

ROTTERDAM SCHOOL OF MANAGEMENT

Management Instruc- tions

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CHAPTER I - GENERAL INFORMATION

ARTICLE 1 - DEFINITIONS

1. The **Act** is defined in this management instruction as: the Dutch Higher Education and Research Act (abbreviated to WHW; the Act dated 8 October 1992, Bulletin of Acts and Decrees 593, with subsequent amendments).
2. The terms used in these Management Instructions have the same meaning as they do in the Act.
3. In these Management Instructions, **BBR** is given to mean: the regulations of Erasmus University Rotterdam's management and Management organisation as lay down by the Executive Board and approved by the Supervisory Board. Abbreviated to: BBR, Bestuurs- en beheerreglement Management and Management Regulations (laid down on 6 June 2013 and effective as of 1 July 2013).
4. In these Management Instructions, the **Executive Board** is given to mean: the Executive Board of Erasmus University Rotterdam.
5. In these Management Instructions, **Faculty Regulations** are given to mean: the more detailed regulations of the management and Management organisation for education and the pursuit of academic practice as lay down by the Dean and approved by the Executive Board, with the approval of the Faculty Council.
6. In these Management Instructions, **Management** is given to mean: all the decisions, procedures and actions by which the Executive Board implements the EUR's policy on the acquisition and disposal of the financial resources, the procurement, the care and maintenance of the material resources, as well as the deployment of personnel and the efficient and lawful application of those resources.
7. In these Management Instructions, **the Faculty** is given to mean: the Faculty of Business Administration, called: Rotterdam School of Management, Erasmus University (abbreviated to: RSM).
8. In these Management Instructions, **Faculty Manager** is given to mean: the person, commissioned by, on behalf of and under the responsibility of the Executive Board, charged with implementing Management tasks, i.e. the Dean of RSM.
9. In these Management Instructions, **Sub-Manager** is given to mean: the person commissioned by, on behalf of and under the responsibility of the Faculty Manager, charged with the execution of sub-mandates within his or her sub-Management unit.
10. In these Management Instructions, **Management Unit** is given to mean: RSM.
11. In these Management Instructions, **Sub-Management Unit** is given to mean: a functional division of the Management Unit.
12. The **Management Instructions** are given to mean: the more detailed regulations lay down by the Faculty Management as intended in Article 42 of the BBR. In this case: the Management Instructions of the Rotterdam School of Management.
13. In these Management Instructions, **Mandate** is given to mean: the authority to take decisions on behalf of the managing body.

ARTICLE 2 – GENERAL PROVISIONS

1. The Executive Board may grant a mandate in accordance with WHW, unless otherwise prescribed by a legal provision or if the nature of the authority dictates otherwise.
2. A mandate shall never be granted if the decision involved is a decision to annul or withhold approval from a decision by another governing body.
3. A mandate to decide on a letter of objection shall not be granted to the party who has, pursuant to a mandate, taken the decision against which the objection is directed.

ARTICLE 3 - MANDATING

1. At RSM, an officer may only take a formal decision if he or she has been explicitly mandated to do so by the Executive Board, or has been mandated by the Faculty Management.
2. With due observance of the limits of the mandate granted by the mandator and the **BBR**, the mandatory is authorised to take decisions and sign documents.
3. A decision made under mandate shall be considered a decision made by the Executive Board.
4. The mandator remains at all times authorised to exercise the mandated authority him or herself.
5. The granting of a mandate always follows the organisational structure of the organisational unit in which the mandating is executed, without missing any links in the hierarchy, unless it is not directly derived from the line manager.
6. The mandator may revoke his or her mandate at any time.

ARTICLE 4 - ACCOUNTABILITY AND OBLIGATION TO PROVIDE INFORMATION

1. The mandatory is accountable to the mandator and must provide him or her with all the (financial and non-financial) information that the latter requires to exercise supervision on how the mandate granted by him or her is executed.
2. The mandator may lay down further rules on the frequency and manner in which the mandatory renders account and provides information.

ARTICLE 5 - NOTIFICATION OF THE MANAGEMENT BODY

The mandator is authorised to lay down rules and guidelines for the execution of the mandate granted.

ARTICLE 6 – LIMITS OF THE MANDATE

1. To execute his or her mandate, the mandatory must consider the statutory provisions, the Collective Labour Agreement for Dutch Universities (CAO NU), EUR regulations including **the BBR**, guidelines, the policy, the reasonable interests of the mandator and the limits of the mandate ultimately granted to him or her by the mandator.

