

Rotterdam School of Management B.V.
Erasmus University Rotterdam

Teaching & Examination Regulations MBA21 & EMBA21



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Examination Board MBA Programmes
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Editor

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Registrar MBA Programmes

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Rotterdam, January 2020

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I. Examination Board RSM MBA Programmes

I.1 – Tasks and powers

The Examination Board is the body that determines objectively and expertly whether or not a student satisfies the conditions set in the teaching and examination regulations with respect to the knowledge, understanding and skills required to obtain a degree. The legal framework of the Examination Board is given by Dutch Law, in particular the Dutch Higher Education and Research Act (Wet op het Hoger onderwijs en Wetenschappelijk onderzoek- WHW). The Examination Board has many different tasks. Generally, the following components can be discerned:

1. A supervisory responsibility with regard to the final exams, examinations and tests. This responsibility is manifested in the competence of the Examination Board to:
 - a. award the diplomas;
 - b. appoint the examiners;
 - c. supervise the quality of final exams, examinations and tests;
 - d. take disciplinary action in case of fraud;
 - e. supervise the practice of the examination rules with due observance of the common legal principles like equality, legal security, legitimacy, reasonableness, fair play and so on;
 - f. act as a mediator or a defendant in case of disputes or appeals.
2. Legislation: the Examination Board makes Rules and Guidelines concerning the examinations, for example rules for enrolment, rules concerning order during examinations, fraud, assessment criteria, classifications (like cum laude). Once a year new Rules and Guidelines are drawn up.
3. Tasks that are further defined in the Teaching and Examinations Regulation (TER) established by the Dean. This concerns the granting of exemptions from the TER in individual cases due to personal circumstances or on grounds of the hardship clause (if a rule in an individual case leads to unreasonable consequences). An example is the granting of an extra examination opportunity.
4. Advisory tasks: the Examination Board advises the Dean regarding the Teaching and Examination Regulations.

I.2 – Composition

The Examination Board consists of members of the academic staff and an external member. All members are appointed by the Dean of Degree Programmes. The Examination Board collectively sets up rules and policy. The Examination Board is supported by the Registrar.

I.3 – Members

- Prof. Dr. L.C.P.M. Meijs (Chairman)
- Prof. Dr. D. van Dierendonck
- Prof. Dr. P.P.M.A.R. Heugens
- Prof. Dr. S.T.L.R. Sweldens
- Dr. M. Stevens
- Dr. M.B.J. Schauten (external member)

I.4 – Registrar

E.H. Wijnmaalen MA
Bayle Building, room J2-33
Tel. +31 (0)10 - 40 89587
E-Mail Registrar@rsm.nl

II. Admissions

II.1 – Admissions Committee

In order to determine eligibility for admission to the programme, the Admissions Committee advises the Director Marketing and Admissions RSM B.V. The Admissions Committee is comprised of members of the RSM B.V.'s admissions team.

II.2 – Selection

A selection process is part of the admission procedure, and is aimed at selecting students who show potential for high academic performance. The Admissions Committee will carefully consider and evaluate test grades, knowledge, insights and skills of the applicant. The committee may request experts within or outside the university to assess the applicant's knowledge, insights and skills in particular areas, in addition to a review of tests, written documents of qualifications gained.

In order to determine eligibility for admission, the Admissions Committee will check whether the applicant fulfils or will fulfil the requirements, listed in Article III.3, before the established deadline date. In its evaluation, the committee will consider the applicant's motivation and ambition with respect to the programme of study in question, as well as the applicant's command of the language in which the programme is given.

Other admission criteria being equal, preference is given to candidates who show capacity for higher academic performance.

II.3 – Requirements

Applicants should fulfil the following requirements:

- a. A university degree (bachelor, master, PhD) or equivalent;
- b. A valid GMAT/GRE report (for the Full-Time MBA);
- c. All applicants should have at least three years (Full-Time MBA) or four years (EMBA) of post-graduate work experience;
- d. TOEFL, IELTS or PTE scores if requested by the admissions committee.

III. Teaching and Examination Regulations

Section 1 – General

1.1 – Applicability of the regulations

These regulations are applicable to the curriculum and examinations of the MBA with a duration of 12 months and the EMBA Programme with a duration of 24 months, hereinafter referred to as the MBA and EMBA programme. The programmes are provided by Rotterdam School of Management B.V. hereinafter referred to as RSM B.V. RSM B.V. is a postgraduate education institution wholly owned by the Erasmus University.

1.2 – Aims of the programme

The purpose of the programme is to broaden and expand upon the base of acquired graduate and professional knowledge, skills and insights, such that the graduate is able to practice scientific and socially responsible business administration professions.

Please be referred to Appendix A: Intended Learning Outcomes.

1.3 – Definitions

§	Word	Meaning
a	The law	The Dutch Higher Education and Research Act (Wet op het hoger onderwijs en wetenschappelijk onderzoek - WHW)
b	Regulations and guidelines	The regulations, guidelines and instructions of the Examination Board as referred to in Article 7.12b of the law
c	MBA programme/ curriculum	The total of programme components qualifying for graduation
d	Course component	An assessment/examination with a certain weightage within a course.
e	Course	An educational unit under the authority of a member of the academic staff; each course is conducted with a combination of assessments/examinations.
f	Aggregated exam	The total assessment of the performance of the student for separate examination parts of the entire programme, as referred to in Article 7.10 of The Dutch Higher Education and Research Act.
g	Examination	Every course will be assessed by an examination, consisting of multiple components (i.e. tests and/or assignments). Each examination includes an investigation into the knowledge, insight and skills of the student, as well as the appraisal of the results of that investigation.
h	Test	The concluding, individual assessment component of a course: <ul style="list-style-type: none">- A written test (i.e. a plenary test, open or closed book with open or multiple choice questions);- A take-home test- An oral test;

