (passed with the highest distinction) by the Board of Examiners based on the fact that the student has shown highly exceptional performance in the MSM-MBA respectively MSM-MM study programme and has met the Summa Cum Laude requirements, which are stated in this MSM-MBA/MM-EER. Summa Cum Laude is, amongst others, based on the Grade Point Average (GPA). When a student is awarded with a Summa Cum laude classification, this will be stated on the student's certificate.

**Syllabus:** a(n) (electronic) document outlining the goals and content of a particular educational unit, describing methods of education and examination of the educational unit concerned and prescribing particular regulations and guidelines applicable to that educational unit.

**Thesis supervisor:** academic staff member appointed to guide and monitor a student's thesis work.

**TOEFL:** Test of English as Foreign Language

**Transcript:** An official document, attached to a certificate, listing the results achieved by a student for the educational units of a study programme. The curricular transcript lists the educational units registered within the Master's study programme, which count towards the successful completion of the Master's exam. The Extracurricular transcript lists the educational units followed on top of the Master's study programme. These educational units do not count towards the successful completion of the Master's exam.

**UM:** abbreviation of Maastricht University.

**UM Executive Board:** the Board of Maastricht University as referred to Article 9.2 and 9.3 of the Act/WHW.

**Written examinations:** a written assessment of a component or components of the educational unit as referred to in Article 7.3 paragraph 3 and Article 7.10 paragraph 1 of the Act/WHW. Written examinations can include digital examinations.

**WHW:** abbreviation of Wet Hoger Onderwijs en Wetenschappelijk onderzoek / Dutch Higher Education and Scientific Research Act: see (the) Act.

The other terms in these Education and Examination Regulations have the meaning conferred to them by law (for example The Act/WHW).

## Part 1

# Admission

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## Chapter I Admission

**Disclaimer:** this chapter consists of general eligibility and admissions requirements and specific admissions requirements for the MSM-MBA and MSM-MM study programme. You are advised to read the chapter in full to know what is applicable to your situation.

### Article 1.1 Study Programmes

#### **MSM Study Programmes**

- A. MSM Master of Business Administration (MSM-MBA) leading to a Master of Science degree, all specialisations;
- B. MSM Master in Management (MSM-MM) leading to a Master of Arts degree.

### Article 1.2 Application deadlines

The application deadlines regarding the MSM-MBA and MSM-MM programme for each admission cycle will be announced on the MSM website.

### Article 1.3 Eligibility

1. The (specific) prerequisites for enrolment in the MSM-MBA and MSM-MM study programme of SBE-MSM at Maastricht University are made available on the MSM website.
2. In order to be eligible for admission a prospective student has to:
  - a. submit the completed application form; and
  - b. submit a copy of a valid passport; and
  - c. submit a passport photo; and
  - d. meet the prerequisites regarding the payment details and study fee; and
  - e. meet the prerequisite concerning the previous education.
3. In addition a prospective student, who needs to be assessed by the MSM Board of Admissions as per Article 1.4.1 of this MSM-MBA/MM-EER, has to:
  - a. write and submit a motivation letter according to the MSM format (see MSM website) stating why the applicant wishes to study the MSM-MBA respectively MSM-MM study programme; and;
  - b. submit a résumé/curriculum vitae; and
  - c. provide proof of specific quantitative, verbal and analytical capabilities, e.g. a satisfactory GMAT Exam or GRE test score, see Article 1.4.5 of this MSM-MBA/MM-EER;
  - d. have met the prerequisite concerning language knowledge, e.g. a TOEFL or IELTS test, see Article 1.4.6 of this MSM-MBA/MM-EER;
  - e. be positively assessed by the MSM Board of Admissions. The MSM Board of Admissions decides for each individual application whether the applicant will be admitted to the MSM-MBA respectively MSM-MM study programme. The Board of Admissions might request the prospective student to participate in an interview to assess the admission of the student to the MSM-MBA respectively MSM-MM study programme.
4. N.a.
5. Annually and in advance the prerequisites and deadlines are published on the MSM website.
6. For IND purposes other documents may be requested. Please refer to the MSM website.

## Article 1.4 Admission requirements

### Article 1.4.1 Board of Admissions

1. The MSM Board of Admissions decides for each individual application whether the applicant will be admitted to the MSM-MBA respectively MSM-MM study programme based on the admission criteria in Article 1.3 and Article 1.4 of this MSM-MBA/MM-EER.
2. N.a.
3. Applicants who do not meet the requirements and/or who have not submitted the required application documents will not be allowed to enter the programme and no degree will be granted.
4. It is the responsibility of the student to ensure before applying, that they satisfy the admission requirements. Illegally obtained admission to the programme (i.e. based on fraudulent information or documents) will not entitle a person to continue participating in the programme or to receive an MSM-MBA respectively MSM-MM degree.

### Article 1.4.2 Bachelor-before-Master rule

1. The Bachelor-before-Master rule (in Dutch, the so-called 'harde knip') applies to the MSM-MBA and MSM-MM study programme. This means that applicants need to have obtained, and provided proof of, a University Bachelor's Degree from a recognized university before the start of the MSM-MBA respectively MSM-MM study programme.
2. The Board of Admissions is authorised to deviate from this rule in individual cases if the applicant is not able to show proof of the University Bachelor's Degree before the deadline as indicated in paragraph 1 due to special circumstances.

### Article 1.4.3 n.a.

### Article 1.4.4 n.a.

### Article 1.4.5 GMAT Exam/GRE test and preparatory courses

1. All applicants who need to be assessed by the MSM Board of Admissions need to
  - a. provide a minimum GMAT Exam (10<sup>th</sup> Edition) score of 600; or
  - b. provide a minimum GMAT Exam (Focus Edition) score of 565; or
  - c. provide a GRE or equivalent exam score with at least an equivalent of 600 GMAT Exam (10<sup>th</sup> Edition) score, please refer to the GRE admission table as published on the MSM website; or
  - d. complete the preparatory courses as specified by SBE-MSM and published on the MSM website. Preparatory courses need to be completed two (2) weeks before the start of the MSM-MBA and MSM-MM study programme. At the discretion of the MSM Board of Admissions, a satisfactory result from the GMAT Exam or GRE test might still be requested before a decision for admission will be taken.; and
  - e. complete the Write & Cite Academic Writing Readiness course before starting the study programmes.

#### Article 1.4.6 Requirements on English language

1. Applicants who do not have the nationality of an EU/EEA country must submit evidence of English proficiency by achieving one of the following minimum scores:
  - TOEFL scores: (Test of English as Foreign Language)
    - TOEFL Internet based test (TOEFL IBT): minimum score of 90
    - TOEFL Paper Based Test (TOEFL PBT): minimum score of 570
    - Institutional TOEFL (TOEFL ITP), both the paper-based and online test: minimum score of 570
  - IELTS score (International English Language Testing System):
    - Academic IELTS
    - Minimum score of 6.5
    - no section below 5.5
  - TOEIC score (Test of English for International Communication):
    - Minimum score of 929
    - applicant has passed both "Speaking & Writing" and "Listening & Reading"
  - Pearson PTE Academic test of English: minimum score 59
  - Cambridge CPE English Proficiency test: minimum grade C
  - Cambridge CAE English Advanced test: minimum grade B
2. In addition to paragraph 1 of this Article, candidates who apply for the part-time variants of the MSM-MBA respectively MSM-MM programme may submit evidence of English proficiency by achieving a minimum score of 120 of the Duolingo English Test (DET).
3. Applicants who have completed their Bachelor and/or Master degree in English, or applicants from Anglophone countries, may be exempted from this requirement, at the discretion of the MSM Board of Admissions. A statement from the previous university that the degree was in English will be required. Upon request, the MSM Board of Admissions might still request a satisfactory result from one of the English tests listed in paragraph 1 and 2 of this Article before a decision for admissions will be taken.

#### Article 1.4.7 Specific Admission requirements for the MSM-MBA study programme

1. In order to be eligible for admission by the MSM Board of Admissions as per Article 1.4.1 of this MSM-MBA/MM-EER, an applicant must fulfil the following requirements:
  - a. Meeting all eligibility criteria, as indicated in Article 1.3 of this MSM-MBA/MM-EER; and
  - b. Providing proof of having obtained at least a Bachelor's Degree or equivalent<sup>1</sup> and providing a transcript of exam subjects and grades (please also refer to Article 1.4.2 of this MSM-MBA/MM-EER); and
  - c. Providing a GMAT Exam score or equivalence fulfilling the requirements as indicated in Article 1.4.5 of this MSM-MBA/MM-EER; and
  - d. Meeting the English proficiency requirements as indicated in Article 1.4.6 of this MSM-MBA/MM-EER; and
  - e. Submitting two (2) recent professional recommendation letters from companies by which the prospective student has been employed; and
  - f. Providing a proof of the years of working experience.
    - i. Full-time variant: Applicants should have at least three (3) or more years of relevant working experience obtained after receiving their Bachelor's Degree; or
    - ii. Part-time variants: Applicants should have at least five (5) or more years of relevant working experience obtained after receiving their Bachelor's Degree.
2. In case a student wants to switch from the full-time to the part-time variant of the MSM-MBA study programme, a minimum of five (5) years of relevant working experience obtained after receiving the Bachelor's degree is required.

#### Article 1.4.8 Specific Admission requirements for the MSM-MM study programme

1. In order to be eligible for admission by the MSM Board of Admissions as per Article 1.4.1 of this MSM-MBA/MM-EER, an applicant must fulfil the following requirements:
  - a. Meeting all eligibility criteria, as indicated in Article 1.3 of this MSM-MBA/MM-EER; and
  - b. Providing proof of having obtained at least a Bachelor's Degree or equivalent<sup>2</sup> and providing a transcript of exam subjects and grades (please also refer to Article 1.4.2 of this MSM-MBA/MM-EER); and
  - c. Providing a GMAT Exam score or equivalence fulfilling the requirements as indicated in Article 1.4.5 of this MSM-MBA/MM-EER; and
  - d. Meeting the English proficiency requirements as indicated in Article 1.4.6 of this MSM-MBA/MM-EER; and
  - e. Submitting one (1) recent professional or academic recommendation letter from a company by which the prospective student has been employed or by an academic authority.

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<sup>1</sup> The MSM Board of Admissions assesses if the student's degree(s) and/or pre-education is equivalent to a Bachelor's degree. The verdict of the MSM Board of Admissions is final.

<sup>2</sup> The MSM Board of Admissions assesses if the student's degree(s) and/or pre-education is equivalent to a Bachelor's degree. The verdict of the MSM Board of Admissions is final.

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**Article 1.5**                    **Minimum and maximum number of students**

1. Each new intake of the MSM-MBA and MSM-MM study programme requires a minimum of twenty (20) students. In case less than twenty (20) students are admitted for a new intake, the intake may be postponed. Students will be informed of a postponement at least four (4) weeks prior to the start of the programme.
2. The full-time variants of the MSM-MBA and MSM-MM study programme have a limited number of places available per intake. Details on the maximum numbers of students and the selection procedure per intake are published on the MSM website.