2. A mandate shall never be executed if:
 - a. it concerns a new matter of a fundamental nature, unless the Executive Board has already assumed a policy viewpoint on it;
 - b. it concerns a matter whereby the prescribed procedure for deliberation or handling has not yet been completed;
 - c. the Executive Board indicates that the Executive Board will handle the matter;
 - d. the mandatory can assume that the decision will have important additional effects or consequences, such as the precedent effect, unequal treatment of identical cases, etc.
 - e. the decision concerns the mandatory him or herself;
 - f. the decision concerns a person higher up in the mandating hierarchy;
3. If the mandatory decides not to exercise his or her authority in the cases mentioned in the second paragraph, under a, b, c, d, e and f, the mandatory will notify his mandator.

ARTICLE 7 – GENERAL VERSUS SPECIFIC MANDATE

Mandates may be given for general purposes or for a specific case. A mandate or sub-mandate is granted in writing. Insofar there is any conflict between the specific mandate and the general mandate, the specific mandate prevails.

CHAPTER II – MANDATES GRANTED BY THE FACULTY MANAGER

ARTICLE 8 – THE MANAGEMENT ORGANISATION OF THE ROTTERDAM SCHOOL OF MANAGEMENT

1. A management unit has been established at RSM by the Executive Board (article 16, third paragraph of the BBR).
2. RSM is subdivided into the following sub-management units:

Education

Education comprising the BSc programme in Business Administration, the BSc programme in International Business Administration and the MSc programme in Business Administration and the facilitating departments.

The part-time master's degree programme in Business Administration (PMB)

Research

RSM Research
Erasmus Research Institute of Management (ERIM)

Academic Departments

Academic Department 1 Technology & Operations Management (*)
Academic Department 2 Organisation and Personnel Management
Academic Department 3 Marketing Management
Academic Department 4 Strategic Management and Entrepreneurship
Academic Department 5 Finance
Academic Department 7 Accounting and Control
Academic Department 8 Business-Society Management

*) Subdivided into the sections Business Information Management (BIM), Supply Chain Management (SCM) and Innovation Management (IM)

Support Departments

The Dean's Office
The Business & Project Control department
The Human Resources department
The Corporate Marketing and Communications department
The 2CARE Department (formerly Corporate Career and Alumni Relations)
The Information Management & Consultancy department
The Businesses Information Centre (part of the University Library as of 1 January 2014)

3. Centres are either a division of an academic department or a division of the Erasmus Research Institute of Management and are not sub-Management units.

ARTICLE 9 – AUTHORITY RESERVED FOR THE FACULTY MANAGEMENT

1. In matters pertaining to **personnel management**, the Faculty Management reserves the authority to make decisions on the following Management duties, insofar no exceptions to these are provided for in these Management Instructions and/or the BBR:
 - a. arranging the structure of RSM (Article 34, paragraph 1, under a, of the BBR in conjunction with Article 40A, under o, of the BBR);
 - b. organising the positions at RSM based on the Hay system, with the exception of the professors and the Faculty Manager (Article 34, paragraph 1, under b, in conjunction with Article 40A, under j, of the BBR);
 - c. arranging reorganisations within RSM, considering the rules and guidelines of the reorganisation code (Article 34, paragraph 1, under d, of the BBR);
 - d. opening up vacancies for the position of faculty staff, with the exception of professors and the Faculty Manager and (Article 34, paragraph 1, under e, of the BBR in conjunction with Article 40A, under k, of the BBR);
 - e. releasing vacancies for open recruitment as well as placing advertisements or using some other means of recruitment of personnel for the positions of faculty staff with the exception of professors and the Faculty Manager (Article 34, paragraph 1, under f, of the BBR in conjunction with Article 40A, under p, of the BBR);
 - f. selecting faculty staff with the exception of professors and the Faculty Manager (Article 34, paragraph 1, under g, in conjunction with Article 40A, under i, of the BBR);
 - g. proposing candidates to the Executive Board to be appointed as professors (Article 19, paragraph 8, under j, of the BBR);
 - h. appointing faculty personnel (including contracting hosting agreements and hiring stand-by workers), including the necessary procedures, with the exception of professors and the Faculty Manager and professors (Article 34, paragraph 1, under h, in conjunction with Article 40A, under m, of the BBR);
 - i. dismissing personnel at the individual employee's request, including the necessary procedures (Article 34, paragraph 1, under j);
 - j. the classification of faculty personnel, with the exception of the Faculty Manager (Article 34, paragraph 1, under k, of the BBR);
 - k. granting periodic salary raises, promotions, allowances, bonuses, life-course savings schemes up to a sum of € 12,500 per year to the faculty personnel (Article 34, paragraph 1, under m, of the BBR in conjunction with Article 40A, under f, of the BBR);
 - l. reimbursing costs to the faculty personnel (Article 34, paragraph 1, under n, of the BBR);
 - m. imposing the relocation requirement (Article 34, paragraph 1, under o, of the BBR);
 - n. arranging the filling of a different position against the will of the relevant party (Article 34, paragraph 1, under p, of the BBR);
 - o. laying down specific rules and regulations for (parts of) RSM for holiday arrangements and leave arrangements, with the exception of sabbatical leave, for working times, reduction of working hours, increase in working hours and attendance as well for granting study facilities, including official training programmes (Article 34,