i	Assignment	Assessment components examined during the course: <ul style="list-style-type: none"> - An individual assignment (i.e. a case, an essay or a thesis); - A group assignment (i.e. a team assignment); - A presentation; - A practical exercise; - A research or consultancy project; - An excursion or study trip; - Participation performance
j	ECTS/EC	Abbreviation of "European Credit Transfer System" (ECTS). One European Credit (EC) represents 28 hours of study
k	Student	A person who is enrolled at the university in order to pursue the study course and/or to take the exams and examinations of the programme; for the further application of these regulations
l	Examination Board	The board referred to in Article 7.12 of the law for supervising the examinations and organisation and coordination of the examinations of the programme
m	Academic year	The academic year runs from 1 January to the following 31 December (FTMBA and EMBA)
n	Academic Director	The person who is responsible for the academic content (quality assurance) of the MBA programme(s)
o	Programme Director	The person who is responsible for the general management (policy, programming and organization) and delivery of the MBA Programme(s)
p	Dean	The Dean of Degree Programmes of the Rotterdam School of Management (RSM)
q	Faculty	Professors or lecturers teaching in the MBA Programme
r	Registrar	The person who upholds, maintains and monitors (academic) procedures in regards to students' academic performance
s	MBA Programme Council	The Registrar and the (Academic) Programme Directors of the respective programme(s).

1.4 – Degree

Students who successfully pass the aggregated exam of the programme, as confirmed by the Examination Board, and meet all their financial obligations will obtain the degree of Master in Business Administration (MBA).

1.5 – Programme language

The programme language – teaching and examinations – is English.

1.6 – Evaluation of education

1. The academic director is responsible for ensuring the evaluation of education.
2. The academic director informs the MBA Programme Council and the Dean of the method and frequency with which components of the curriculum are to be evaluated.
3. The programme director will inform the MBA Programme Council and the Dean of the outcomes of the evaluation, the amendments made as a result of this evaluation and the effect of the actual amendments.

Section 2 – Composition of the MBA programmes

Programme name	a. International MBA b. Executive MBA
CROHO registration	a. 75047 b. 75045
Full-Time/ Part-Time	a. FT (75 EC) b. PT (74 EC)

2.1 – Study duration

1. The International Full-Time MBA (FTMBA) has a study duration of 12 months
2. The Executive MBA (EMBA) has a study duration of 24 months

2.2 – Composition and study load of the FTMBA Programme

1. The programme has a study load of 75 EC
2. The total study load consists of 42 EC in term 1 and 2 of the programme and 27 EC in term 3 and 4 of the programme. The 6 EC PLD course runs throughout the programme.

Curriculum Overview FTMBA

	No.	Course Name	EC	
Term 1	1	The Business of Sustainability	2	Personal Leadership Development 6 ECTS
	2	Financial Management 1	4	
	3	Management Science	4	
	4	Organizational Behaviour	4	
	5	Quantitative Platform for Business	4	
Term 2	1	Financial Management 2	4	
	2	Economic Environment of Business	2	
	3	Human Resource Management	2	
	4	Marketing Management	4	
	5	Operations Management	4	
	6	Strategic Management	4	
	7	Innovation Management	4	
Term 3	1	Advanced Career Concentration Courses (choice of 1)	5	
	2	Living Management Consultancy Project	4	
Term 4	1	International Study Trip	3	
	2	TIME project	3	
	3	Electives (minimum of 4)	3 each	
Total			75	

2.3 – Composition and study load of the EMBA Programme

1. The programme has a study load of 74 EC
2. The total study load consists of 33 EC in the first year of the programme and 41 EC in the second year of the programme

Curriculum Overview EMBA

	No.	Course Name	EC
Term 1	1	Business Analytics and Decision Making	4
	2	Managerial Accounting	4
	3	Managerial Economics	4
	4	Organizational Behaviour	4
	5	Personal Leadership Development	4
	6	International Study Trip	3
Term 2	1	Financial Management	4
	2	Human Resource Management	2
	3	Marketing Management	4
	4	Operations Management	4
	5	Strategic Management	4
	6	Personal Leadership Development	4
Term 3	1	Advanced Finance	3
	2	Leading Strategic Business Change	3
	3	Business of Sustainability	3
	4	In-Company Project	8
Term 4	1	International Study Trip	3
	2	Electives (minimum of 3)	3 each
Total			74

2.4 – Additional programme provisions

1. The further descriptions of the individual curriculum parts referred to in articles 2.2. and 2.3, including obligatory practical's, as stated in the course outlines per course, constitute an integral part of these Teaching and Examination Regulations, without prejudice to the other provisions set out in these regulations.
2. If a student chooses to participate in annually offered extracurricular elective courses, full class attendance and participation is mandatory, as well as completing all individual and/or group coursework.
3. Withdrawing from an elective course will result in a Failing grade on the academic transcript.
4. Coursework for elective courses will not be considered a reason to miss deadlines for mandatory courses or vice versa.
5. The grade(s) awarded for elective courses will count towards the total GPA and included in the academic transcript.
6. Each year the Academic Director will provide a list of approved courses for the elective courses mentioned in articles 2.2 and 2.3. Students choose their courses only from this list.
7. Full-Time MBA students have the opportunity to choose a specialisation if the advanced concentration course from term three is successfully passed, in combination with three electives in term four from the same concentration category.

2.5 – Exemption from courses

Exemptions from curriculum courses will not be granted.

Section 3 – Examinations

3.1 – In-class attendance

1. To obtain knowledge, skills and attitudes in the best possible way, the basic assumption is that the students take part in all activities. Attendance of all educational activities is therefore mandatory.
2. If students are prevented from participating in certain educational activities due to extenuating circumstances, they should report this in writing (email) to the programme management concerned as soon as possible, preferably in advance. For any extended absence that involves missing a percentage of a particular course the matter is automatically referred to the MBA Programme Council. In such cases, the MBA Programme Council may assign alternative make-up assignments and/or apply grade penalties, deviating from the original examinations and assign failing grades as mandated by the Examination Board. Also, if deemed necessary the Council may refer the case to the Examination Board.