## Part 2

# General Information

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## Chapter II General provisions

### Article 2 Applicability of the MSM-MBA/MM-EER

1. The regulations in this MSM-MBA/MM EER (with the exception of Chapter I in this MSM-MBA/MM EER) apply to the education, examinations and exams of the following Master's study programmes of SBE-MSM at Maastricht University and to all students who have a valid registration for one or more of these programmes in the academic year 2026-2027:
  - **MSM Master of Business Administration (MSM-MBA)**
    - *no specialisation*
    - *specialisation Healthcare Management*
    - *specialisation International Business Innovation Management*
  - **MSM Master in Management (MSM-MM)**
2. These regulations also apply to students from other programmes, faculties or institutions of higher education, insofar as they follow components of the programme to which these Education and Examination Regulations apply, unless stated otherwise in this MSM-MBA/MM-EER.
3. For components of the study programme that students follow at another degree programme, faculty or institution of higher education, the Education and Examination Regulations for the other programme, faculty or institution apply to the component in question.
4. The regulations were adopted by the SBE Board following consultation with the Board of Examiners, and after consent from the SBE Council
5. These regulations are in compliance and in conformity with the Dutch Higher Education and Scientific Research Act (the Act/WHW).

## Chapter III Aim, content and structure of the MSM-MBA and MSM-MM study programmes

### Article 3 Aim of the Study programmes

#### Article 3.1 Learning goals

The learning goals and assessment structure of the MSM-MBA and MSM-MM study programme are based on the “Dublin Descriptors” (DD’s) that are set in the Framework for Qualifications of the European Higher Education Area<sup>3</sup>.

Based on the generic Dublin Descriptors, four learning goals have been established for all SBE Master’s study programmes. These learning goals are translated into programme specific objectives. For the MSM-MBA programme, these objectives are:

Mastery	Knowledge and Insight	Academic Attitude	Global Citizenship	Interpersonal Skills
<b>Mastery of Globalization</b>	Students understand the challenges facing organisations in the (international) business environment	Students evaluate, design solutions, and provide recommendations to complex business problems in the global economy	Students analyze the complex interconnections and interdependencies of global systems	Students demonstrate a global mindset that allows them to remain adaptable and responsive in the dynamic global economy.
<b>Mastery of Leading Digital Innovation</b>	Students apply the appropriate tools and methods for solving (complex) management problems	Students develop analytical skills that enable them to analyze complex situations, and generate innovative solutions.	Students evaluate the impact of emerging technologies and global trends on organisations and society	Students identify and address conflicts constructively, finding solutions that satisfy all parties involved.

<sup>3</sup> More information can be found on <http://www.ehea.info/page-qualification-frameworks>.

<b>Mastery of Cross-Cultural management</b>	Students understand cultural diversity and its impact on management practices	Students evaluate the impact of cultural diversity on decisions	Students reflect on ethical and moral decisions/issues in the context of (multi)cultural environments	Students communicate on ideas, concepts, methods and solutions with (non) specialist audience(s) using oral and written format.
<b>Mastery of the entrepreneurial thinking</b>	Understand market trends and identify opportunities	Students demonstrate self-motivation, proactive learning, and a focus on creating value and seizing opportunities	Students evaluate and develop sustainable business practices	Students demonstrate leadership capabilities in complex business environments

For the MSM-MM programme, these objectives are:

<b>Mastery</b>	<b>Knowledge and Insight</b>	<b>Academic Attitude</b>	<b>Global Citizenship</b>	<b>Interpersonal Skills</b>
<b>Mastery of Globalization</b>	Students identify key global market trends and forces, such as technological advancement, migration, and trade policies, that shape global markets and supply chains.	Students resource different perspectives on globalization, engaging in academic discussions on its benefits, drawbacks, and long-term implications for business and society.	Students evaluate global business strategies to ensure they align with sustainable development goals and promote equitable growth across nations.	Students collaborate with international teams, demonstrating sensitivity to cultural differences and leveraging diverse perspectives to drive global business success.
<b>Mastery of Leading Digital Innovation</b>	Students determine the impact of emerging digital technologies, such as AI, blockchain, and IoT, on business models and operations.	Students synthesize multidisciplinary research to create a comprehensive understanding of how digital technologies can be harnessed to	Students propose solutions that address global challenges, such as climate change, inequality, and resource scarcity,	Students communicate complex digital concepts and strategies clearly to both technical and non-technical stakeholders, ensuring

		solve complex business problems.	contributing to the advancement of global citizenship values.	alignment and understanding across the organization.
<b>Mastery of Cross-Cultural management</b>	Students understand the influence of cultural differences on business & management practices and decision-making in international contexts.	Students apply theoretical knowledge to case studies and real-world scenarios, demonstrating a scholarly approach to (cross-cultural) challenges in management.	Students analyze the impact of globalization on businesses and assess strategic responses to international market dynamics.	Students communicate effectively in multicultural teams, adapting their communication styles to bridge cultural differences and ensure clarity.
<b>Mastery of the entrepreneurial thinking</b>	Students apply the entrepreneurial frameworks and models to determine how innovation and opportunity recognition drive business creation and growth.	Students reflect on their own entrepreneurial experiences and decisions, critically assessing successes and failures to refine their academic understanding of entrepreneurship.	Students assess the social and environmental impact of entrepreneurial ventures, ensuring that business solutions are aligned with global sustainability goals.	Students lead entrepreneurial projects and initiatives, taking responsibility for strategic decisions and guiding teams towards achieving business objectives.

## Article 3.2 Format and variants of the study programmes

1a. The MSM-MBA study programme is offered in different variants, combining full-time and part-time mode and face-to-face and online format:

			Formats		
			Face-to-face	Online	
		<b>Specialisation</b>	At SBE locations in Maastricht	Partially at locations of the MSM partner institutions and partially at SBE locations in Maastricht	
<b>Mode</b>	Full-time	No specialisation	X		
		Specialisation Healthcare Management		X	X
	Part-time	Specialisation International Business Innovation Management		X	X

The following variants are offered within the MSM-MBA programme:

No specialisation:

- *Full-time variant* offered face-to-face at SBE locations in Maastricht;
- *Part-time global executive variant* offered face-to-face partially at locations of the MSM partner institutions and partially at SBE locations in Maastricht;
- *Part-time online variant* offered online except for the expertise tracks as per article 14.3 of this MSM-MBA/MM-EER.

Specialisations (*Healthcare Management* and *International Business Innovation Management*)

- *Part-time global specialisation variant* offered face-to-face partially at the location of the MSM partner institution Nanjing University, China and partially at SBE locations in Maastricht;
- *Part-time online specialisation variant* offered online;

1b. The MSM-MM study programme is offered face-to-face in a full-time and part-time mode. The MSM-MM study programme is offered in the following variants:

- *Full-time variant* offered face-to-face at SBE locations in Maastricht;
- *Part-time global executive variant* offered face-to-face partially at the location of the MSM partner institution HRD Global, Kuwait, and partially at SBE locations in Maastricht;
- *Part-time online variant*.

1c. More information on the different variants/formats of the MSM-MBA and MSM-MM study programme can be found on the MSM website.

- 1d. Students can request to take courses within another variant of the MSM-MBA respectively the MSM-MM study programme than they are initially enrolled in, or switch entirely to another variant. The following principles apply:
  - The Board of Examiners is authorized to handle requests for taking a course within another variant or switching entirely to another variant.
  - Requests for taking a course within another variant or switching entirely to another variant will be considered and decided upon on a case-by-case basis. The Board of Examiners reserves the right to accept or reject the request.
  - A request for taking a course within another variant or switching entirely to another variant must be submitted in writing to the Board of Examiners stating the reason(s) for transfer.
  - The Board of Examiners will base its decision on the motivated reasons/ circumstances given by the student to switch, as well as the advice from the Director of Academics, the Director of Education and Academic Coordinator of the programme the student is enrolled in.
  - Switching to another variant or taking courses with another variant might have financial implications, more information regarding applicable fees can be found in the MSM Financial Policy.
2. The duration of the full-time variants is one (1) year. The duration of the part-time variants is two (2) years. Deviations in duration are indicated on the MSM website.
3. The MSM-MBA study programme has a workload of 1.960 hours in total which corresponds with 70 ECTS credits. The MSM-MM study programme has a workload of 1.680 hours in total which corresponds with 60 ECTS credits.
4. One (1) ECTS credit equals a workload of 28 hours (according to Article 7.4 The act/WHW).

### Article 3.3 Start of the study programmes

The MSM-MBA and MSM-MM study programmes start multiple times per year as announced on the MSM website.

### Article 3.4 Language

1. The MSM-MBA and MSM-MM study programmes' teaching and examinations are conducted and given in English. In case the MSM-MBA or MSM-MM study programme is offered at a location of an MSM partner institution, the programme might be offered as bilingual programme. Please refer to the MSM website or the website of the MSM partner institution for the language of instruction and examinations of the respective programme.
2. For the MSM-MBA and MSM-MM study programme, components of an educational unit and exams may be in another language if it concerns a programme offered at one of the MSM partner institutions.
3. The choice for the language of instruction of the programmes is in line with the Dutch Higher Education and Research Act (WHW) art. 7.2.

### Article 3.5 Communication

1. MSM (may) use(s) (digital) communication channels (UM webmail account, FullFabric, Canvas, the Student Portal and/or other UM/SBE channels) to inform students of or to communicate about the study programmes, exam(ination)s, (to announce) decisions and/or other topics related to the UM, SBE or MSM.
2. Students must regularly check the (digital) communication channels throughout the entire academic year. It is the students' own responsibility to inform themselves by checking these channels. Information disseminated via the (digital) communication channels is assumed to be known.
3. In case of e-mail communication, solely the UM e-mail address of a student will be used. Private e-mail addresses added by the student to portals such as FullFabric will be not considered and/or deleted if applicable.

### Article 3.6 Advice and guidance

The Academic Coordinators of the MSM-MBA and MSM-MM programmes act as study advisors for the purpose of giving advice and guidance to students of the MSM-MBA and MSM-MM study programme regarding their individual progress and any options for study within and outside the programme they are enrolled in.

## Chapter IV Education and Examination

### Article 4.1 Registration and deregistration for educational units and examinations

1. Students enrolled in the MSM-MBA and MSM-MM study programme are automatically registered for all courses, the Master's thesis and corresponding first sit examinations.
2. In case of a No Grade (NG), fail or an insufficient grade, the student is automatically registered for the resit examination of the respective course or the Master's thesis.
3. If a student did not pass a course or the Master's thesis within an academic year, it's the student's responsibility to register for the course, examination (component) and/or the Master's thesis the next academic year by sending a written request to the MSM education office. In case a student has no valid registration, results are invalid, unless the Board of Examiners decide to declare the result(s) valid.
4. In case a student cannot attend the class, take and/or submit the examination or part thereof, the student needs to deregister for the course and/or examination (component) by reporting to the MSM education office with a written statement, as soon as the personal circumstances occur or at the latest one (1) day before the start of the course, date of the examination and/or the submission deadline, including any supporting documents e.g. medical certificate, doctor's statement, death certificate, statement of employer or other evidence. The supporting documents provided will be treated with extreme confidentiality. Please refer to Article 17.5, paragraph 3 of this MSM-MBA/MM-EER. If the absence is not reported on time, the student will receive a "No Grade" for this examination (component). Please refer to Article 4.17 of this MSM-MBA/MM-EER.
5. In the event a resit examination of the respective course is taken as first attempt, for example if the student submitted a prior written statement including supporting documents to the MSM Education office which demonstrate personal circumstances which prohibited the student from participating in the regularly planned first sit, this will be considered as the first sit examination

### Article 4.2 Prerequisites

Participation in an educational unit and its examination may require students to have passed other educational units prior to registration for that particular course, its examination or skills training. Prerequisites for educational units can be announced in the syllabi and/or by the MSM education office.