- paragraph 1, under r to t (inclusive), of the BBR in conjunction with Article 40A, under h, of the BBR);
- p. ensuring the assessment of staff performance, including that of professors with the exception of the Faculty Manager (Article 34, paragraph 1, under u, of the BBR in conjunction with Article 40A, under q, of the BBR);
 - q. giving an official order, the non-compliance of which may result in sanctions imposed by the Executive Board (Article 34, paragraph 1, under v);
 - r. reporting, giving account of and assuming responsibility for the efficient and legitimate deployment of personnel, including granting permission to perform ancillary activities and determining the conditions that apply within this context (Article 34, paragraph 1, under w, of the BBR in conjunction with Article 40A, under r, of the BBR);
 - s. adopting specific rules and regulations for (parts of) RSM for the general responsibility for working conditions (including safety, health and well-being), providing the resources and granting authority so that the standards and regulations stipulated by law and the university for working conditions within RSM can be enforced or measures can otherwise be taken (Article 34, paragraph 1, under x, of the BBR);
 - t. submitting proposals for severance schemes and termination arrangements to the Executive Board (Article 34, paragraph 1, under za, of the BBR);
2. In matters pertaining to **financial management**, the Faculty Manager reserves the authority to make decisions on the following Management duties, insofar no exceptions to these are provided for in these Management Instructions and/or the BBR:
- a. drafting and adopting a budget in which the income and expenditure are estimated separately (Article 35, paragraph 1, under a, of the BBR);
 - b. keeping records of the income and expenditure, as well as the budget, using the information systems authorised within the EUR (Article 35, paragraph 1, under b, of the BBR);
 - c. keeping records of the assets and liabilities, including the registration of moveable property, claims and debts, as well as immoveable property, borrowed capital and equity, using the information systems authorised within the EUR (Article 35, paragraph 1, under c, of the BBR);
 - d. managing the liquid assets and granting approval for making payments (Article 35, paragraph 1, under e, of the BBR);
 - e. entering into obligations and/or spending funds, not related to construction, insofar (Article 35, paragraph 1, under f, in conjunction with Article 40B, under e, of the BBR):
 - it involves obligations measurable in money that do not exceed a sum of € 250,000, including VAT, and/or pertaining to a period of no more than four calendar years; Financial obligations which include the option of tacit renewal are considered obligations with a term of more than four calendar years, unless the obligation clearly does not affect any substantial financial interest or other substantial interest;
 - f. issuing proposals and arranging agreements or other acceptance of (best-effort or supply) obligations with parties outside RSM, insofar (Article 35, paragraph 1, under g, in conjunction with 40B, under f, of the BBR):
 - it involves obligations measurable in money that do not exceed a sum of € 250,000, including VAT, and/or pertaining to a period of no more than four calendar years; Financial obligations which include the option of tacit renewal are considered obligations with a term of more than four calendar years, unless the obligation clearly does not affect any substantial financial interest or other substantial interest;
 - g. submitting offers and arranging agreements related to teaching third parties or conducting research commissioned by third parties insofar (Article 35, paragraph 1, under k, in conjunction with Article 40B, under g, of the BBR):
 - it involves obligations measurable in money that do not exceed a sum of € 250,000, including VAT, and/or pertaining to a period of no more than four calendar years. Financial obligations which include the option of tacit renewal are considered obligations with a term of more than four calendar years, unless the obligation clearly does not affect any substantial financial interest or other substantial interest;