3.2 – Examinations and re-examinations

1. Before the start of the programme, the programme director establishes a schedule for written tests and examinations. In the event of urgent exceptional circumstances, the programme director can change the schedule during the programme, provided that the change is announced timely via appropriate channels.
2. Students are encouraged to check their Learning Management System frequently for any potential changes. Incorrect interpretation of the schedule of examination dates and times is not considered a valid reason for missing examinations and assignment deadlines.
3. All courses referred to in articles 2.2 and 2.3 need to be completed with a passing grade.
4. In exceptional (individual) cases for reasons not known prior to the publication of the exam schedule, the MBA Programme Council may decide on an alternative sitting. Student requests for alternative examination sittings should be submitted formally and in writing to the MBA Programme Council. Please note that job interviews are not considered an acceptable reason for missing scheduled examinations.
5. The opportunity to take course examinations belonging to the courses referred to in articles 2.2 and 2.3 is given once within the duration of the programme. A student can only re-take a test if a failing grade was given. The re-take of a component is only possible when a resit examination is applicable e.g. final written examination. For further guidance please refer to the individual course outline. Written confirmation of the failing grade is given by the Registrar.
6. RSM B.V distinguishes between two different types of failing grades:
 - a. Component fail is defined as a failed (individual/group) component with a weightage of less than 30% of the final grade. A successful resit results in a capped grade of 5.5 for that particular component.
 - b. Course fail is defined as a failed individual component with a weightage of 30% or greater. A successful resit, results in a capped final course grade of 5.5.
7. The maximum number of times a student will be allowed to remedy a failing course grade (resit) is limited to one per course, 2 per term and cumulatively, during the entire programme, to three.
8. In exceptional cases, the Examination Board can grant an extra opportunity to remedy a failing grade. The student needs to submit such a request.
9. If a student is unable to remedy a failing grade, or has exceeded the number of cumulative permitted failing grades, the Examination Board will determine what option of Section 13 and 14 of the Rules and Guidelines applies.

3.3 – Form of the examinations

1. The examinations of the programme are according to the test and assignment described in Article 1.3, sub h and i. Furthermore, attendance requirements may be set as a prerequisite for assessment.
2. In exceptional cases the Examination Board may, at the request of the student, decide to permit derogations from the provisions set out in sub 1.

3.4 – Oral tests

1. Oral test will be taken individually, unless the Examination Board decides otherwise.
2. An oral examination will be conducted by an examiner and an auditor from the programme management.
3. An oral test may be (audio) recorded. The Examination Board will archive the file for seven years after the assessment.

3.5 – (Un)authorised late submissions/Breach of Code of Conduct

1. Incorrect interpretation of assignment deadlines is not a valid reason for a late submission. Students are encouraged to check the Learning Management System frequently for any possible changes and to contact the programme management well in advance if any questions arise.
2. Requests for an extension should be submitted formally and in writing (email) to the MBA / EMBA Programme Management in a timely manner before the assignment deadline. The request should state the name of the programme, the name of the student and the course title. Furthermore, the student needs to provide a detailed explanation of the extenuating circumstances. The MBA / EMBA Programme Office will consider the request for extension.
3. The MBA / EMBA Programme Office has the right to request (additional) documents from the student if the provided information / documents do not support the given explanation sufficiently.
4. Grade penalties for unauthorized late submissions will automatically be imposed by the MBA / EMBA Programme Council. The Registrar is mandated by the Examination Board to apply penalties for late submissions and breaches of Code of Conduct. Penalties for unauthorized late submission/Breach of Code of Conduct range from 10% to 20% deduction from the examination component depending on the hours/days late. Students who make submissions 4 days or longer after the deadline without prior notification and a reasonable explanation for the late submission, will have their case forwarded to the MBA Programme Council for review. If deemed necessary, the Council may refer the case to the Examination Board.

Section 4 – Result of Examinations

4.1 – Determining, announcing and recording results of examinations; deadlines

1. The examiner communicates the result of an examination as soon as possible to the Registrar, and no later than four weeks after the assignment deadline / in class exam. In the event of force majeure, the Examination Board can permit derogation from this deadline.
2. The Registrar informs the student of the results via the appropriate channels. In the event of force majeure, the Examination Board can permit derogation from this deadline.
3. If a student does not meet the financial obligations of the programme and/or is suspected of a breach of the Code of Conduct (appendix B) results of examinations may be withheld.
4. In case of an oral test, the examiner determines the result immediately, and gives the student an in-person notification. The student will receive a written notification of the official result from the Registrar no later than one week after the oral examination.
5. The Registrar is responsible for recording the results of tests and assignments.

4.2 – Period of validity

Unless otherwise mentioned, the term of validity for passed examinations will remain valid for the duration of the programme or for a period specifically set by the Examination Board.

4.3 – Feedback, perusal and additional feedback request

1. As soon as possible but no later than five weeks after the examination, the examiner will give feedback and/or provide information about the content of the written test and the correct answers/answer models in an explanatory session or via the programme management or another approved medium. This offers students the opportunity to review the questions and assignments of the exam concerned, along with the answer models and criteria for assessment.
2. Students have the opportunity to submit an Additional Feedback Request if they do not agree with the grade or feedback from the faculty. Students must provide a clear motivation and explanation in the request. When the grades are released information is provided on how to submit an Additional Feedback Request.
3. Students will have the opportunity to peruse their own assessed exam as soon as possible, but no later than one week after the date of grade release, provided that the feedback and/or answer model has been published.
4. If the student is of the opinion that the feedback and perusal do not suffice, the student may opt for an Additional Feedback Request no later than ten working days after the date of grade release.

4.4 – Archiving period of written examinations

The assignments, answers and the assessment of the written examinations will be archived (in paper or electronic form) by the Registrar for seven years after the assessment. Exams and assignments are property of RSM B.V. and cannot be returned to the student.