### Article 4.3 Rules of procedure for examinations

1. In the rules of procedure for examinations which can be found on the MSM website, the Board of Examiners lays down the rules and guidelines regarding proper conduct with regard to examination and regarding the procedural aspects of examination, including non-compliance with these rules.
2. If students are suspected to have violated the rules of procedure for examinations in an examination or part(s) thereof, the Board of Examiners will investigate this and decide whether an irregularity is established and if so, which sanction will be imposed as described in Article 4.8 and Article 8.2, paragraph 4, of this MSM-MBA/MM-EER.

#### Article 4.4 Examinations

1. Examinations will be conducted, assessed and graded by examiners appointed by the Board of Examiners.
2. Examinations will be conducted in oral form, in writing or otherwise (e.g. presentations and discussion facilitation), as announced in the syllabus. In exceptional cases it is within the Board of Examiners' competence to determine otherwise.
3. Examinations may be assessed and checked for irregularities including but not limited to fraud, plagiarism, forgery, academic outsourcing and unauthorised use of artificial intelligence.

#### Article 4.5 Written examinations

1. For every written examination, an assessment norm is determined and stated on the examination paper and/or in the syllabus. Written examinations can take place on campus or online (by computer/digitally), or can be in the form of the submission of one or more (group) assignment paper(s). The Board of Examiners may draw up guidelines for formulating written assignments.
2. For all submitted assignment papers, 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).
3. Once a written examination (including the Master's thesis) has been submitted it is considered as the final version.

#### Article 4.6 Oral examinations

1. For every oral examination an assessment norm is determined and made available by the examiner within a reasonable period before the examination takes place. An oral examination is conducted by an examiner in the presence of an assessor (second examiner) and taken by one student at a time, unless the Board of Examiners has decided otherwise. The Board of Examiners may decide that oral examinations are open to public.
2. An oral examination will be assessed and graded by one examiner appointed by the Board of Examiners and a second assessor,. The examiner must provide the student with a written statement of this assessment stating the grade.

### Article 4.7 Attendance, participation and course assignment

1. Class attendance is compulsory and any absence from class (also if classes are delivered online) should be reported to the lecturer and MSM Education Office before the start of the class.
2. A student attending less than 75% of the classes of the educational units has failed the class attendance. As a resit, the student will be required to take a course assignment which ensures that students have complete knowledge of the content and literature of the educational unit. The course assignment will be a written examination (e.g. open/closed book exam, essay) on one or more topics of the educational unit, and students will have to take it at the study location of the programme under invigilation. Class attendance as well as the course assignment as resit, are graded with pass/fail. A student attending less than 50% of the classes of the educational unit are considered to have failed the educational unit and has to repeat the entire educational unit. More information regarding the applicable fees can be found in the MSM Financial Policy.

### Article 4.8 Invalid examination

If (components of) an examination involve(s) irregularities that make it impossible to accurately assess the student's knowledge, insight and skills, the Board of Examiners may give an official warning to and/or may declare examination (components) invalid for both the student and/or a group of students. After examination (components) has/have been declared invalid, the Board of Examiners must inform the student(s) on the consequences and, if applicable, on another opportunity to take a new examination (component).

### Article 4.9 Resits

1. Each examination (component) and the Master's thesis in principle entails a resit opportunity, unless explicitly excluded in the syllabus based on the fact that the nature of the educational unit dictates otherwise.
2. The exclusion of a resit opportunity for an examination (component) is only permitted if, due to its/their nature, an examination (component) can only be assessed within the relevant course period (e.g. participation, software labs, presentation). The exclusion of a resit opportunity must be explicitly mentioned in the syllabus of the educational unit.
3. The syllabus may stipulate (additional) rules regarding the resit and for components of the educational unit, which are also considered to be resits. Consequently, the form of the resit of an educational unit or of the components may differ from the form used for the first sit examination (components).
4. The highest overall grade obtained will be considered the final grade for the educational unit. It is not allowed to take a resit for an educational unit that is already awarded with a pass or a grade of five and a half (5.5) or higher and the student obtained the ECTS credits for the educational unit.
5. A resit can only be taken within the programme variant/study format a student is enrolled in.
6. A resit examination will take place no earlier than two (2) weeks and no later than eight (8) weeks after students are notified of the results of the first attempt. The resit opportunity will be duly announced to the students.

#### Article 4.10 Extra Examination Opportunity (Third Examination)

Upon request, the Board of Examiners may grant students an extra examination opportunity (i.e., in addition to the regularly planned first sit and resit examination) if the following conditions apply:

1. it concerns the last educational unit of the programme that the student has to successfully complete in order to obtain the Master's degree; and
2. the student has participated in at least the regularly planned first sit and resit examination, unless the student can demonstrate personal circumstances which have prohibited the student from participating in the regularly planned first sit and/or resit examination; and
3. it concerns an examination (component) for a compulsory course, disciplinary course or compulsory skills training; and
4. the examination (component) of the educational unit needs to be fulfilled in order to meet all requirements of the educational unit, to receive the ECTS credits for the educational unit and to be able to graduate within the Master's study programme; and
5. all other (partial) requirements of the educational unit have already been passed, if applicable.

Conditions and guidelines regarding the extra examination opportunity are drawn up by the Board of Examiners and published on the MSM website.

#### Article 4.11 Examination periods and examination moments

1. Examinations take place throughout the academic year during or after a course as stated in the syllabus of the respective course.
2. In case the examination (component) is set in the form of submission of (group) assignment(s), individual lecturers can deviate from deadlines for individual students only with mutual agreement of the MSM education office and only based on special personal circumstances. The maximum extension of a set deadline is four (4) weeks. The extension can only be requested once, and only for the first sit of an assignment paper submission. No deadline extension can be requested for resits.

#### Article 4.12 Location of the examination

In principle, examinations are held at any of the SBE location(s), at one of the locations of the MSM partner institutions (see appendix V of this MSM-MBA/MM-EER), or at a location approved by the Board of Examiners to safeguard the quality of written examinations.

### Article 4.13 Special examination arrangements

Upon request, students with a disability and/or chronic illness are offered the opportunity to take exams and assessments or teaching and learning activities in a manner adapted as optimal as possible to their disability and/or chronic illness. These adjustments shall be reasonably tailored to the student's disability and/or chronic illness but may not alter the quality or difficulty of an educational component or assessment programme. All intended learning outcomes must be covered by the adapted (assessment) provision. Based on the advice of Disability Support (DS) and, if applicable, any additional information, if requested, the Board of Examiners decides on adaptations in assessment. Based on the advice of DS and the subsequent binding advice of the SBE Board, the Board of Examiners decides on adjustments in education. If the Board of Examiners deviates from the advice of DS, this deviation is motivated.

### Article 4.14 n.a.

## Article 4.15 Results

1. All examinations in the MSM-MBA/MM study programme are assessed by means of a grade in accordance with the provisions of this Article.
2. Grades are given on a scale from 0.0 to 10.0 in whole grades, half grades or a pass/fail or a No grade (NG). Any unrounded grade will be rounded to the nearest grade or half grade, with the exception of grades between 5.0 and 5.5, which will be rounded down to 5.0. Rounding only occurs at the final stage, when determining the final grade of the educational unit.
3. Each examination component is assessed separately with a partial grade. Partial grades are given on a decimal scale from 0.0 to 10.0 rounded to the first decimal place, or based on a pass/fail scale. The grading scale from 0.0 to 10.0, as applied by the SBE, is to be interpreted as indicated below. A minimum grade of 5.5 or higher is considered sufficient, a grade below 5.5 is considered insufficient.

**Disclaimer:** Rights can only be derived from final results as published in FullFabric or Student Portal. Notice that the explanation of the grades in the table below is only to explain the grade and is not a grading in itself (e.g. if an examiner indicates "Good" for an examination, this does not automatically mean the examination is graded with an 8.0).

10.0	Outstanding
9.0	Very good
8.0	Good
7.0	More than satisfactory
6.0	Satisfactory
5.5	Pass
5.0	Almost satisfactory
4.0	Unsatisfactory
3.0	Very unsatisfactory
2.0	Poor
1.0	Very poor
0.0	Use is at the discretion of the Board of Examiners
Pass / sufficient grade	≥5.5; performance at least meets the minimum criteria.
Fail / insufficient grade	<5.5; performance below the minimum criteria
"No grade" (NG)	Inability to determine result

2. In the syllabus and/or on the Canvas course of an educational unit it can be determined:
  - a. Whether students need to pass every examination component to pass the educational unit;
  - b. Whether students who fail one or more examination components, can obtain a pass for the educational unit if their overall grade is at least a 5.5;
  - b. Whether only failed examination components are part of the resit, or that passed components are also part of the resit.
  - c. That individual examination (components) must be at least 70% of the total examination (components) of the course.

### Article 4.16 Validation of results

The Board of Examiners validates the results of each examination. Before validating the examination results, the Board of Examiners may initiate an investigation into one or more aspects of the study programme, if any of the concerning examinations and/or results warrant such an investigation.

### Article 4.17 No Grade (NG)

In case of inability to determine a result, an (resit) examination (component) may be graded with a "No Grade" (NG). More specifically, instances which warrant a "No Grade" (NG) include, but are not limited to:

- a student has (been) registered for the (resit) examination but has not actually taken the (resit) examination or part thereof and did not deregister by reporting the absence to the MSM education office (see article 4.1 paragraph 4 of this MSM-MBA/MM-EER);
- a student fails to complete the (resit) examination (component) before the deadline;
- a student has completed an (resit) examination (component) that cannot be assessed (e.g. a corrupted file, an incomplete examination document, etcetera);
- a student has completed an (resit) examination (component) that is determined as invalid as per Article 4.8 of this MSM-MBA/MM-EER;
- a student has committed an irregularity as defined in Chapter VIII of this MSM-MBA/MM-EER, in which case the Board of Examiners may grade the (resit) examination (component) with a "No Grade" as a sanction as indicated in Article 8.2 paragraphs 4 and 5 of this MSM-MBA/MM-EER.

### Article 4.18 Publication

1. Official final examination results will be published within thirty (30) working days after the examination date/deadline in FullFabric or Student Portal, unless decided otherwise by the UM Executive Board or the SBE Board which will be announced by the MSM education office.
2. On behalf of the SBE Board, the Education and Exams Office records examination results. These results are published in FullFabric or Student Portal. Students registered at the SBE have electronic access to their own records. Students can download a transcript of their records in the Student Portal or request a transcript of their records at the MSM education office.

### Article 4.19 Awarding credits

1. The number of ECTS credits representing the full study load of a course, skills training or other educational unit is indivisible. This means it is not possible to award part of the ECTS credits.
2. ECTS credits are awarded by decision of the Board of Examiners only when the student has fulfilled all requirements of a course, skills training or other educational unit(s) needed to pass the educational unit and has obtained either a final grade of at least 5.5, before rounding, on a 0.0 to 10.0 scale or a pass on the pass/fail scale. See also Article 4.15.

#### Article 4.20 Validity

1. The positive final (overall) results for passed educational units and exemptions, registered in the UM systems and published on FullFabric or Student Portal, are valid for an unlimited period, unless the student's knowledge, insight or the skills that were examined are demonstrably outdated. With regard to the latter, the Board of Examiners may decide whether results are demonstrably outdated and can limit the validity of results and may require (an) additional(s) or alternative examination(s).
- 2a. In case a student opts to register for only the examination (examination-only), passed partial requirements (components) of an educational unit will remain valid in the academic year in which the partial results are obtained and two (2) more academic years. In exceptional cases it is within the Board of Examiners' competence to determine otherwise.
- 2b. In case a student opts to re-register and to participate in the educational unit again, passed partial requirements (components) of the educational unit will no longer be valid and will be replaced with newly obtained partial results.
- 2c. The syllabus may deviate from paragraph 2b of this Article by stating that passed partial requirements (components) of the educational unit remain valid even if a student re-registers for and participates in the educational unit again. In that case, passed partial requirements (components) of an educational unit will remain valid in the academic year in which the partial results are obtained and two (2) more academic years.
- 2d. The Board of Examiners may extend the period of validity of passed results in individual cases.