- h. giving account of and assuming responsibility for the financial management (Article 35, paragraph 1, under i, of the BBR);
3. In matters pertaining to the **management of equipment, technical installations (and buildings)**, the Faculty Manager reserves the authority to make decisions on the following Management duties, insofar no exceptions to these are provided for in these Management Instructions and/or the BBR:
 - a. the procedures used for these items (Article 36, paragraph 1, under d, of the BBR);
 - b. the maintenance and replacement of movable property (Article 36, paragraph 1, under e, of the BBR);
 - c. making available the movable and immovable property that the Management unit has at its disposal (Article 36, paragraph 1, under f, of the BBR);
 - d. supervision of the legitimate and efficient use of that property (Article 36, paragraph 1, under g, of the BBR);
 - e. giving account of and assuming responsibility for the legitimate and efficient use of the movable and immovable property (Article 36, paragraph 1, under i of the BBR);
 4. In matters pertaining to **the management of information provision**, the Faculty Manager reserves the authority to make decisions on the following Management duties, insofar no exceptions to these are provided for in these Management Instructions and/or the BBR:
 - a. determining the structure of the information systems (Article 37, paragraph 1, under a, of the BBR);
 - b. arranging the data entry in these information systems (Article 37, paragraph 1, under b, of the BBR);
 - c. the storage and protection of the data collections (Article 37, paragraph 1, under c, of the BBR);
 - d. the making available of (parts of) the data collections to users (Article 37, paragraph 1, under d, of the BBR);
 - e. regulating the public access to the systems, including regulating an individual's access to parts of the systems containing data related to the individual in question (Article 37, paragraph 1, under e, of the BBR);
 - f. supervision of the legitimate and efficient use of the systems (Article 37, paragraph 1, under f, of the BBR);
 - g. giving account of and assuming responsibility for the legitimate and efficient use of the systems (Article 37, paragraph 1, under g, of the BBR);
 5. The Faculty Manager shall periodically report on and account for the execution of his mandate to the Executive Board.

CHAPTER III - MANDATES TO THE SUB-MANAGERS

ARTICLE 10 - SUB-MANAGERS

1. The Faculty Manager grants a mandate to the following sub-Managers:

Education

The Dean of Education

The Director of the part-time Master's degree programme in Business Administration (PMB)

Research

The Dean of Research

Academic Departments

The Dean of Faculty
Chairs of the Academic Departments as the managers of the departments

Support Departments

The Director of the Faculty, who has a line position to:

- The Head of the Dean's Office
- The Head of the Business & Project Control department
- The Head of the Human Resources department
- The Head of the Information Management & Consultancy department (IMC)

The Head of the Corporate Marketing & Communications department

The Head of the Corporate Career & Alumni Relations (CCAR) department

2. With due observance of Article 6, paragraph 2, of the Management Instructions, the Faculty Manager grants the sub-Managers a mandate to perform the duties described in Articles 11 to 15 (inclusive) of these Management Instructions, with the exception of the duties which the Faculty Manager has reserved for him or herself in Article 9 on the one hand, and the duties insofar they extend to the sub-Managers themselves on the other.
3. The mandated duties for the staff may only apply to staff assigned to the sub-Management unit in question.
4. Financial obligations which include the option of tacit renewal are considered obligations with a term of more than one calendar year.

ARTICLE 11 - GENERAL MANAGEMENT DUTIES MANDATED TO EVERY SUB-MANAGER

1. In matters pertaining to the **personnel management**, the following Management duties are sub-mandated to the sub-Managers intended in Article 10 for the management of the sub-Management unit under the responsibility of the sub-Manager in question:
 - a. opening up and releasing vacancies for open recruitment and placing advertisements or arranging other ways of recruitment respectively for the positions of faculty personnel with the exception of professors within the budget approved by the Faculty Manager (Article 9, paragraph 1, under d and e, of these Management Instructions)¹;
 - b. proposing candidates for selecting faculty personnel, including hosting agreements and hiring standby workers (Article 9, paragraph 1, under f and h, of these Management Instructions);
 - c. submitting proposals for the classification of personnel with the exception of professors (Article 9, paragraph 1, under j, of these Management Instructions);
 - d. submitting proposals for periodic salary increases, promotions, allowances, bonuses, life-course savings schemes up to a sum of € 12,500 per year granted to the faculty personnel (Article 9, paragraph 1, under k, of these Management Instructions);
 - e. reimbursing costs to faculty personnel within the budget approved by the Faculty Manager (Article 9, paragraph 1, under l, of these Management Instructions);
 - f. arranging holiday and leave arrangements for the faculty personnel in individual cases (Article 9, paragraph 1, under o, of these Management Instructions);
 - g. making decisions related to working times, reductions in working hours, increases in working hours and attendance for the faculty personnel in individual cases (Article 9, paragraph 1, under o, of these Management Instructions);
 - h. granting study facilities, including official study programmes, to the faculty personnel (Article 9, paragraph 1, under o, of these Management Instructions);

¹ This is a reference to the Article in these Regulations.

