

**Rotterdam School of Management
Erasmus University**

Teaching and Examination Regulations 2025 – 2026

**Bachelor of Science in
International Business Administration**

Editor

Rotterdam School of Management, Erasmus University

Postal address: PO Box 1738, 3000 DR Rotterdam

Visiting address: Burg. Oudlaan 50, Mandeville Building Rotterdam

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Preamble:

Pursuant to Article 7.13 of the Dutch Higher Education and Research Act (*Wet op het hoger onderwijs en wetenschappelijk onderzoek - WHW*), these Teaching and Examination Regulations have been established by the *Dean RSM* after consulting the Faculty Council (FC), the Programme Committee (PC) concerned and the Examination Board RSM – EUR. The FC and PC have given their consent according to their lawful approval rights.

These regulations can be adjusted annually due to new developments and policy changes regarding the teaching and the examinations. In principle, the amendments will have legal effect from the first day of the Academic Year. The unaltered parts of the regulations keep their legal force.

Section 1 – General

Article 1.1 – applicability of the regulations

These regulations are applicable to the curriculum and examinations of the bachelor's degree programme BSc in International Business Administration at the Rotterdam School of Management, Erasmus University, hereinafter referred to as the programme.

Article 1.2 – aims of the programme

The programme is intended to impart knowledge, skills and insight in the area of International Business Administration in such a way that the graduate is capable of scientific and socially responsible professional practice in this area and is qualified to take any desired advanced programme to become, among other things, a scientific researcher. The programme's aim is specified in Intended Learning Outcomes, which are available in Appendix 2.

Article 1.3 – definitions

In the regulations, the following words shall have the following meanings:

- a. *Act*: the Dutch Higher Education and Research Act (*Wet op het hoger onderwijs en wetenschappelijk onderzoek - WHW*);
- b. *Rules and Guidelines (R&G)*: the rules, guidelines and instructions of the Examination Board as referred to in article 7.12b of the Act;
- c. *Final IBA exam*: the total assessment of the performance of the student for separate examination parts of the programme, as referred to in article 7.10 of the Act;
- d. *BSc curriculum*: the total of programme components qualifying for the final exam;
- e. *Programme component*: a bundling of examinations with a designated function and meaning within the BSc curriculum. A programme component may consist of one or more courses;
- f. *Examination part*: a course of the programme;
- g. *Examination*: every programme component will be assessed by an examination. 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. An examination may consist of more than one test.
- h. *Test*: In general, a distinction can be made between ¹:
 - A **written test** which is a plenary individual test (on campus or remote) whether on paper or digital, within a limited time frame of 3 hrs. maximum, with open and/or multiple-choice questions;
 - An oral test (individual);
 - An assignment (individual or group) for example a case, an essay or a thesis;
 - A practical exercise (supervised and assessed exercise aimed at acquiring a practical skill) for example communication and presentation skills, an internship.
- i. *Resit*: the second general test opportunity offered in an Academic Year for a specific test. A completely new test is provided compared to the first test opportunity.
- j. *Improvement option*: the opportunity offered to students during the current Academic Year to improve their work on a previously completed test.
- k. *EC*: abbreviation of "European Credit" which stands for study credit as referred to in Article 7.4 of the Act. One EC represents 28 hours of study;

¹ Difference is important for example for resit-possibilities, see Article 3.1 TER and rules of order, see Section 3 R&G.