#### Article 4.21 Retention period examination results

1. The examinations, result(s) and the assessed work of digitally and physically written examination (components) have to be filed for at least two (2) years after the result of the examination is determined.
2. The Master's thesis and the assessment thereof must be filed for a period of seven (7) years after the Master's thesis grade is determined.

#### Article 4.22 Grade Point Average (GPA)

1. The Master's curricular (final) transcript indicates the (final) grade point average (GPA), to provide a reflection of the academic performance of a student.
2. The GPA equals the weighted average score of all final numerical grades of the educational units registered within the Master's study programme of the student. The weighting is based on the attempted ECTS credits of these educational units. The GPA is calculated and rounded down to two decimal points.
3. Although unsuccessfully completed educational units will not appear on the final Master's grade transcript belonging to the certificate, unsuccessfully completed educational units of the Master's exam that resulted in an insufficient final numerical grade, are calculated in the GPA.

## Chapter V Comment, right of inspection and Objection Procedure

### Article 5.1 Comment procedure

Comments of a general nature (e.g. unclear questioning, ambiguous multiple-choice answers, remarks on given assignment) regarding written examinations with open and/or closed questions (Multiple Choice) or parts thereof or the answer key have to be submitted, within five (5) days after the examination date, to the course coordinator according to the rules as published in the syllabus and/or by the MSM education office. The comments procedure allows students to submit comments regarding written examinations and/or the answer key with the aim of filtering out inaccuracies regarding the written examination prior to the publication of the grades.

### Article 5.2 Inspection procedure

1. The right of inspection encompasses that, within ten (10) working days after the publication date of the grade in FullFabric or Student Portal, students will be given the opportunity to inspect:
  - their assessed answers to the written examination or written part of an examination;
  - the examination (e.g. written examination, multiple choice, assignments)
  - the norms applicable to the assessment thereof; and
  - the answer key to the assessed written examination.
2. Students will timely receive the opportunity and information regarding the inspection date, time and location announced by the MSM education office no later than 5 calendar days before the date of inspection.
3. Objections regarding the assessment of the individual examination have to be submitted in writing during the inspection, according to the instructions communicated in the syllabus and/or by the MSM education office.
4. The student must receive a written and motivated reaction on each submitted objection within a reasonable period of time.
5. Within the given period of time, as stated in under paragraph 1 of this article, a student will be given a second opportunity to exercise the right of inspection, provided that the student can demonstrate the inability to exercise this right in the first instance due to circumstances beyond the student's control. The student must report their inability to the course coordinator as soon as possible, and no later than five (5) days after the inspection date was communicated.
6. A more detailed explanation of the right of inspection and objection procedure, can be found in the Comment, Complaint, Right of Inspection and Appeal procedure and also in Article 1, paragraph 4 of the General UM Regulations for Fraud and Irregularities, published on the MSM website.
7. If the student's appeal is still pending with the UM Board of Appeal, the student is obliged to take the resit examination as scheduled.

## Chapter VI Exemptions

### Article 6.1 Authority and maximum of exemptions

1. The Board of Examiners is authorised to grant students exemptions from educational units and/or examinations, provided that the student can demonstrate the successful completion of an educational unit and/or examination for a university or higher professional education study programme which was similar in terms of content and level.
2. A maximum of 15.0 ECTS credits of exemptions can be granted within the MSM-MBA and MSM-MM exam.
3. An exception to paragraph 2 of this article applies to students who do a Dual Degree programme at MSM. Dual Degree students are allowed to be granted more than 15.0 ECTS credits exemptions.
4. N.a.
7. No exemption can be granted for the Master's thesis or (an) elective.
8. No exemptions can be granted for knowledge that is obtained at another faculty or school during the time the student is excluded from participating in examinations based on committed irregularities.
9. Exemption requests will be considered and decided on upon a case-by-case basis, based on the principles below:
  - a. The courses were taken in a recognized higher education institute; and
  - b. The courses took place no more than five (5) years before enrolment; and
  - c. The minimum grade obtained is a 7.0 or B; and
  - d. The assessment criteria of the course are comparable.
10. A request for exemption from a particular course must be submitted in writing to the Board of Examiners before enrolling as a student in the MSM-MBA or MSM-MM study programme. Students should submit all necessary supporting documents (such as official grade transcript, course outlines) in English. In order to evaluate possible exemptions (waivers) the student must submit the following:
  - a. Official request from the student; and
  - b. Name of the course to be exempted (waived); and
  - c. Name of the higher education institute where the credits were obtained; and
  - d. Official transcript with grades (properly validated documentation proving the successful completion of the examination); and
  - e. A course syllabus with detailed description of the course; and
  - f. The learning goals of the course.

### Article 6.2 No registration of actual grades

Exemptions granted by the Board of Examiners will be registered on the (final) grade list as *exemption(s)*. This means that the actual grade(s) and result(s) obtained for (an) educational unit(s) outside or within the UM, will neither be published in FullFabric or Student Portal, nor be stated on the (final) transcript and the list of Exam subjects of the SBE-MSM study programme concerned.

### Article 6.3 Exemptions and the Grade Point Average (GPA)

Exemptions do not constitute a part of a student's GPA.

## Chapter VII Extracurricular Educational Units

### Article 7.1 Extracurricular Educational units at MSM

1. N.a.
2. N.a.
3. Students can take part in an extracurricular internship. Requests for internships will be handled by the Academic Coordinators of the MSM-MBA and MSM-MM study programme on a case-by-case basis and, in mutual agreement, since they usually need to be scheduled during periods where class attendance is not required.
4. N.a.
5. N.a.
6. N.a.
7. N.a.

### Article 7.2 n.a.

### Article 7.3 Extracurricular Transcript

Educational units taken at MSM, SBE or another faculty of the UM that are not part of a student's curriculum, are extracurricular and will be listed on the transcript as extracurricular activities. The grades listed on the transcripts as extracurricular activities do not count towards a student's GPA. Upon timely request, at least before the start of an educational unit, the Board of Examiners can approve that the extracurricular results will be listed on the curricular transcript, in which case the grades will count towards the student's GPA. The procedure is available at the MSM education office

### Article 7.4 n.a.

## Chapter VIII Irregularities (including Fraud, Plagiarism, Forgery and Academic Outsourcing)

### Article 8.1 Irregularities

1. An irregularity is an act and/or omission by a student in violation of the rules, guidelines and instructions relating to (the completion of) educational units and/or examinations. This includes, among others, fraud, plagiarism, forgery and academic outsourcing.
2. Fraud refers to actions or omissions by a student, intended or not, which make it impossible in whole or in part to properly evaluate their knowledge, understanding and skills or creating the opportunity for others to commit fraud or plagiarism.

**Fraud** includes but is not limited to a student:

- having any unauthorised aids, texts or notes, or unauthorised electronic aids and/or communication devices at their disposal during an examination;
  - having communicated or tried to communicate with fellow students during an examination, either verbally or through gesture, without permission from an exam supervisor, examiner, or a member of the Board of Examiners;
  - having copied or tried to copy fellow students' (examination) answers, or having given another student the opportunity to copy their own answers;
  - having posed as someone else or having themselves represented by someone else at the examination;
  - having deliberately misled or tried to mislead an exam supervisor/invigilator, an examiner, a corrector or the Board of Examiners with respect to the exam(ination), or having deliberately provided an opportunity for them to be misled;
  - having collaborated on a graded assignment, paper or practical exercise, whereas this was not explicitly allowed (i.e. collusion);
  - submitting work or assignments (partially) generated by artificial intelligence software, such as ChatGPT, and passing them off as their own.
3. Plagiarism means the presentation of ideas or words from one's own or someone else's sources without proper acknowledgment of the sources.

**Plagiarism** includes but is not limited to a student:

- using or copying their personal or other people's texts, data, ideas or thoughts without adequate reference to the source (and thus passing it off as their own). This includes academic paper recycling;
- presenting the structure or central body of thought from others without adequate reference to the source and thus passing it off as their own;
- not clearly indicating literal or almost literal quotations in the text, for example via quotation marks or an appropriate layout;
- paraphrasing the content of their own or other people's texts without adequate reference to the source. This includes academic paper recycling;
- copying video, audio or examination material, software and programme codes from others without adequate reference to the source and thus passing them off as their own.

4. Forgery means falsifying or altering documents, data or any other sources. Forgery can be present in written, graphic and visual form, (such as tables and figures), including electronic data, and oral presentation. To avoid a possible accusation of forgery the student must be able to give evidence of the reliability of the data collection method, and must be able to show the (data) files that contain the primary data used for examinations or the Master's thesis research.

**Forgery** includes but is not limited to a student:

- fabricating, adapting, or imitating data, statistics, or documents with the intent to deceive;
  - producing false information or false evidence;
  - presenting fraudulent documents, such as forgery with a degree or transcript.
5. Academic outsourcing means obtaining (part of) a text, assignment or any other data from a third party (whether or not for payment) and/or (partially) generated by artificial intelligence software, such as ChatGPT.

**Academic outsourcing** includes but is not limited to a student:

- submitting work or assignments acquired from or written by a third party (whether or not for payment) and/or (partially) generated by artificial intelligence software, such as ChatGPT, and passing them off as their own;
- letting others produce (parts of) the analysis or (parts of) the writings to be used for an assignment or Master's thesis. These others can be an organization or a group of individuals, or even an individual (whether or not for payment);
- asking a supervisor, examiner or anybody else to write (part of) an assignment or Master's thesis.

## Article 8.2 Measures/sanctions in case of Irregularities

- 1a. If the Board of Examiners determines that a student has committed an irregularity in any examination or part(s) thereof, the Board of Examiners may take appropriate measures and/or impose sanctions as per paragraph 4 and 5 of this Article.
- 1b. Differing from Article 1 section 5 of the General UM Regulation of Fraud and Irregularities of any academic year, as published on the UM website, if the Board of Examiners determines that an irregularity has been established in a group assignment, it may take appropriate measures and/or impose sanctions for all students involved in the group assignment as per paragraph 4 and 5 of this Article.
2. The Board of Examiners may only (decide to) impose measures/sanctions if an irregularity indeed could be established and after having given the student the opportunity to put forward their view on the matter during a hearing.
- 3a. If an irregularity has been established and, if applicable, a sanction has been imposed, the Board of Examiners will include the decision in the student's file. The decision can be taken into account in any future event of this nature and this might lead to a more severe sanction.
- 3b. In case an irregularity is reported to the Board of Examiners the evaluation of the course examination or Master's thesis by the examiner is suspended. If the suspicion of an irregularity is confirmed, the course examination or Master's thesis receives a "No Grade". If the suspicion is not confirmed, the evaluation by the examiner will be resumed.