Section 5 – Appeals Procedure

5.1 – Contesting Procedure/Mediation

A student may appeal or contest a decision made by the examiner (e.g. assessments), the MBA Programme Council or the Examination Board, if:

- a. A student is not satisfied with a decision made by an examiner. It is recommended to talk to the respective examiner and/or the MBA Programme Council. This is often enough to resolve the issue.
- b. A resolution is unable to be reached, another option is to request a mediation procedure with the involvement of an independent mediator or an ad hoc committee within two weeks of the latest outcome. The written request (email format) is to be forwarded to Registrar. The independent mediator or ad hoc committee will be designated/installed by the Dean of Degree Programmes, within two weeks of the request.
- c. A student is still not satisfied with the outcome of the grievance procedures then the following appeal procedure should be followed.

The appeal should be sent to the 'University Arbitration Board' (in Dutch: Geschillencollege niet-initiële opleidingen (GNIO) dealing with post experience programmes. The appeal should be made within six weeks from the announcement of the final decision. The appeal should be submitted in writing to the GNIO, for the attention of the Secretary of this committee:

Erasmus Universiteit Rotterdam
ABD/BJZ
Geschillencollege niet-initiële opleidingen
Room ET-36
Post Box 1738
3000 DR Rotterdam.

For further information, check the GNIO Rules of Procedure on the EUR Website (in Dutch): <https://www.eur.nl/over-de-eur/juridische-zaken/geschillencommissie-niet-initiele-opleidingen>

The sitting is in Dutch. International students are advised to take an interpreter with them to the sitting.

Section 6 – Graduation Requirements

6.1 – Academic requirements

1. After all mandatory courses of the curriculum have been passed successfully within the duration of the programme, the aggregated exam result is determined and ratified by the Examination Board.
2. Once the Examination Board has reviewed the aggregated exam result, it may recommend that students who have not fully met the requirements be permitted to graduate either unconditionally, with a condoned pass, or once they have completed remedial work as specified by the Board.
3. Anyone found in breach of the code of conduct as mentioned in Appendix B, Chapter 1 (Academic integrity) may not be permitted to graduate. This will be determined and enforced by the Examination Board.

6.2 – Non-academic requirements

1. The student is obligated to meet all the financial obligations of the programme to be permitted to graduate.
2. Anyone found in breach of the code of conduct as mentioned in Appendix B, Chapter 2 (Personal integrity) may not be permitted to graduate. This will be determined and enforced by the Dean of Degree Programmes.

Section 7 – Final and Implementation Provisions

7.1 – Amendments and changes

1. Amendments to these regulations will be adopted by the Dean through a separate decree.
2. These regulations will be reviewed annually. Amendments apply to new and current cohorts. The Examination Board can derogate from the provision in paragraph 1 if an amendment is detrimental to the current cohorts.

7.2 – Hardship clause

In very exceptional individual circumstances, in which application of one or more of the provisions set out in these regulations leads to evidently unreasonable and/or unfair situations with regard to a student, a student can submit a request in writing, and with reasons, for derogation from the said provision(s) to the Examination Board. The Examination Board may, after consulting the relevant examiner(s) and the appropriate bodies, derogate from the said provision(s) in favour of the student. A decision to reject the student's request will not be made by the Examination Board until the applicant has been given the opportunity to present his or her case, if this is requested.

7.3 – Announcement

The Dean is responsible for an appropriate announcement of these regulations, of the Regulations and Guidelines established by the Examination Board, and of amendments to these documents.

7.4 – Private Data

No recorded data, with the exception of data about the certificates awarded, is given to anyone other than the student, the Examination Board, the Registrar, the Directors of the MBA programme, and the EUR Dispute Board Non-Initial Programmes (GNIO). With the permission of the student, there may be derogation from the provisions set out.

7.5 – Legal effect

These regulations have legal effect from 1 January 2020.

IV. Rules and Guidelines

Section 8 – General

8.1 – Applicability of the Rules and Guidelines

These rules and guidelines are applicable to the curriculum and examinations of the MBA and EMBA programme, hereinafter referred to as the MBA programme and EMBA programme. The programmes are provided by Rotterdam School of Management B.V., hereinafter referred to as RSM B.V. RSM B.V. is a postgraduate education institution.

8.2 – Definitions

1. Unless differently mentioned, in these Rules and Guidelines, the same definitions will be used as formulated in the Teaching and Examination Regulations.
2. Fraud: the action or negligence of a student as a result of which it is impossible, entirely or in part, to form a correct judgement concerning his/her or someone else's knowledge, insight and skills (e.g. the actions as laid down in the Code of Conduct Chapter 1 (Academic integrity)).

8.3 – Day-to-day procedure of the Examination Board

The Examination Board may divide its portfolio amongst its members to take care of the daily procedures.

8.4 – The authority to examine, the appointment of examiners

1. For the purpose of conducting examinations and establishing the results thereof, the Examination Board appoints the examiners according to the conditions listed below:
 - a. At the start of the Programme the Examination Board appoints the examiners for the duration of the Programme;
 - b. A UTO (University Teaching Qualification, in Dutch BKO) or equivalent is preferable;
 - c. Examiners are:
 - Either tenured and tenure track RSM academic staff (assistant professors, associate professors, endowed and full professors) as well as tenured RSM lecturers will be appointed as examiner for the teaching within their discipline (category 1 examiners);
 - Other members of the RSM academic personnel (e.g. untenured lecturers, researchers, PhD-candidates) may be appointed as an examiner for a specific course (category 2 examiners);
 - Or a former member of the RSM academic staff, or a (former) member of academic staff of another School of the EUR, or any other university may be temporarily appointed as an examiner for a specific course. This person must meet the following requirements: a completed PhD, or a university master 's degree with demonstrated experience and seniority in the relevant field. Furthermore, at least a hospitality agreement is required (category 3 examiners);
2. In case of special circumstances, the Examination Board may grant exceptions to the above rules.
3. All appointed examiners shall be registered in the RSM's Examiners Register.
4. The Examination Board can suspend or withdraw an examiner appointment if the person concerned persistently fails to comply with the applicable examination regulations or to deliver examinations that meet the minimum quality standards. The Examination Board will not do so until the person concerned in all fairness has had a chance to conform to the relevant rules.