- l. *Student*: a person who is enrolled at the university in order to pursue the study course and/or to take the tests and examinations of the programme; for the further application of these regulations, this word also means an enrolled 'extraneous';
- m. *Examination Board*: the board referred to in article 7.12 of the Act for administering examinations and for organizing and coordinating the examinations of the programme;
- n. *Academic Year*: the academic year runs from 1 September to the following 31 August (inclusive) of the following calendar year;
- o. *Dean*: head of Rotterdam School of Management, Erasmus University;
- p. *Programme Director*: the Dean of Education in the capacity of programme director as laid down in Article 9.17 of the Act and as referred to in Article 7 of the School Regulations 2017;
- q. *Academic Director*: the person who is authorised by the Programme Director to spearhead the bachelor programme and lead the programme in terms of profile, content, quality, delivery and assessment;
- r. *School*: Rotterdam School of Management, Erasmus University;
- s. *Academic personnel*:
 - a. the members of the academic staff of the School,
 - b. the trainee research assistants (PhD candidates) of the School,
 - c. the other academic personnel;
- t. *Academic staff*:
 - a. the professors,
 - b. the associate professors of the School,
 - c. the assistant professors of the School.
- u. *Debriefing session*: in Dutch "nabespreking", as referred to in Article 7.13, par 2, sub q of the Act. It is an important meeting that gives students the opportunity to learn from their mistakes. They have the opportunity to review the questions and assignments of the test concerned, along with the answer models and criteria for assessment.
- v. *Perusal*: in Dutch "inzage" as referred to in Article 7.13, par. 2 sub p. of the Act. It is an opportunity for students to peruse their own assessed written test.
- w. *Student Administration*: Student Administration Erasmus University, Team Study Progress & Diploma Administration – RSM.

Article 1.4 – degree

1. The student who has successfully passed all the examination parts of the programme will obtain the degree of Bachelor of Science in International Business Administration (BScIBA).
2. The obtained degree will be written down on the Bachelor's degree certificate.

Article 1.5 – teaching language

1. In view of the international classroom, the language of instruction – teaching and examinations – is English.
2. By way of derogation from the previous paragraph, the language of instruction – teaching and examinations – of the courses within the Elective space in B3 as referred to in Article 2.3 may be Dutch or in case of an International Exchange Programme any other language.
3. In cases, the Examination Board can grant exemption from paragraph 1.

Article 1.6 – participation educational activities

Students are expected to participate in every educational activity that the school offers regardless whether the activities are compulsory or not. This concerns not only lectures and study visits but also filling out course evaluations.

Article 1.7 – evaluation of education

1. The Programme Director will be responsible for ensuring the evaluation of education.
2. The Programme Director will inform the Faculty Council and the Programme Committee of the method and frequency with which components of the curriculum are to be evaluated.
3. The Programme Director will inform the Faculty Council and the Programme Committee of the outcomes of the evaluation, the amendments made as a result of this and the effect of the actual amendments.

Section 2 – Composition of the bachelor’s degree programme

Article 2.1 – full-time / part-time

Within the scope of the law, the programme is only offered full-time.

Article 2.2 – study load of the programme

1. The programme has a study load of 180 EC.
2. The study load is expressed in whole or 0.5 point EC.

Article 2.3 – composition of the degree programme

1. The programme components of the programme are spread over three Academic Years, specified in B1, B2 and B3. Each course year has a study load of 60 EC. The examination parts of B1, B2 and B3 are as follows:

B1	EC
BT1201 Introduction to business ²	5
BT1205 Professional development and mentoring	5
BT1202 Organisational behaviour ³	4
BT1203 Foundations of international marketing	4
BT1204 Mathematics	2
BT1206 Accounting	4
BT1207 Philosophy of science	3
BT1208 Strategic Business Plan	5
BT1209 Finance	4
BT1210 Microeconomics	5
BT1212 Probability and statistics	4
BT1212 Spreadsheet modelling	3
BT1213 Business information management	4
BT1214 Operations management	4
BT1215 Quantitative decision making	4
	60

B2	EC
BT2101 Responsible business leadership	4
BT2102 Human resource management	4
BT2106 Innovation management	4
BT2107 Corporate finance	4
BT2205 Business simulation	4
BT2103 Quantitative research methods	10
BT2109 Business law	4
BT2110 Supply chain management	4
BT2212 Technology management	4
BT2113 Management accounting	4
BT2314 Strategic management	4
BT2204 Professional development II	5
BT2118 International business	5
	60

B3	EC
Elective space, a choice from following options:	30
i. International Exchange programme (20 – 30 EC)	
ii. Minor (15/30 EC), LDE Minor (30 EC)	
iii. Internship (20 EC)	

² The courses BT1201 Introduction to business and BT1202 Organisational behaviour have one combined examination that determines part of the grade for each of these courses. As such, there is a dependency between these courses and the credits awarded for them.