4. When an irregularity, as defined in Article 8.1 of this MSM-MM/MBA-EER, has been established the Board of Examiners may decide to impose any of the following measures/sanctions, referred to in Article 7.12b of the Act/WHW, or a combination thereof upon the student:
  - a. give a reprimand/official warning; and/or
  - b. grade the concerning educational unit (or parts thereof) with a fail, no grade (NG) or 0.0 grade as indicated in Article 4.15 of this EER; and/or
  - c. declare an examination (component) invalid; and/or
  - d. exclude the student from participation or further participation of one or more examinations or exams at SBE-MSM for a period of time to be determined by the Board of Examiners, with a maximum period of one year.
5. In serious cases of an irregularity or if a student is found guilty of repetition of an irregularity, the Board of Examiners can propose to the UM Executive Board that the student(s) concerned should be permanently deregistered from the study programme.
6. The Board of Examiners has drawn up an MSM Irregularity Policy and Procedure that is published on the MSM website.

## Chapter IX Time limit for decisions by the Board of Examiners

### Article 9 Decisions within a reasonable period of time

1. A decision taken by the Board of Examiners shall be made within the time limit prescribed by statutory regulation, or, in the absence of such a time limit, within a reasonable period of time after receipt of the request.
2. The reasonable period of time, referred to in paragraph 1 of this Article, shall in any event be deemed to have expired when the Board of Examiners 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 request.
3. If a decision cannot be made within eight (8) weeks, the Board of Examiners shall inform the student, stating a reasonable time limit for the decision to be made (adjournment).
4. The Board of Examiners will handle and decide on requests in order of priority and respecting the legal time limit as referred to in article 9, paragraph 2 of this MSM-MBA/MM-EER. For this reason, it is possible that students who submitted a request earlier, receive the decision at a later stage than their fellow students who submitted the request at a later date.

## Chapter X MSM-MBA & MSM-MM Master's thesis

### Article 10.1 Aim Master's thesis and requirements

1. All MSM-MBA and MSM-MM students must write and successfully complete a Master's thesis. The Master's thesis is an independently written and individually assessed essay on a particular subject in the field of business and/or management, which is discussed from a theoretical or theoretical and practical point of view, at a graduate academic level.
  - a. Within the MSM-MBA study programme, the student can choose for an Academic Research Paper, Business Consultancy Project or Business Plan as Master's thesis.
  - b. Students of the MSM-MM programme will write an Academic Research Paper as Master's thesis.
2. The aim of the Master's thesis, the learning goals, general information, procedures and the requirements are described in the applicable MSM Master's Thesis Guides, available via the MSM education office and on the MSM website.

### Article 10.2 Master's thesis prerequisites, first sit and resit

1. Students must have attended the course *Research Methods* before starting to write the Master's thesis. In principle, a student is only allowed to submit and defend the Master's thesis, after all courses of the study programme have been successfully completed. Each individual case will need to be reviewed by the Academic Coordinator, who can deviate from this rule on a case-by-case basis. This means that a student may still be allowed to submit and defend the Master's thesis. It is the responsibility of the student to check and follow the applicable MSM Master's Thesis Guides and the Master's exam requirements as stated under Chapter XI of this MSM-MBA/MM-EER.
2. N.a.
3. N.a.
4. The deadline for handing in the Master's thesis in the first sit and resit is communicated by the MSM education office.
5. If the student fails to hand in the Master's thesis before the deadline, or the evaluation of the Master's thesis or the defence thereof results in an insufficient or a No Grade (NG), a student gets the opportunity to hand in and defend a revision of this Master's thesis within six (6) months after the deadline set by the MSM education office (a resit). A student is obliged to use the minimum of three (3) months to re-write the Master's thesis. An earlier re-submission deadline could be scheduled, at the discretion of the Board of Examiners. If the resit results in an insufficient grade, or if the student fails to hand in and/or defend a revision within this time frame, it is the student's responsibility to register for a new Master's thesis cycle in the next academic year. For each new Master's thesis cycle the student has to write a Master's thesis on a new subject, unless the Board of Examiners decides otherwise based on proven personal circumstances (see Article 17.5, paragraph 3 of this MSM-MBA/MM-EER). The Board of Examiners will base its decision on the motivated reasons/ circumstances given by the student, as well as the advice from the Academic Coordinator/ MSM Partner Institution and supervisor. More information regarding applicable fees can be found in the MSM Financial Policy.

Article 10.3 n.a.

**Article 10.4 Plagiarism check**

All Master's theses that are being graded according to the procedure as stated in the applicable MSM Master's Thesis Guides, will be assessed and checked on irregularities including, but not limited to plagiarism, fraud, academic outsourcing, forgery and unauthorised use of artificial intelligence.

**Article 10.5 Deadlines Master's thesis**

Deadlines for handing in the Master's thesis are provided by the MSM education office.

Article 10.6 n.a

Article 10.7 n.a.

**Article 10.8 Extension of the Master's thesis deadline based on personal circumstances**

1. Personal circumstances leading to not meeting the required deadlines and standards for the Master's thesis, may constitute a precondition for the Board of Examiners to extend the time frame set for the Master's thesis with a maximum of three (3) months for the full-time variant and three (3) to six (6) months for the part-time variant, in exceptional and individual cases, counting from the submission deadline scheduled by the MSM education office.. The Board of Examiners will base its decision on the motivated reasons/ circumstances given by the student, as well as the advice from the Academic Coordinator/ MSM Partner Institution and supervisor. A student can only request for an extension with regard to the time frame set for the Master's thesis once per deadline. The extension request must be submitted as soon as the personal circumstances occur or at the latest one (1) day before the submission deadline. An extension will be considered based on a written request, including any supporting documents e.g. medical certificate, doctor's statement, death certificate, statement of employer or other evidence. The supporting documents provided will be treated with extreme confidentiality. Please refer to Article 17.5, paragraph 3 of this MSM-MBA/MM-EER.
2. N.a.
3. N.a.

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### Article 10.9      Deferment (postponement) of the Master's thesis based on personal circumstances

1. The Board of Examiners is authorized to accept or reject deferment requests.
2. In case a student wishes to defer the Master's thesis (Master's thesis *deferment implies that the writing process, including supervision, is postponed*) the student is required to apply for authorization in writing presenting a valid reason plus any supporting documents to the Board of Examiners. The deferment request must be submitted as soon as the deferment is required given the personal circumstances or at the latest one (1) day before the submission deadline.
3. Deferment requests will be considered in exceptional and individual cases and decided upon based on proven personal circumstances and on a case-by-case basis. Please refer to Article 17.5, paragraph 3 of this MSM-MBA/MM-EER.
4. The deferment shall not exceed the maximum duration of one (1) year per deferment request, counting from the day the student applied for the deferment or counting from a date decided by the Board of Examiners.

## Chapter XI Fulfilment of the Master's exam requirements

### Article 11.1 Assessment of the Master's exam

1. The decision of the Board of Examiners that a student has fulfilled all requirements of the Master's exam means that the student has demonstrated obtaining the general qualities outlined in the aims listed in Article 3 of the MSM-MBA/MM-EER, as well as the specific qualities as specified in the syllabi of the specific courses, examinations and skills trainings.
2. The Board of Examiners determines whether the student fulfilled the Master's exam requirements of the study programme as set out in paragraph 1 of this Article and the date thereof, taking Article 11.2 of this MSM-MBA/MM-EER into account.
3. Prior to determining whether the student fulfilled the Master's exam requirement of the study programme as set out in paragraph 1 of this Article, the Board of Examiners may conduct their own investigation of the student's knowledge regarding one or more components or aspects of the programme.

### Article 11.2 Graduation Date

The day on which the Board of Examiners has decided that a student has satisfied all graduation requirements of the MSM-MBA respectively MSM-MM study programme will be considered the graduation date.

### Article 11.3 Graduation Requirements

To pass the Master's exam a student must have obtained the ECTS credits for all educational units within their study programme of the Master's exam as outlined in Chapter 14. In addition, a student must have a valid registration for the applicable study programme for the academic year in which the student graduates.

### Article 11.4 Master's exam Degree and Certificate

1. A Master of Business Administration (MSc) Degree is awarded to students who have fulfilled all requirements of the MSM-MBA study programme. A Master in Management (MA) Degree is awarded to students who have fulfilled all requirements of the MSM-MM study programme.
2. The certificate can only be issued when a student meets all (exam) requirements (of the applicable study programme) in order to graduate, including a valid registration and having fulfilled all payment requirements (the study fee) for the study programme concerned.

### Article 11.5 Certificate

1. The certificate and the accompanying appendices will state all required information as stated in Article 7.11 paragraph 2 of the Act/WHW.
2. The Board of Examiners includes a diploma supplement to the certificate, in accordance with Article 7.11 paragraph 4 of the Act/WHW.
3. The certificate is signed by the Dean of the SBE and by the Chair of the Board of Examiners.
4. N.a.

### Article 11.6 Graduation procedure and ceremony

Students will automatically graduate when all exam requirements of the applicable study programme concerned are met as per Article 11.3 of this MSM-MBA/MM-EER. The certificate will be issued during the graduation ceremony or under certain conditions will be sent per postal services by the MSM education office, mandated by the Board of Examiners. Students who cannot attend the graduation ceremony can collect their certificate at the MSM education office. More information regarding the graduation procedure is communicated by the MSM education office.

### Article 11.7 Postponement of Graduation

Students who are entitled to graduate, when they have fulfilled the graduation requirements in Article 11.3 of this MSM-MBA/MM-EER, may request the Board of Examiners to postpone the graduation. This request should be submitted no later than two weeks prior to the last exam requirement of the MSM-MBA respectively MSM-MM study programme. More information regarding a postponement of graduation is provided by the MSM education office.

### Article 11.8 Maximum duration study programme

1. Students are required to fulfil all (exam) requirements (of the applicable study programme) as set out in paragraph 1 of Article 11.1 of this MSM-MBA/MM-EER within five (5) years, counting from the start date of the first course within the respective study programme a student was enrolled in.
2. A student who has not passed one or more courses and/or the Master's thesis within the five (5) years, is considered of having failed the entire study programme and will therefore be dismissed and deregistered from the respective study programme without graduating.

### Article 11.9 Extension and deferment of the study programme

1. Students can apply for an extension or deferment of their study programme at the latest one (1) month before the maximum of five (5) years has been reached counting from the start date of the first course within the respective study programme a student was enrolled to.
2. Requests for extension or deferment including any supporting documents must be submitting in writing to the Board of Examiners.
3. The extension or deferment shall not exceed the maximum duration of one (1) year counting from the day the student has applied for the extension or deferment.
4. Extension and deferment requests will be considered in exceptional and individual cases and decided upon based on proven personal circumstances and on a case-by-case basis. Please refer to Article 17.5, paragraph 3 of this MSM-MBA/MM-EER.
5. A student who does not re-enter the study programme within one (1) year after the approved deferment, must apply for authorization of an additional deferment presenting a valid reason to the Board of Examiners. A student who does not re-enter the study programme within one (1) year after the deferment, without applying for an approval from the Board of Examiners for another deferment, is considered of having failed the entire study programme as indicated in Article 11.8 of this MSM-MBA/MM-EER.
6. Students who request a deferment must continue their registered courses until it is officially approved by the Board of Examiners. Any course not successfully completed before approval will be considered as 'not passed' and must be taken after the deferment.
7. A student who does not fulfil all exam requirements of the applicable study programme concerned within this extended year is required to apply again for authorization of another extension presenting a valid reason to the Board of Examiners. A student who does not fulfil all exam requirements of the applicable study programme concerned within this extended year, without applying for or an approval from the Board of Examiners for another extension, is considered of having failed the entire study programme as indicated in Article 11.8 of this MSM-MBA/MM-EER.