- i. arranging the assessment of the performance of the faculty personnel, specifically holding performance and development interviews with the personnel (Article 9, paragraph 1, under p, of these Management Instructions);
2. In matters pertaining to the **financial management**, the following Management duties are sub-mandated to the sub-Managers referred to in Article 10 for the management of the sub-Management unit under the responsibility of the sub-Manager in question:
 - a. drawing up the budget plan for the sub-Management unit - to be adopted by the Faculty Manager by incorporation into the faculty budget plan - in which the income and expenditure are estimated separately (Article 9, paragraph 2, under a, of these Management Instructions);
 - b. entering into obligations and/or spending funds, not related to construction, insofar (Article 9, paragraph 2, under e, of these Management Instructions):
 - it involves obligations measurable in money that do not exceed a sum of € **50,000**, including VAT, for the Dean of the Faculty (delegated mandate of the Dean), the Dean of Education, the Director of the part-time Master's degree programme in Business Administration, the Dean of Research, the Director of the Faculty, the Head of Information Management Consulting (IMC), the Head of Corporate Career and Alumni Relations (CCAR) and Chairs of the Faculties;
 - it involves obligations measurable in money that do not exceed a sum of € **10,000**, including VAT, for the other heads of departments;
 - sub-mandators may limit their mandates by mandating to treasurers or heads of departments (to € **10,000**, including VAT) and to the department secretaries (to € **1,000**, including VAT);

The obligations arranged under sub-mandate may not apply to terms exceeding four calendar years.
 - c. The Dean of Education, the Dean of Research and the Chairs of the faculties are subject to the following: submitting offers and arranging contracts or other (best-effort or supply) obligations with parties outside RSM, pertaining to teaching, or conducting research commissioned by, third parties, insofar (Article 11, paragraph 2, under g, of these Management Instructions);
 - it involves obligations measurable in money that do not exceed a sum of € **50,000**, including VAT, and/or pertaining to a period of no more than four calendar years.
 3. In matters pertaining to the **management of equipment, technical installations (and buildings)**, the following management duties are sub-mandated to the sub-Managers referred to in Article 10 for the management of the sub-management unit under the responsibility of the sub-Manager in question:
 - a. the procedures used for these items (Article 9, paragraph 3, under a, of these Management Instructions);
 - b. maintenance and replacement of movable property (Article 9, paragraph 2, under b, of these Management Instructions);
 - c. supervision of the legitimate and efficient use of this property (Article 9, paragraph 2, under d, of these Management Instructions);
 - d. giving account of and assuming responsibility for the legitimate and efficient use of the movable and immovable property (Article 9, paragraph 2, under e, of these Management Instructions);
 4. The sub-Managers who may act as deputies in the event the Manager or sub-Managers intended in Article 16 is absent or unable to act receive a substitute mandate which is identical to the mandate belonging to the person for whom they are acting as deputy.

ARTICLE 12 - SPECIFIC MANDATE FOR DUTIES GRANTED TO THE DIRECTOR OF OPERATIONS

In matters pertaining to **the management of the faculty archives**, the Director of Operations intended in Article 10, is granted a mandate for the faculty postal and archive management as

well as the Management duties intended in Article 11, all of which is executed in accordance with the Management regulations and guidelines issued by the Executive Board and in accordance with the Public Records Act and EUR's Regulations for Post and Archive Matters (Article 11, paragraph 5, under c);

In matters pertaining to the **management of equipment, technical installations (and buildings)**:

- a. making available buildings and rooms to the sub-Managers (Article 9, paragraph 3, under c, of these Management Instructions);
- b. supervision of the legitimate and efficient use of moveable and immoveable property (Article 9, paragraph 3, under d, of these Management Instructions);
- c. giving account of and assuming responsibility for the legitimate and efficient use of the movable and immovable property (Article 9, paragraph 3, under e, of these Management Instructions);
- d. temporarily denying access to EUR buildings and grounds in urgent cases (Article 36, paragraph 1, under l);

ARTICLE 13 - SPECIFIC MANDATE FOR DUTIES GRANTED TO THE HEAD OF THE INFORMATION MANAGEMENT & CONSULTANCY DEPARTMENT (IMC)

In matters pertaining to the **management of information system**, the Director of Operations, intended in Article 10, grants a mandate to the Head of IMC for the care of the information systems and the advice given pertaining to the systems as well as for the Management duties intended in Article 11, all of which is executed in accordance with the Management regulations and guidelines issued by the Executive Board.