³ See footnote 2.

iv. RSM elective(s) (5 EC each)	
v. Language course (2,5 each, max 7,5 EC)	
vi. I DO Project (15 EC)	
vii. Joint Interdisciplinary Project (15 EC)	
viii. STAR Management Week (15 EC)	
ix. Other courses (BSc level of accredited research driven university) (on request to the Examination Board)	
B3101 Advanced research skills	3
B3103 Methods master classes	5
BT3101 International business the Dutch way	5
Track, a choice from following tracks:	15
I. Navigating stakeholders in global business	
II. AI for a connected world	
III. Accounting & finance for international business	
Bachelor project	7
	60

2. As of September 1, 2025, the degree programme as described in the first paragraph will apply. Students who first enrolled in the program in the academic year 2022–2023 or earlier may follow a different degree programme, depending on their progress in the programme. The previous degree programmes are described in Appendix 1: Old degree programmes. Transition rules apply for some courses, these can be found on www.rsm.nl/IBA-redesign.
3. The further descriptions of the examination parts referred to in paragraph 1 including mandatory practical applications, as stated in the Canvas course manuals of the programme, constitute an integral part of these Teaching and Examination Regulations, without prejudice to the other provisions set out in these regulations.
4. The following applies to the Elective space in B3 as referred to in paragraph 1:
 - a. If a student opts for a Minor as referred to in paragraph 1 – B3 sub ii – then the choice is restricted to the for RSM students authorised minors of the *EUR Minor Overview*.
 - b. The courses mentioned in paragraph 2.3 sub ix, may be chosen from external courses only after approval by the Examination Board. The Examination Board will grant their permission if they conclude that the content and level of the elective(s) is of similar university level and supervised and assessed by university examiners and if there is not too much overlap with RSM courses. In this context, the Examination Board may establish a list of approved courses and further policies and approval procedures.
 - c. The International Exchange Programme must consist of at least 20 EC. In case the courses of the International Exchange Programme do not add up to at least 20 EC, the International Exchange Programme will not be registered as part of the degree programme, not as an International Exchange Programme nor as separate electives.
 - d. The maximum number of credits that can be achieved with language electives is 7,5 EC.
 - e. The total size of the Elective space should not exceed 30 EC unless the exceeding is caused by the size of one course. If a student chooses to do the International Exchange Programme, then this examination part shall take precedence over any other examination part – such as a minor or internship – into the degree programme. In case a student completes more than 30 EC of approved courses counting towards the B3 Elective space then the student may choose which courses (International Exchange Programme excluded) should be on the grade transcript of the programme (and should thus count towards the GPA). The other course(s) will appear on a separate transcript⁴. Students should request which elective they would like to appear on their diploma at least 6 weeks before their last remaining course grade is published in Osiris. Requests can be made via the Examination Board's online request form (<https://request-eb.rsm.nl/>).
 - f. Appendix 3 to this Regulation specifies the various combinations possible within the B3 Elective space.
 - g. The track consists of three separate courses of 5 EC each.

⁴ The student must file a request for this separate transcript at the ESSC

Article 2.4 – exemption from mandatory practical exercises

In exceptional cases such as a functional impairment, the Examination Board can grant exemption from the obligation to take part in a practical exercise. In that case, the Examination Board can decide that the practical exercise should be carried out in another way, to be determined by the Examination Board.