## Chapter XII Cum Laude and Summa Cum Laude

### Article 12.1 Applicability

This article is applicable to all students who are enrolled in the MSM-MBA or MSM-MM study programme.

### Article 12.2 General

The Board of Examiners may decide to award the degree classification Cum Laude or Summa Cum Laude and have this degree classification stated on the certificate and the diploma supplement if students meet the Cum Laude or Summa Cum Laude requirements as stated in respectively Article 12.3 and 12.4 of this MSM-MBA/MM-EER.

### Article 12.3 Requirements Cum Laude

The Master's exam is passed with Cum Laude (distinction) if the student has obtained a weighted and not rounded average numerical score (GPA) of at least 8.00 for all the educational units combined, registered within the Master's study programme and stated on the Master's curricular transcript, on condition that no resit examinations have been taken and no fail, insufficient grade or a "No Grade" (NG) has been obtained. The minimum requirement for the Master's thesis is a grade of 8.0. A reasoned request can be submitted to the Board of Examiners to grant a Cum Laude in spite of an obtained "No Grade" or participation in a resit due to personal circumstances as defined in Article 17.5 of this MSM-MBA/MM-EER.

### Article 12.4 Requirements Summa Cum Laude

The Master's exam is passed with Summa Cum Laude (the highest distinction) if the student has obtained a weighted and not rounded average numerical score (GPA) of at least 9.00 for all the educational units combined, registered within the Master's study programme and stated on the Master's curricular transcript, on condition that no resit examinations have been taken and no fail, insufficient grade or a "No Grade" (NG) has been obtained. The minimum requirement for the Master's thesis is a grade of 9.0. A reasoned request can be submitted to the Board of Examiners to grant a Summa Cum Laude in spite of an obtained "No Grade" or participation in a resit due to personal circumstances as defined in Article 17.5 of this MSM-MBA/MM-EER.

### Article 12.5 Dual Degree programmes

In order to determine whether a Master's exam is passed with (Summa) Cum Laude, students participating in Dual Degree programmes need to have fulfilled the requirements for (Summa) Cum Laude within the SBE-MSM part of the programme, taking into account that the credits for this part amount to at least 43.0 ECTS credits. If educational units of these required 43.0 ECTS credits to determine (Summa) Cum Laude are successfully completed with a pass, all remaining educational units with numerical grades have to fulfil the requirements for (Summa) Cum Laude.

### Article 12.6 Irregularities and (Summa) Cum Laude

Students who committed irregularities and whose examination is completely or partially declared void or annulled are excluded from the (Summa) Cum Laude degree classification.

### Article 12.7 Exemptions and (Summa) Cum Laude

Any exemptions granted are not taken into account in determining whether the exam is passed (Summa) Cum Laude. The minimum credits required in order to determine whether a Master's exam is passed Cum Laude is 55.0 ECTS credits in numerical graded educational units for the MSM-MBA study programme. For the Master's exam of the MSM-MM study programme this minimum number is 45.0 ECTS credits in numerical graded educational units.

## Chapter XIII Appeal Procedure

### Article 13.1 The right of lodging an appeal and deadline

A party involved can lodge an appeal, by means of a notice of appeal within six (6) weeks starting from the day after the date the decision was procedurally correctly announced, with the Complaints Service Point (CSP) for the attention of the Board of Appeal for Examinations. A party can send the appeal to the Complaint Service Point, P.O. Box 616, 6200 MD Maastricht, [complaintsservice@maastrichtuniversity.nl](mailto:complaintsservice@maastrichtuniversity.nl). For more information regarding the appeal procedure, please be referred to the website of the University Maastricht <https://www.maastrichtuniversity.nl/support/during-your-studies/complaints-service-point/filing-appeal> and [www.maastrichtuniversity.nl/ssc](http://www.maastrichtuniversity.nl/ssc) > *study related legal support* for more information.

### Article 13.2 Subjects of Appeal

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

- decisions of the Board of Examiners or of examiners;
- decisions not of a general nature regarding admission, as mentioned in Chapter I of this MSM-MBA/MM-EER;

## Part 3

# MSM-MBA and MSM-MM Study Programmes

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## Chapter XIV MSM-MBA and MSM-MM study programmes

### Article 14 Requirements of the MSM-MBA and MSM-MM Study programmes

#### Article 14.1 ECTS Credits

1. The MSM-MBA exam represents a total study load of 70.0 ECTS credits.  
The MSM-MM exam represents a total study load of 60.0 ECTS credits.
2. The Master's exam of the MSM-MBA and MSM-MM study programme represents a combination of educational units thus building a cohesive programme:
  - MSM Master of Business Administration (MSM-MBA)
    - No specialisation*
    - Specialisation Healthcare Management*
    - Specialisation International Business Innovation Management*
  - MSM Master in Management (MSM-MM)

#### Article 14.2 Content and structure

The content and detailed structure of the MSM-MBA and MSM-MM study programmes are timely announced on the MSM website, and are included in this Chapter (Article 14) of this MSM-MBA/MM-EER.

#### Article 14.3 Master's exam of the MSM-MBA programme

- 1a. The Master's exam for the **MSM-MBA study programme, no specialisation** is composed of 14 core courses of 3.0 ECTS credits per course, 2 expertise track courses of 6.0 ECTS credits per course, and the Master's thesis of 16.0 ECTS credits.
- 1b. Students follow the courses within the respective variant of the MSM-MBA programme they are enrolled in. The schedule of the respective variant is communicated by the MSM education office.
- 1c. In order to meet the exam requirements, students must choose one expertise track before the expertise track registration deadline which is communicated by the MSM education office. It is the responsibility of the student to register before the expertise track registration deadline. The following principles apply:
  - a. Students can only choose the two (2) courses of a specific expertise track as stated in the programme outline under 1.d of this article. Students are not allowed to choose and combine courses from different expertise tracks.
  - b. All expertise tracks are offered face-to-face at SBE locations in Maastricht. All students that are enrolled in the face-to-face format of the MSM-MBA study programme, including students who follow the MSM-MBA study programme offered face-to-face at one of the locations of an MSM partner institution, and all students enrolled in the online format of the MSM-MBA study programme, unless paragraph c of this article applies, take the courses of the expertise tracks at SBE locations in Maastricht.

- c. The expertise track *Sustainable Business in the Global Economy* is also offered in an online format. Students who are enrolled in the online format of the MSM-MBA study programme can either register for and follow the expertise track *Sustainable Business in the Global Economy* online, or can register for and follow one of the face-to-face expertise tracks offered at SBE locations in Maastricht.
- d. The composition of the two courses per expertise track and/or the content of specific courses of the expertise tracks may be subject to change during the academic year 2026-2027, which will be communicated at least four weeks before the expertise track registration deadline as announced by the MSM education office.
- e. If the number of students registered for a specific expertise track is lower than twenty (20), this expertise track may be cancelled. Students who are registered in an expertise track that is cancelled will be informed two (2) weeks after the expertise track registration deadline about the cancellation, and will be required to register for one of the other expertise tracks within two (2) weeks after the communication of the cancellation.
- f. Each expertise track has a limited number of places available. Details on the maximum numbers of students per expertise track and the selection and registration procedure is communicated by the MSM education office at least four (4) weeks before the expertise track registration deadline.

1d. Outline of the **MSM-MBA study programme, no specialisation**

<b>Core courses (3 ECTS credits each):</b>	<ol style="list-style-type: none"> <li>1. Finance</li> <li>2. Accounting for Managers</li> <li>3. Leading Digital Business Transformation</li> <li>4. Entrepreneurship</li> <li>5. Marketing in a Global Context</li> <li>6. Global Supply Chain Management</li> <li>7. Economics for Managers</li> <li>8. Global Corporate Strategy</li> <li>9. Change Management</li> <li>10. Leadership and Organizational Behaviour</li> <li>11. Managing Cultural Diversity</li> <li>12. Corporate Social Responsibility and Ethics</li> <li>13. Research Methods</li> <li>14. Decision-Making Tools</li> </ol>
<b>Expertise tracks with two (2) courses of 6 ECTS credits each:</b>	<p>Sustainable Business in the Global Economy (also offered online)</p> <ol style="list-style-type: none"> <li>1. Global Value Chains and Sustainability in the Global Economy</li> <li>2. International Business in the Green Economy</li> </ol> <hr/> <p>Entrepreneurship</p> <ol style="list-style-type: none"> <li>1. From Idea to Launch: How to Start a Successful Venture</li> <li>2. Scaling and Innovating: How to Grow and Disrupt Your Industry</li> </ol> <hr/> <p>Finance and Accounting</p> <ol style="list-style-type: none"> <li>1. Digital Finance and Banking</li> <li>2. Sustainability Accounting and Reporting</li> </ol> <hr/> <p>The Digital Economy</p> <ol style="list-style-type: none"> <li>1. Driving Digital Strategy and Innovation</li> <li>2. Data-Driven Decision Making and Business Intelligence</li> </ol>

	Healthcare Management 1. Sustainable Innovation in Healthcare 2. Leadership in Healthcare
	Innovative Leadership 1. Ambidextrous Thinking: Deciding and Innovating 2. Leading High-Performing Teams
	Global Business Dynamics 1. International Business and Strategic Alliances 2. International Services Trade, Marketing and Services Management
<b>Master's thesis (16 ECTS credits)</b>	

2a. The Master's exam for the **MSM-MBA study programme, specialisation Healthcare Management** is composed of 11 core courses of 3.0 ECTS credits per course, 5 specialisation courses of 3.0 ECTS credits per course, 3 specialisation courses of 2.0 ECTS credits per course, and the Master's thesis of 16.0 ECTS credits.

2b. Students follow the courses within the respective specialisation variant of the MSM-MBA programme they are enrolled in. The schedule of the respective specialisation variant is communicated by the MSM education office.

2c. Outline of the **MSM-MBA study programme, specialisation Healthcare Management**

<b>Core courses (3 ECTS credits each):</b>	<ol style="list-style-type: none"> <li>1. Accounting for Managers</li> <li>2. Economics for Managers</li> <li>3. Research Methods</li> <li>4. Finance</li> <li>5. Global Corporate Strategy</li> <li>6. Marketing in the Global Context</li> <li>7. Global Supply Chain Management</li> <li>8. Entrepreneurship</li> <li>9. Leadership and Organizational Behaviour</li> <li>10. Corporate Social Responsibility and Ethics</li> <li>11. Managing Cultural Diversity</li> </ol>
<b>Specialisation courses (3 ECTS credits each)</b>	<ol style="list-style-type: none"> <li>1. Institutions Policies for Health Treatment and Health Care Industry</li> <li>2. Human Resource Management in Healthcare Organizations</li> <li>3. Patient-Centred Care, Safety, Quality and Risk Management</li> <li>4. Research on China's Economic and Management Issues</li> <li>5. Innovation and Hatching in Healthcare</li> </ol>
<b>Specialisation courses (2 ECTS credits each)</b>	<ol style="list-style-type: none"> <li>1. Information Technology Management in Healthcare</li> <li>2. Innovation Management in Healthcare</li> <li>3. Social Psychology</li> </ol>
<b>Master's thesis (16 ECTS credits)</b>	

- 3a. The Master's exam for the **MSM-MBA study programme, specialisation International Business Innovation Management** is composed of 11 core courses of 3.0 ECTS credits per course, 5 specialisation courses of 3.0 ECTS credits per course, 3 specialisation courses of 2.0 ECTS credits per course, and the Master's thesis of 16.0 ECTS credits.
- 3b. Students follow the courses within the respective specialisation variant of the MSM-MBA programme they are enrolled in. The schedule of the respective specialisation variant is communicated by the MSM education office.
- 3c. Outline of the **MSM-MBA study programme, specialisation International Business Innovation Management**