Section 9 – Regulations during examinations

9.1 – Physical & Functional Impairments

1. A student, by virtue of his/her registration in the MBA, is expected, barring force majeure, to partake in the prescribed examinations, in accordance with the provisions of or by virtue of these Rules and Guidelines.
2. The Registrar has been mandated by the Examination Board to process and approve the necessary special requirements for students.
3. Students that require special assistance and/or arrangements due to a physical or functional impairment (e.g. dyslexia) are requested to make this known to the Registrar. Following review, the student will receive a written confirmation from the Registrar of the appropriate assistance and/or arrangements that will be effected. If deemed necessary, the Registrar may seek or request advice from an external expert.
4. A student seeking special assistance/arrangement, should contact the Registrar at least four weeks prior to the examination to ensure specific arrangements are in place on time.
5. A student who has the functional impairment dyslexia is granted up to an additional sixty minutes reading time during examinations.

9.2 – General provisions concerning order during the written examination

1. On behalf of the Examination Board, the invigilators appointed for this purpose are charged with maintaining order during the written test. An examiner may also act as invigilator.
2. Every student should comply with the instructions of the invigilator. If a student does not comply with the instructions of the invigilator, or does not obey his /her request, the invigilator may exclude him/her from taking further part in the test, with the consequence that no result will be established.
3. During the written test, the student must at the request of the examiner or the invigilator, prove his/her identity with a valid proof of registration (student card) or another legally valid proof of identity.
4. Only a valid proof of registration (student card), another legally valid proof of identity, the exam paper and answer sheet, writing materials and a ruler may be placed on the candidate's desk. No study material such as a (graphical) calculator, literature or other sources of information may be placed on the student's desk unless explicitly authorized by the examiner in advance and stated on the front page of the test paper. These study aids (without any notes on them) are solely for the student's own use.
5. A student taking part in the test is obliged, on request of the invigilator, to show, and if requested, to hand over, the materials that he/she has with him/her.
6. Only the paper provided by RSM B.V. is to be used for the written test. The use of the student's own paper is not permitted.
7. A student taking part in the written test should write his/her name, signature and student/examination number on each exam booklet that is handed in. The invigilator checks whether this has been done correctly before the test is handed in to him/her.
8. The Registrar can, with the approval of the Examination Board, establish specific rules concerning the order during the written test, by virtue of the Teaching and Examination Regulations of the programme and the Rules and Guidelines of the Examination Board. These specific rules will be announced in a proper manner in sufficient time.

9.3 – Entering and leaving the room in which the written examination is being held

1. Admission to the room where a written test is organized is declined fifteen minutes after the start of the written test concerned. A student who is admitted to the room after the start of the examination concerned should ensure that he/she causes as little disturbance as possible to the students already present.
2. A student taking part in the test may not leave the room earlier than one hour after the start of that test. A student who leaves the test before the end of the test concerned should ensure that he/she causes as little disturbance as possible to the students still present.
3. A student taking part in the test may, on request and with the permission of the examiner or the invigilator, leave the test room to use the toilet as of one hour after the start of the written test until half an hour before the end of the test. This permission is granted only to one student at a time. In exceptional cases, the examiner or invigilator may derogate from these rules in favour of the student.
4. Scrap paper, examination questions, answers and other examination-related documents may not be taken from the room during and after the examination.
5. The Registrar can, with the approval of the Examination Board, establish specific rules concerning entering and leaving the exam room. These specific rules will be announced in a proper manner in sufficient time.

9.4 – Fraud

1. If fraud – within the meaning of Article 7.2 – is detected or suspected, the procedure as laid down in the Appendix B Code of Conduct Chapter 1 (Academic Integrity) applies.
2. In case of fraud, the Examination Board may take the following measures:
 - a. Reprimand;
 - b. Exclude from further participation in the examination during which the irregularity was detected;
 - c. Allow and provide a second opportunity to take an examination, including a reflection on the fraud case;
 - d. Invalidation of the examination concerned;
 - e. Exclusion from one or more examinations;
 - f. Exclusion from one or more examination periods;
 - g. May advise the Programme Director / Dean of Degree Programmes to expel the student from the programme.

Section 10 – The examination

10.1 – The questions and assignments, assessment plan and peer review protocol

1. The form of the examination of a course as mentioned in article 3.3 will be announced in the course outline.
2. The examination of a course must meet the following conditions: valid, reliable, transparent and efficient.
3. The questions and assignments of the examination of a course do not go beyond the sources announced in advance from which the examination material is derived. These sources need to be announced in the course outline before the start of the course.
4. The examination of a course is representative of the learning goals of the course in terms of content and form, and in line with the Intended Learning Outcomes of the MBA and EMBA program (Appendix A).
5. The questions and assignments of an examination are clear and unambiguous, and are asked in such a way, or contain such instructions, that the student can know how comprehensive and detailed the answers must be.
6. The duration of the examination is such that examinees have sufficient time, measured according to reasonable criteria, to answer the questions.
7. The examiner may ask a colleague to perform a pre check on a test according to the instructions mentioned in this article. The Examination Board may prescribe a peer review protocol.

Section 11 – The assessment

11.1 – Assessment criteria

1. Wherever possible, assessment of written examinations takes place on the basis of previously established model answers and criteria, which may be modified during the marking process.
2. The assessment method is sufficiently transparent for the students to see how the results of their examinations were determined.
3. In cases of examinations given and assessed simultaneously by more than one examiner, the Examination Board ensures that the examiners' assessment is based on the same criteria. If necessary, it shall appoint a supervising examiner to oversee the process.