In matters pertaining to the **management of information system**:

- a. determining the structure of the information systems (Article 37, paragraph 1, under a, of the BBR);
- b. arranging the data entry in these information systems (Article 37, paragraph 1, under b, of the BBR);
- c. the storage and protection of the data collections (Article 37, paragraph 1, under c, of the BBR);
- d. the making available of (parts of) the data collections to users (Article 37, paragraph 1, under d, of the BBR);
- e. regulating the public access to the systems, including regulating an individual's access to parts of the systems containing data related to the individual in question (Article 37, paragraph 1, under e, of the BBR);
- f. supervision of the legitimate and efficient use of the systems (Article 37, paragraph 1, under f, of the BBR);
- g. giving account of and assuming responsibility for the legitimate and efficient use of the systems (Article 37, paragraph 1, under g, of the BBR);

ARTICLE 14 - SPECIFIC MANDATE FOR DUTIES GRANTED TO THE HEAD OF THE PERSONNEL & ORGANISATION DEPARTMENT

1. In matters pertaining to the **personnel administration**:
 - a. keeping the personnel records and executing various Management procedures (Article 9, paragraph 1, under r, of these Management Instructions);
 - b. managing the personnel information systems authorised within EUR (Article 9, paragraph 1, under s, of these Management Instructions);
2. In matters pertaining to the **personnel policy**:
 - a. determining the job evaluations of the support and management staff to scale 10 (inclusive) (Article 9, paragraph 1, under b, of these Management Instructions);

- b. adopting the job descriptions (Article 9, paragraph 1, under b, of these Management Instructions);
- c. dismissing personnel with the exception of professors and executing the procedures necessary (Article 9, paragraph 1, under h, of these Management Instructions); the employment of personnel is arranged on the basis of a proposal submitted by the sub-Manager in question and following the approval of the Dean of the Faculty for Academic staff and with the approval of the Director of Operation for support staff. The Head of the Business & Project Control Department assesses whether the budget is sufficient for the appointment.
- d. classifying personnel (Article 9, paragraph 1, under j, of these Management Instructions);
- e. granting or withdrawing respectively periodic salary increases, allowances, bonuses and reimbursements, and arranging savings schemes (Article 9, paragraph 1, under k, of these Management Instructions);
- f. giving promotions (Article 9, paragraph 1, under k, of these Management Instructions);
- g. imposing, or as the case may be, releasing from, the obligation to move (Article 9, paragraph 1, under k, of these Management Instructions);
- h. granting permission for performing ancillary activities and setting the conditions that apply in this context (Article 9, paragraph 1, under r, of these Management Instructions).

ARTICLE 15 - SPECIFIC MANDATE FOR DUTIES GRANTED TO THE HEAD OF THE BUSINESS & PROJECT CONTROL DEPARTMENT

1. Drawing up the faculty budget plan in which the income and expenditure are estimated separately (Article 9, paragraph 1, under a, of these Management Instructions);
2. Drawing up the periodic financial report for the Dean, adjusted for the academic departments, education, research and other departments, for the Executive Board, including the prognosis for the year-end expectations in accordance with the report frequency laid down by the Executive Board.
3. Managing the financial systems authorised within EUR.

CHAPTER IV

ARTICLE 16 – DEPUTISING REGULATIONS FOR THE FACULTY MANAGER AND SUB-MANAGERS

1. If the Faculty Manager (the Dean) is absent or unable to act, the Vice Dean shall take care of his or her Management duties (Article 4 of RSM Faculty Regulations).
2. If both the Faculty Manager (the Dean) and the Vice Dean are absent or unable to act, the Director of Operations shall temporarily take care of the Faculty Manager's Management duties.
3. For other matters, if the Chair of the Faculty, the Programme Director and a Director/Head of a department in the Faculty Service, is absent or unable to act, the deputy mandate is laid down in writing by the Dean, on proposal of the sub-Manager in question.

ARTICLE 17 - AMENDMENTS TO THE MANAGEMENT INSTRUCTIONS

The adoption or amendment of the Management Instructions requires the approval of the Executive Board.

ARTICLE 18 – FINAL PROVISION

1. In cases for which these Management Instructions do not provide, the Dean shall decide as reasonable and fair.
2. Set on 9 November 2015.