<b>Core courses (3 ECTS credits each):</b>	<ol style="list-style-type: none"> <li>1. Accounting for Managers</li> <li>2. Economics for Managers</li> <li>3. Research Methods</li> <li>4. Finance</li> <li>5. Global Corporate Strategy</li> <li>6. Marketing in the Global Context</li> <li>7. Global Supply Chain Management</li> <li>8. Entrepreneurship</li> <li>9. Leadership and Organizational Behaviour</li> <li>10. Corporate Social Responsibility and Ethics</li> <li>11. Managing Cultural Diversity</li> </ol>
<b>Specialisation courses (3 ECTS credits each)</b>	<ol style="list-style-type: none"> <li>1. International Business and Sustainable Development</li> <li>2. Human Resource Management</li> <li>3. Research on China's Economic and Management Issues</li> <li>4. Corporate Merger and Financing Management</li> <li>5. Design Thinking and Creativity</li> </ol>
<b>Specialisation courses (2 ECTS credits each)</b>	<ol style="list-style-type: none"> <li>1. The Digital Economy and Innovation Management</li> <li>2. Internet and Business Model Innovation</li> <li>3. Social Psychology</li> </ol>
<b>Master's thesis (16 ECTS credits)</b>	

#### Article 14.4 Master's exam of the MSM-MM programme

- 1a. The Master's exam for the MSM-MM study programme is composed of thirteen (13) core courses of 3.0 ECTS credits, two (2) courses with application subject of 3.0 ECTS credits, and the Master's thesis of 15.0 ECTS credits.
- 1b. Students follow the courses within the respective variant of the MSM-MBA programme they are enrolled in. The schedule of the respective variant is communicated by the MSM education office.
- 1c. Outline of the **MSM-MM study programme**

<b>Core courses (3 ECTS credits each):</b>
<ol style="list-style-type: none"> <li>1. Managing Cultural Diversity</li> <li>2. Data Analytics</li> <li>3. Economics for Managers</li> <li>4. Accounting for Managers</li> <li>5. Human Resource Management</li> <li>6. Finance</li> <li>7. Organisational Behaviour</li> <li>8. Marketing Management</li> <li>9. Entrepreneurship and Innovation</li> <li>10. Strategy and Planning</li> <li>11. Digital Transformation of Business</li> <li>12. Supply Chain Management</li> <li>13. Research Methods</li> </ol>
<b>Application subject courses (3 ECTS credits each):</b>
<ol style="list-style-type: none"> <li>1. Personal Development Portfolio</li> <li>2. Creative Teamwork for Business Solutions</li> </ol>
<b>Master's thesis (15 ECTS credits)</b>

## Chapter XV MSM Dual Degree study programmes

### Article 15.1 Admission

1. A Dual Degree programme is an approved combination of two Master's study programmes leading to a Master's degree at SBE-MSM and a degree at a partner university.
2. The conditions for admission and participation, content, detailed structure and other information of the Dual Degree study programmes are announced on the MSM website.
3. Incoming students fulfilling the admission requirements from the partner university and accepted to the applicable Dual Degree programme by the partner university and the SBE, are considered to have met the admission requirements referred to under Chapter I.

### Article 15.2 The Master's Thesis within the Dual Degree Master's study programme

The Dual Degree student will be assigned an MSM thesis supervisor after completing the *Research Methods* course. Maastricht University (MSM) has the authority for the final evaluation of the Master's thesis.

### Article 15.3 Dual Degree Master's study programmes

Dual Degree programmes are offered within the study programmes:

- **MSM Master of Business Administration (MSM-MBA)**

### Article 15.4 Dual Degree MSM Master of Business Administration (MSM-MBA)

Within the MSM-MBA programme the following Dual Degree programmes are offered:

- A. Corvinus University of Budapest (CUB), Hungary; and
- B. Universitas Indonesia (UI), Indonesia

#### **A. MSM-MBA – Corvinus University of Budapest (Hungary)**

The Master's exam for the CUB – MSM Dual Degree programme consists of the following components:

1. The programme at MSM comprises 5 core courses of 3.0 ECTS credits per course, 2 expertise track courses of 6.0 ECTS credits per course, and the Master's thesis of 16.0 ECTS credits. 70.0 ECTS credits in total will be listed on the final Master's transcript. Please refer to article 14.3, 1.c of this MSM-MBA/MM-EER regarding requirements for the expertise tracks.
2. The programme at Corvinus University of Budapest comprises 7 core courses of 3.0 ECTS credits and 1 core course of 6.0 ECTS credits.

3. Outline *MSM-MBA – Corvinus University of Budapest*

<b>Year 1 &amp; 2</b>	Study outline Corvinus University of Budapest	
	<b>Core courses (3 ECTS credits each):</b>	<ol style="list-style-type: none"> <li>1. Entrepreneurship</li> <li>2. Marketing in a Global Context</li> <li>3. Global Supply Chain Management</li> <li>4. Change Management</li> <li>5. Corporate Social Responsibility and Ethics</li> </ol>
	<b>Expertise tracks with four (2) elective courses each (6 ECTS credits each):</b>	Please refer to the list of expertise tracks in article 14.3, 1.d of this MSM-MBA/MM-EER.
	<b>Master's thesis (16 ECTS credits)</b>	

**B. MSM-MBA – Universitas Indonesia (Indonesia)**

The Master's exam for the UI – MSM Dual Degree programme consists of the following components:

1. The programme at MSM comprises 8 core courses of 3.0 ECTS credits per course, 2 expertise track courses of 6.0 ECTS credits per course, and the Master's thesis of 16.0 ECTS credits. 70.0 ECTS credits in total will be listed on the final Master's transcript. Please refer to article 14.3, 1.c of this MSM-MBA/MM-EER regarding requirements for the expertise tracks.
2. The programme at Universitas Indonesia comprises 6 core courses of 3 ECTS credits per course.
3. Outline *MSM-MBA – Universitas Indonesia*

<b>Year 1</b>	Study outline Universitas Indonesia	
<b>Year 2</b>	<b>Core courses (3 ECTS credits each):</b>	<ol style="list-style-type: none"> <li>1. Accounting for Managers</li> <li>2. Entrepreneurship</li> <li>3. Leading Digital Business Transformation</li> <li>4. Leadership and Organizational Behaviour</li> <li>5. Corporate Social Responsibility and Ethics</li> <li>6. Change Management</li> <li>7. Managing Cultural Diversity</li> <li>8. Global Corporate Strategy</li> </ol>
	<b>Expertise tracks with two (2) courses of 6 ECTS credits each:</b>	Please refer to the list of expertise tracks in article 14.3, 1.d of this MSM-MBA/MM-EER.
	<b>Master's thesis (16 ECTS credits)</b>	

**Chapter XVI n.a.**

## Part 4

# Final Provisions

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## Chapter XVII Final provisions

### Article 17.1 Evaluation

The SBE Board is responsible for regular evaluation of the education and study programmes for monitoring purposes and if necessary adjustment of the study load of the study programme. The SBE Board will, in any case, take the workload for students into consideration.

### Article 17.2 Amendments

1. No amendments will be made that apply to the academic year this MSM-MBA/MM-EER is valid for, unless the proposed amendments in all fairness do not affect the students negatively.
2. Amendments to these MSM-MBA/MM-EER are laid down by a separate decision of the SBE Board and will be published on the MSM website.
3. Amendments will not negatively affect a decision, regarding a student, made under the existing regulations, by the Board of Examiners.

### Article 17.3 Publication of the MSM-MBA/MM-EER and other regulations

1. The SBE Board ensures the publication of the MSM-MBA/MM-EER and other regulations and of all amendments to the MSM-MBA/MM-EER.
2. Up-to-date digital versions of the regulations, rules and guidelines mentioned in section 1 of this Article will be made available on the MSM website.

### Article 17.4 Unforeseen circumstances

The SBE Board shall decide on cases which are not provided in these regulations, after it has consulted with the Board of Examiners. No rights can be derived from information provided by the SBE which is contradictory to the MSM-MBA/MM-EER, unless the SBE Board explicitly decides otherwise.

## Article 17.5 Hardship and Personal Circumstances

1. The Board of Examiners is authorised to deviate from the MSM-MBA/MM-EER in individual cases if strict adherence to these regulations would result in inequitable circumstances for the student.
2. The Board of Examiners will take the following personal circumstances into account when deciding:
  - a. Illness of the student concerned
    - statement from the attending physician required, indicating that the student's illness may have led to non-compliance with the MSM-MBA/MM-EER, and with the date of diagnosis and, if applicable, the date of recovery;
  - b. Physical, sensory or other impairments of the student concerned
    - statement from the attending physician required, indicating that the student's impairment(s) may have led to non-compliance with the MSM-MBA/MM-EER and with the date of diagnosis and, if applicable, the date of recovery;
  - c. Pregnancy of the student concerned
    - statement from the attending physician or midwife required with a confirmation of the student's pregnancy or a birth certificate;
  - d. Special family circumstances
    - proof of the occurrence of special family circumstances required, indicating to which family member the circumstances occur;
  - e. Serious domestic emergencies
    - proof of the occurrence of serious domestic emergencies required;
  - f. Unavoidable work commitments or opportunities to advance the student's career
    - proof of the occurrence of unavoidable work commitments or opportunities to advance the student's career required;
  - g. The status of a top-class sportsman or sportswoman (LimburgSport statement required);
  - h. Administrative activities as referred to in Article 2.1(1) under (e), (f) and (g) of the Implementation Decree for the Act 2008 (Uitvoeringsbesluit 2008 of the Act/WHW), and
  - i. Other personal circumstances, not mentioned in paragraphs a to h, that, if not taken into account by the Board of Examiners, would lead to manifestly unreasonable results.
3. In order that the personal circumstance(s) will be taken into account by the Board of Examiners, the following principles apply:
  - a. The personal circumstance(s) must have occurred during the academic year in which the student requests a deviation from the MSM-MBA/MM-EER; and
  - b. The student must have notified the MSM education office, as soon as the personal circumstance(s) occurred or at the latest one (1) day before a deadline, as the cause of failing to comply with the MSM-MBA/MM-EER; and
  - c. The student must have provided proof of the occurrence of the personal circumstance(s) by submitting the required documentation as indicated in paragraph 2 of this article. The supporting documents provided will be treated with extreme confidentiality.

### Article 17.6 Force Majeure

If unforeseen and exceptional circumstances occurred beyond the student's and/or UM's control and which are solely a result of force majeure; such as situations of crisis or war, humanitarian problems, geopolitical factors/tensions, the outbreak and control of contagious diseases (such as epidemics/pandemics), etc., hinder students from being able to fulfil (the) exam and/or other requirements stated in this MSM-MBA/MM-EER, the Board of Examiners, the Faculty Board and/or the UM Executive Board may deviate from the MSM-MBA/MM-EER and may decide to prescribe and/or provide (an) appropriate alternative(s).