11.2 – Determining the grades: weightage, passing requirement and GPA

1. Any final grade will incorporate a number of examination components. Each of the components have their own weightage.
2. The individual component(s) of an examination for a course with individual learning goals should accumulate to a weightage of at least 50%. A single individual component must have a minimum weightage of 30%. Class participation components are awarded a maximum weightage of 20% and can be included as part of the aforementioned accumulated weightage of 50%.
3. Examinations and tests are assessed with grades on the scale 0 – 10. Final grades are accurate to two decimals point, where a 5.50 is the lowest passing grade. Component grades can also have two decimals, where a 5.50 is the lowest passing grade. Tests assessed with a 'pass' or 'fail' cannot be averaged nor are included in the GPA calculation. A grade of 5.45 is not rounded to a 5.50.
4. Sufficient results of examinations and examinations taken in the context of an international exchange or a dual degree programme at a foreign university will be recorded as a pass.
5. If the examination is assessed on the basis of more than one test, no final grade for the examination will be calculated if one of the test grades is lower than a 5.50. In that case, the student has failed the examination. Tests that can be taken only once per academic year, most likely practical tests such as case reports and team assignments, are exempted from this rule.
6. The Grading scale is as follows:

Dutch grades	Dutch grade range	Explanation
10	9.5 - 10	Excellent
9	8.5-9.4	Very good
8	7.5-8.4	Good
7	6.5-7.4	Satisfactory
6	5.5-6.4	Pass
1 - 5	1.0-5.4	Fail

7. Courses that are assessed with a 'pass' or 'fail' are recorded as follows:

P	Pass	When the academic requirements have been fully met
LP	Low Pass	When the academic requirements have been barely met
F	Fail	When the academic requirements for a course have not been met

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8. The Grade Point Average (GPA) is calculated using the applicable credit weightings provided in Articles 2.2, 2.3 and 2.4. 'Pass' and 'Fail' examinations and passing results of examinations taken in the context of an international exchange and or dual degree programme at a foreign university will not be calculated in the GPA, yet are a requirement for graduation. The GPA is accurate to two decimal points.
 9. Examination results are registered centrally by the Registrar. All grades are provisional until the Examination Board ratifies the grades at the end of the programme.
 10. In derogation from the previous subs of this article, results of examinations taken in the context of an international exchange or a dual degree programme are established under the authority and responsibility of the foreign university.

Section 12 – Graduation

12.1 – Establishment of the result of the MBA programme

1. Students are eligible for graduation if:
 - a. They have received passing grades for all mandatory courses within the duration of the programme, or an extended timeframe as set by the Examination Board;
 - b. They have received 'Pass' or 'low pass' for all 'pass' and 'fail' courses;
 - c. They have achieved a cumulative GPA of at least 5.50 for the entire programme;
 - d. They have achieved the learning outcomes as defined in Appendix A - Intended Learning Outcomes;
 - e. They have met all their financial obligations to RSM B.V.;
 - f. They have complied with RSM B.V.'s Code of Conduct and Code of Behaviour (Appendix B).
2. In derogation of sub 1, the Examination Board may recommend that students, who have not fully met the requirements, be permitted to graduate either unconditionally, with a condoned pass, or once they have completed remedial work as specified by the Examination Board.
3. In the Annual graduation meeting, the Examination Board ratifies the result of the aggregated exam.

12.2 – Classifications 'Dean's Honours' and 'Dean's Honours with Distinction'

1. If the examinee has shown exceptional skills in the aggregated examination, this may be stated on the academic transcript with the words 'Dean's Honours' or 'Dean's Honours with Distinction'.
2. The classification 'Deans Honours' will be awarded if the student has fulfilled at least the following conditions:
 - a. the average of the grades for the examinations under the Dutch grading system, as displayed on the list of grades, weighted on the basis of the credits, is an 8.50 or higher, and;
 - b. no more than one examination or test has been taken more than once and;
 - c. the student has not been found in breach of a Code of conduct.
 - d. In special circumstances, the Examination Board may derogate from these guidelines.
3. The classification 'Deans Honours with Distinction' will be awarded if the student has fulfilled at least the following conditions:
 - a. the average of the grades for the examinations under the Dutch grading system, as displayed on the list of grades, weighted on the basis of the credits, is an 9.0 or higher, and;
 - b. no examination or test has been taken more than once and;
 - c. the student has not been found in breach of a Code of conduct;
 - d. in special circumstances, the Examination Board may derogate from these guidelines.

12.3 – The certificate, the transcript and the supplement

1. As proof that all examinations have been passed successfully, the Examination Board awards a certificate (RSM School Regulations) and a transcript. The transcript includes the GPA and the courses of the MBA programme in accordance with Article 11.2, sub 6.
2. The certificate is signed by the chairman or the substitute chairman of the Examination Board, and the transcript by the Registrar.
3. The certificate is accompanied by a supplement in accordance with the agreed European standard format.
4. On behalf of the Examination Board, the Registrar is responsible for issuing the certificate, the transcript and the supplement to the student.
5. The certificate will state the degree MBA.
6. Certificates are unique, and more than one original is not available.

Section 13 – Deferral

13.1 – Deferral from the programme

1. Students who have acceptable grounds for interrupting their studies may apply for a deferral from their programme. The deferment can be granted for the period of 1 year after the point of study interruption.
2. In exceptional circumstances, the Examination Board may grant a deferral for a two-year period.
3. The Registrar is mandated by the Examination Board to conduct the deferral process.
4. A written letter of application providing adequate motivation, together with relevant documents that support the motivation, must be sent to the Registrar within four weeks after the situation that causes the (probable) deferral, has occurred. The Registrar involves the Examination Board and the Programme Director, who in conjunction consider on the request.
5. The involved parties have the right to request additional documents from the student if, in their opinion, the submitted documents are not sufficient to decide on the request.
6. Students will be required to complete the examination requirements for the programme that they re-join, irrespective of changes in the curriculum and regulations.
7. Students will be required to comply with financial requirements for the programme that they re-join, irrespective of changes.
8. Credits already earned prior to the approved leave of absence will remain valid for the duration of the deferral, unless the Examination Board determines otherwise.
9. If applicable - students are obliged to notify the IND about their deferral.