### Article 17.7 Unsuitability (Iudicium Abeundi)

1. In exceptional cases and after careful consideration of the interests involved, the Board of Examiners may, stating reasons, ask the Dean of the SBE to request that the Executive Board of the UM terminates or refuses the enrolment of a student in a programme if the student, through the student's behaviour or opinions ventured, has demonstrated unsuitability to practice one or more professions for which the student is/will be trained by the programme the student follows, or is unsuitable for the practical preparation for the (practice of the) profession. Examples of aforementioned inappropriate behaviour can be found in the SBE Code of Conduct, to be consulted via the MSM website.
2. If the Dean of the SBE is asked by the Executive Board of the UM for a recommendation on a proposed termination or refusal of registration based on the reasons stated in paragraph 1, the Dean will in turn ask for a recommendation from the Board of Examiners. The recommendation to the Dean will be supported by reasons.

### Maastricht May 2026

**Thus, laid down by the SBE Board, after having obtained consent, where applicable, from the SBE Council of the School of Business and Economics, in Maastricht in May 2026.**

## Part 5

# Appendices

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## Appendix I Transitional Regulations

### Article 1 Applicability

#### 1. Context

Transitional regulations aim to accommodate the relation between this MSM-MBA/MM-EER and previous MSM-MBA/MM-EER's. The Transitional Regulations apply to students who commenced their Master's study programme in the academic year corresponding with the titles in these Transitional Regulations.

The Transitional Regulations in this Appendix do not apply to students who commenced their Master's study programme after academic year 202-2026. Students are expected to take note of the changes as stipulated in the transitional regulations of the MSM-MBA/MM-EER. Students may contact the MSM education office with any questions.

#### 2. Modifications

If modifications are made to the Education and Examination Regulations during the course of a programme which are to the disadvantage of the students enrolled in that programme, the Board of Examiners shall provide an (interim) arrangement in order to prevent said disadvantage.

Transitional regulations are formulated if modifications are made to the curriculum of a study programme. In case an educational unit (e.g. a course) is removed from the curriculum, students who have a prior registration for the discontinued educational unit will be provided with an opportunity to complete the concerning educational unit.

Students who do not have a prior registration for a course cannot claim the right to be registered in or complete that course once it has been discontinued. The SBE Board reserves the right to determine whether and to what extent a discontinued course will be offered to students who were previously not registered for the course.

#### 3. Subsidiary

Other than the substituted rule, all other rules of the above MSM-MBA/MM-EER 2026-2027 remain fully applicable.

#### 4. Interpretation of terms

The authority for the interpretation of terms in the first instance is carried by the Board of Examiners.

### **MSM EER 2021-2022 – Chapter 3 - Article 3.8.4**

#### **Grades Assessments (first attempt)**

These transitional regulations apply to students who have not successfully completed their MBA or MM study programme before 1 September 2022 and are now enrolled in the MSM-MBA or MSM-MM study programme of the academic year this MSM-MBA/MM-EER is valid for.

1. Grades obtained prior to 1 September 2022 rounded to one decimal point will remain valid and will be part of the curricular transcript of the student.
2. Grades obtained on or after 1 September 2022 will be rounded to whole or half grades as per Article 4.15 of this MSM-MBA/MM-EER.
3. The GPA of the student will be calculated based on the grades obtained prior to 1 September 2022 and the grades obtained on or after 1 September 2022 and will be rounded to two decimal points as defined in the definition of terms of this MSM-MBA/MM-EER.

### **MSM-MBA/MM-EER 2023-2024 – Chapter 3 – Article 3.2**

#### **Format and variants of the study programmes**

The part-time executive variant of the MSM-MBA study programme offered face-to-face at SBE locations in Maastricht will no longer be offered as of 1 September 2024.

These transitional regulations apply to students who have started the *part-time executive variant* of the MSM-MBA study programme offered face-to-face at SBE locations in Maastricht but have not graduated before 1 September 2024.

1. Students who have not passed the course(s) *Finance, Accounting, Digital Transformation* and/or *Entrepreneurship* before 1 September 2024, can follow and/or complete these courses within another variant of the MSM-MBA study programme.
2. For students who have not passed the Master's thesis before 1 September 2024, regular Master's thesis cycles will be offered in the academic year 2026-2027. The start dates and deadlines of the Master's thesis cycles will be announced by the MSM education office.

### **MSM-MBA/MM-EER 2023-2024 – Chapter 14 – Article 14.3**

#### **Master's exam of the MSM-MBA programme**

The composition of the expertise tracks as part of the MSM-MBA study programme will change from 4 courses of 3 ECTS credits each to 2 courses of 6 ECTS credits each as of 1 September 2024.

These transitional regulations apply to students who have followed an expertise track in the academic year 2023-2024, or the expertise track Accounting & Finance in 2024-2025 but do not have passed one or more courses of this expertise track.

1. Students will receive an additional examination opportunity (a second resit) for the expertise track courses they have not passed after the resit.
2. In case a student will not pass one or more courses of the expertise track after the second resit, the student needs to retake the entire expertise track.

### **MSM-MBA/MM-EER 2024-2025 – Chapter III – Article 3.1**

#### **Learning Goals**

Starting in 2025–2026, the new learning goals were applied at course level for the MBA and MM programmes. As of 2026-2027 the new learning goals will also apply to the master's thesis, and the related assessment criteria will be used for all students.

### **MSM-MBA/MM-EER 2024-2025 – Chapter 11 – Article 11.8**

#### **Maximum duration study programmes**

This Article only applies to students who start their MSM-MBA or MSM-MM study programme as of 1 September 2024. Students who have been enrolled to the MSM-MBA or MSM-MM study programme before 1 September 2024 can complete their programme outside of the limit of five (5) years.

### **MSM-MBA/MM-EER 2025-2026– Chapter 14 – Article 14.3**

#### **Master's exam of the MSM-MBA programme, no specialisation**

The expertise track *Supply Chain Management* as part of the MSM-MBA study programme, no specialisation, will be terminated as of 1 September 2026. This includes the termination of the two courses: *End to End Collaboration and Alignment* **and** *Supply Chains of the Future*.

Students who have successfully completed the expertise track prior to its termination on 1 September 2026, but who have not yet successfully completed the MSM-MBA programme, may still graduate with the expertise track after fulfilling the remaining programme requirements.

## MSM-MBA/MM-EER 2024-2025 – Chapter 14 – Article 14.3

### Master's exam of the MSM-MBA programme

The expertise track Retail Management will no longer be offered as from September 2025 in the Master's exam of the MSM-MBA programme. All students who have started their Master's study programme MSM-MBA prior to September 2025, will have the opportunity to complete the expertise track Retail Management by completing *Retails Management and Strategy* and/or *Service Marketing and the Customer Experience* according to the transitional regulations in this Article.

These transitional regulations apply to students who have been registered for the expertise track Retail Management and have not successfully completed their MSM-MBA programme before 1 September 2025. These students will have the following transitional regulations:

<b>Original course in and prior to AY 2024-2025</b>	<b>Transitional regulations in AY 2025-2026</b>	<b>Transitional regulations in AY 2026-2027</b>	<b>AY 2027-2028 and later</b>
Retails Management and Strategy	Repeat education or exam-only in Retails Management and Strategy	Exam-only in Retails Management and Strategy	There will be no further repeat education or examination options, nor replacement courses available.
Service Marketing and the Customer Experience	Repeat education or exam-only in Service Marketing and the Customer Experience	Exam-only in Service Marketing and the Customer Experience	

## MSM-MBA/MM-EER 2025-2026 – Chapter 15 – Article 15.4

### Dual Degree MSM Master of Business Administration (MSM-MBA)

1. As of academic year 2026–2027 (starting September 2026), an amended curriculum will enter into force for the Dual Degree with the University of Indonesia.
2. Students who started the Dual Degree programme before 1 September 2026 fall under the transitional regulation as laid down in this article.
3. These students may complete the curriculum as laid down in the MSM-MM/MBA-EER 2025–2026 during a transitional period of two academic years, being academic years 2026–2027 and 2027–2028.
4. After this transitional period students will be subject to the MSM-MM/MBA-EER applicable at that time, unless the Board of Examiners decides otherwise.

The curriculum referred to in paragraph 3 is as follows:

- a. The programme at MSM comprises 9 core courses of 3.0 ECTS credits per course, 2 expertise track courses of 6.0 ECTS credits per course, and the Master's thesis of 16.0 ECTS credits. 70.0 ECTS credits in total will be listed on the final Master's transcript. Please refer to article 14.3, 1.c of the MSM-MBA/MM-EER of academic year 2025-2026 regarding requirements for the expertise tracks.
- b. The programme at Universitas Indonesia comprises 5 core courses of 4.5 ECTS credits per course, 5 core course of 3.0 ECTS credits per course and 1 elective course of 4.5 ECTS credits.
- c. Outline MSM-MBA – Universitas Indonesia

<b>Year 1</b>	Study outline Universitas Indonesia	
<b>Year 2</b>	<b>Core courses (3 ECTS credits each):</b>	<ol style="list-style-type: none"> <li>1. Finance</li> <li>2. Entrepreneurship</li> <li>3. Leading Digital Transformation</li> <li>4. Marketing in a Global Context</li> <li>5. Global Supply Chain Management</li> <li>6. Economics for Managers</li> <li>7. Change Management</li> <li>8. Managing Cultural Diversity</li> <li>9. Global Corporate Strategy</li> </ol>
	<b>Expertise tracks with two (2) courses of 6 ECTS credits each:</b>	Please refer to the list of expertise tracks in article 14.3, 1.d of the MSM-MBA/MM-EER of academic year 2025-2026.
	<b>Master's thesis (16 ECTS credits)</b>	

5. If components of the curriculum from the MSM-MM/MBA-EER 2025–2026 are no longer offered, the programme will determine appropriate replacement courses.

## Appendix II n.a.

## Appendix III n.a.

## Appendix IV Language of Instruction

In the MSM-MBA and MSM-MM study programmes, the language of instruction is English or another language.

The appropriateness of English or another language as language of instruction is determined by the international orientation of the programme in terms of its academic field of study and/or the fact that it prepares students for a specific field of activity or professional career in an international setting.

The choice for the language of instruction of the programme is in line with the Dutch Higher Education and Research Act (WHW) art. 7.2.

Because of the specific educational nature and profile of the programmes, teaching and examinations are conducted in English or another language in case the MSM-MBA or MSM-MM study programme is offered at a location of an MSM partner institution.

English as the main language of the MSM-MBA and MSM-MM study programmes guarantees the quality of education, because:

1. The content of the programme has an international orientation and focus.
2. The academic community is internationally oriented and the staff is international. An international classroom setting is a core element of the educational concept of the programme, where English is the common international language. In order to make the concept work optimally, an internationally diverse student population as well as an internationally diverse group of teachers/staff, which are able to communicate in a common language (English), is indispensable.
3. The labour market demand is internationally oriented (English speaking). The graduates of the programme are well prepared to work in and with internationally oriented companies, such as the "big 4" consultancy companies, multinationals, banks, but also medium/small enterprises, and national or international public institutions, in majority operating on international settings and in international markets.
4. The student intake and current population is internationally diverse and English is the common language.

In case the MSM-MBA or MSM-MM study programme is offered at a location of an MSM partner institution, teaching and examinations might be conducted in another language. Nevertheless, all courses of the MSM-MBA and MSM-MM study programme can be followed and completed in English.

## Appendix V MSM Partner Institutions

The MSM-MBA and MSM-MM study programme is partly offered in collaboration with MSM partner institutions. The MSM partner institutions are:

1. Corvinus University of Budapest, Hungary
2. HRD Global, Kuwait
3. Bucharest International School of Management, Romania
4. Nanjing University, China
5. Universitas Indonesia, Indonesia

More information on the MSM partner institutions and the programmes offered at the location of an MSM partner institution, can be found on the MSM website.