Section 14 – Expulsion

14.1 – Expulsion from the programme

1. The MBA Programme Council is entitled to definitively terminate the enrolment of the student on the advice of the Examination Board if;
 - a. The student does not meet the academic and /or non-academic requirements, as stated in Section 5;
 - b. The student commits fraud, as stated in Article 9.4;
 - c. The student does not comply with RSM B.V.'s Code of Conduct and Code of Behaviour (Appendix B).
 - d. The student does not meet the financial obligations for the studies as stipulated and agreed to.
2. The MBA Programme Council can expel a student from the programme either permanently or for a period determined by the Examination Board in connection with a deferral as mentioned in article 13.1.
 - a. If a student does not agree with the outcome, refer to the Appeals Procedure, Section 5.1.b.

Section 15 – Final and implementation provisions

15.1 – Changes in these Rules and Guidelines

No changes will be made that are applicable to the current academic year, unless the interests of students or examinees are, in reason, not negatively impacted.

15.2 – Legal force

These Rules and Guidelines have legal force from 1 January 2020.

Appendix A: Intended Learning Outcomes

Intended Learning Outcomes Full-Time MBA	
Knowledge	
ILO 1	Learning and understanding the foundational knowledge of (international) management.
ILO 2	Learning and understanding specialized knowledge concerning one or more specific sub-fields of management (finance, marketing, strategy, supply chain and/or social entrepreneurship).
Skills	
ILO 3	Gaining managerial skills to be effective as a manager in an international context such as communication skills, leadership skills, networking skills, managing diversity skills etc.
ILO 4	Gaining reflective and self-regulatory skills that foster sustained awareness concerning one's identity, needs, wishes, role and impact on others, as well as the ability to regulate these.
Attitudes	
ILO 5	Appreciate the importance and complexity of integrity, ethics and sustainability for (international) business.
ILO 6	Appreciate the complexity of business and the importance of critical thinking and the scientific method to understand and solve complex management problems.

Intended Learning Outcomes Executive MBA	
Knowledge	
Master foundational and advanced global business disciplines	
ILO 1	Explain the foundational knowledge of management and leadership.
ILO 2	Explain specialized knowledge concerning one or more subfields of (international) management and leadership.
ILO 3	Analyze complex business issues and create options to address them, by applying different fields of management and leadership and by applying the principles of applied research.
Skills	
Develop competences critical to effective management practices	
ILO 4	Demonstrate (inter)personal leadership skills such as communication, building trust and commitment, and providing a sense of direction.
ILO 5	Employ business analyst skills in business decision making and problem solving.
ILO 6	Describe, appraise, and regulate one's identity, needs, and impact on others.
Attitudes	
Be an effective responsible business leader	
ILO 7	Appreciate the importance and complexity of ethics, diversity, and sustainability for business.
ILO 8	Adhere to critical thinking and the scientific method to understand and solve complex business problems.
ILO 9	Increased openness to personal reflection and transformation.

Appendix B: Code of Conduct

Chapter 1 – Academic Integrity

Rotterdam School of Management Erasmus University's policy on academic honesty represents a core value of RSM, and all members of the RSM community are responsible for abiding by its tenets. Lack of knowledge of this policy is not an acceptable defence against any charge of academic dishonesty. All members of the academic community, students, lecturers, and staff are expected to report violations of these standards of academic conduct. The ideals of scholarship and fairness require that all dishonest work be rejected as a basis for academic credit. They also require that students refrain from any forms of dishonourable or unethical conduct related to their academic work and fully acknowledge sources of materials used.

1.1 Definitions and Examples

The examples and definitions given below are intended to clarify the standards by which academic honesty and academically honourable conduct are judged. The list of fraud-cases is merely illustrative of the infractions that may occur, and not intended to be exhaustive. They suggest conditions under which unacceptable behaviour occurs.

a. Plagiarism

Plagiarism is presenting another person's work as one's own. Plagiarism includes any paraphrasing or summarising of the works of another person or group without acknowledgment, including submission of another student's work as one's own. Plagiarism frequently involves a failure to acknowledge the quotation of paragraphs, sentences, or even a few phrases written or spoken by someone else.

The submission of research, completed papers or projects prepared by someone else is plagiarism, as is the unacknowledged use of research sources gathered by someone else. Failure to indicate the extent and nature of one's reliance on other sources is also a form of plagiarism. Finally, there may be forms of plagiarism that are unique to an individual discipline or course, examples of which may be provided in advance by the lecturer. The student is responsible for understanding the legitimate use of sources, the appropriate ways of acknowledging academic, scholarly or creative indebtedness, and the consequences of violating this responsibility. Particular care must be taken when extracting information from the Internet.

b. Cheating on Examinations

Cheating on examinations involves giving or receiving unauthorised help before, during, or after an examination. Examples of unauthorised help include the use of notes, texts, or "crib sheets" or electronic aids during an examination (unless specifically approved by the lecturer), sharing information with another student during an examination, intentionally allowing another student to view one's own examination and collaboration before or after an examination if the lecturer specifically forbids such collaboration. Cheating also includes the writing of a take-home exam paper for another student or collaboration.

c. Unauthorised Collaboration

Submission for academic credit of a work product represented as one's own effort developed with substantial assistance from another person is a violation of academic honesty. It is also a violation of academic honesty to knowingly provide such assistance. Collaborative work specifically authorised by a lecturer, such as group assignments, is allowed.

d. Falsification

It is a violation of academic honesty to misrepresent material or fabricate information in an academic exercise, assignment or proceeding (e.g., false or misleading citation of sources, the falsification of the results of experiments or of computer data, false or misleading information in an academic context).

e. Multiple Submissions

It is a violation of academic honesty to submit substantial portions of the same work for credit more than once without the explicit consent of the lecturer(s) to whom the material is submitted for additional credit. In cases in which there is a natural development of research or knowledge in a sequence of courses, use of prior work may be desirable, even required; however, the student is responsible for indicating in writing that the current work submitted for credit is cumulative in nature. Students may not submit material as part of an academic submission that they have previously completed for any other purpose without first obtaining approval. If approval is granted the student must adequately acknowledge the original purpose for which the material was prepared.

1.2 Procedure

The formal procedure for resolving matters of academic dishonesty is set out below. It is available to all members of the academic community who wish to pursue an action against a student for academic dishonesty.

Any incidents of academic dishonesty must be reported to the MBA Programme Council. This may be triggered by (automated) systems in place or flagged by any individual who believes an incident involving academic dishonesty has occurred. The Council invites the individual(s) concerned for a formal review meeting. The MBA Programme Council evaluates the evidence and assesses if the case should be referred to the Examination Board RSM B.V. The Examination Board RSM B.V. is ultimately the authorised entity of RSM that deals with suspected academic dishonesty cases and applies academic penalties/sanctions or other sanctions as set out in Article 9.4 or Section 13 of the TER. The Registrar acting as the Official Secretary of the Board informs the student of its decision after the Examination Board made a decision.

A student may appeal to a decision by the Examination Board RSM B.V./MBA Programme Council. The procedure for this appeal is described in Section 5.1.b of the TER "Appeals Procedure".

1.3 Penalties

Academic penalties imposed by the Examination Board RSM B.V. include, but are not limited to, sanctions such as awarding of a failing grade, additional make up work assignments with a maximum course grade of 5.5 and exclusion from the Honour's list. Additionally, disciplinary sanctions can be imposed and could include, but are not limited to, transcript annotations, suspension or expulsion from the programme. The Dean of Degree programmes is authorised to expel a student from the programme.

Chapter 2 – Personal Integrity

In addition to academic integrity, students enrolled in any programme at RSM are expected to maintain a high level of personal integrity and professional behaviour at all times. All students are expected to uphold a certain degree of integrity, upholding generally accepted social and ethical standards in work-related activities. In this regard, students must

- respect and protect confidential information
- reject negative or destructive actions
- be courteous and respectful
- be open to others' standards and values

2.1 General Provisions

The objective of the Code of Behaviour is to promote an environment of mutual respect, trust and integrity of the highest order. The following clarification indicates the expectations of RSM regarding personal integrity.

All members of the RSM community are expected to be aware of, and adhere to, the regulations and procedures of the Code of Behaviour as well as conducting themselves in an ethical manner and adhering to the highest standards of truth, honesty and personal integrity.

With particular reference to career management activities, students are expected to be courteous and professional at all times. For instance, in case of an invitation for a recruitment interview during one of the on campus interview schedules, attendance is mandatory.

2.2 Violations

Violation of the Code of Behaviour includes but is not limited to the following:

a. Lying

Lying consists of, but is not limited to, communicating untruths in order to gain an unfair academic or employment advantage. This includes requesting classmates to sign attendance registers on your behalf or accepting to sign such registers for someone else.

b. Stealing

Stealing consists of, but is not limited to, taking the property of another member of the RSM community without permission, defacing or vandalising the property of Rotterdam School of Management or Erasmus University, or the misuse of Rotterdam School of Management or Erasmus University resources.

c. Harassment

Harassment consists of, but is not limited to, sexual, racial or religious harassment or other forms of abusing a power relationship or of bullying or threatening behaviour.

d. Drugs and Alcohol

Students are not permitted to be in the possession of or consume alcohol or non-medical drugs during academic activities (including but not limited to lecturers and examinations).

e. Computer misuse

Computer misuse consists of, but is not limited to, creation, use, storage or transmission of information, programmes or any other data that can reasonably be judged to be inappropriate or offensive to other users; this includes material that is designed or is likely to cause annoyance, inconvenience or needless anxiety, particularly that of a threatening nature or intended to harass or frighten.

In addition, any party having knowledge of any offence without reporting it shall be considered an accessory to the violation and subject to penalty if found guilty.

2.3 Grievance Procedure

If any member of the RSM community believes that an honour violation has occurred, he / she should promptly bring the matter to the attention of the MBA Programme Council. The Council will conduct a preliminary investigation and determine whether or not to initiate formal proceedings.

2.4 Formal Proceedings

If formal proceedings are deemed appropriate, the MBA Programme Council will notify the accused that he / she is being charged with a formal Honour Code violation. Charges can include one or more of the following: lying, cheating, stealing, harassment, possession/consumption of prohibited substances or failure to report a violation, as defined above. The MBA Programme Council and or the Dean of Degree programmes is/are authorised to expel a student from the programme. Once the accused has been notified in writing, subsequent courses of action that can be followed will be the same as that for academic dishonesty (see Article 1.2 Procedure). Should the Honour Code violation warrant it, local law enforcement officials will be approached to advise or take action.

2.5 Confidential counsellor

Rotterdam School of Management places great importance on the students' ability to work in a pleasant and productive atmosphere. The confidential counsellors of Erasmus University serve as the contact person for anyone who has been confronted with unwanted behaviour or unequal treatment in their study environment. Students can turn to the confidential counsellor when they are confronted by behaviour or circumstances they experience as unwanted. The confidential counsellor discusses what needs to be done and, if necessary, refers the student to a third party. In most cases, a solution is achieved by means of mediation. The confidential counsellor does not undertake any steps without the student's explicit approval. All consultations are confidential.

Confidential counsellors Erasmus University:

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Availability: Monday, Tuesday, Wednesday and Thursday from 9.00 till 17.00 hrs