Article 2.5 – RSM Honours Programme

1. Next to the degree programme, RSM offers an extra-curricular *RSM Honours Programme* for outstanding second-year students. The admission to the honours programme is selective. The selection procedure is transparent and published on [RSM's Knowledge Base](#). Completion of the programme will be awarded with 15 extra-curricular EC. These credits will be listed on a separate certificate.
2. Extra-curricular courses do not count towards the degree programme and thus will not be stated on the grade list of the degree programme. The grades for these courses thus do **not** count towards the GPA that is listed on the grade list of the degree programme.

Section 3 – Taking Examinations

Article 3.1 – time periods and frequency of examinations; written test schedule; resit and improvement option; extra exam opportunities

1. The opportunity to take written tests (except for bonus tests) as referred to in Article 1.3 is given twice per Academic Year: a regular test and a resit. The other test types as referred to in Article 1.3 can be taken at least once per year.
2. By way of derogation from paragraph 1 second sentence, for any component of the assessment counting for a significant part (50% or more of the grade), a resit or a reasonable improvement option⁵ should be offered.
3. An improvement option is only granted for failed components graded from 3,5 up to and including 5,4. The maximum grade for the improved component is a 5,5.
4. In the event a course for which the instruction is the last to be taught in a specific Academic Year, the tests belonging to the course will be given in the subsequent Academic Year: written tests at least twice, other test types at least once. Tests that cannot be offered again due to the nature of the test are tested in an alternative manner, taking into account the learning objectives of the examination part.
Courses that belong to the B3 Elective space are exempted from this rule: there will be no opportunity to resit these courses in the following academic year or thereafter.
5. With due observance of the provisions of the first paragraph, the student may retake a passed written test in the same Academic Year if a resit opportunity has been scheduled in the official exam timetable. The result for the test is established on the highest test result obtained.
As long as a student has not yet passed all courses of the degree programme, the student may try to improve the grade of a passed course in a following Academic Year; in that case the student must redo the whole course including all tests. The final result for the course will be established on the highest result⁶ obtained. If the material to be studied for a course has changed, the subsequent tests will reflect the new material.
6. Without prejudice to applicable regulations regarding a period free of examinations, and with due observance of the other provisions set out in these regulations, and of the R&G established by the Examination Board, the Programme Director establishes a written test schedule before the start of the academic year. In the event of urgent exceptional circumstances, the Programme Director can change the written test schedule during the academic year, provided that the change is announced no later than the start of the registration period of the examination period concerned, via appropriate channels such as Canvas.
7. In exceptional cases the Examination Board can, at the request of the student, decide that an extra opportunity to take a test will be offered, in derogation from the schedule.
8. If no indication is given in these regulations concerning how many times per academic year an examination can be taken, because that examination relates to an examination part that is not taught in the programme, the provisions on this matter in the relevant Teaching and Examination Regulations are applicable, unless the Examination Board has made a decision in derogation from these, on the understanding that it must be possible to take the examination at least once per academic year.

Article 3.2 – form of the examinations

1. The examinations of the programme are taken according to the test types described in Article 1.3 sub h. of this regulation. Furthermore, attendance requirements may be set as a prerequisite for assessment, provided that this is well substantiated by the examiner and published in the course manual. At the request of the examiner, the Examination Board may allow deviations from this rule.
2. If the Examination Board decides that the form as referred to in the foregoing paragraph shall be different, it will announce this to the students, if possible, no later than two months before the examination is to be held.

⁵ The exact content of the resit or improvement option is at the discretion of the examiner. The examiner must include the rules for an improvement option in the course manual.

⁶ Final grades from before 1 September 2018 will only change in case a student improves the final grade with a retake of the course *after* September 2018.

3. The elaborations in the form of the examinations as referred to in paragraphs 1 and 2, stated in the most recent version of the Canvas course manual for each course, constitute an integral part of these Teaching and Examination Regulations, without prejudice to the other provisions set out in these regulations.
4. In exceptional cases the Examination Board may, at the request of the student, decide to permit derogations from the provisions set out in paragraphs 1 and 2.
5. Students with a functional impairment such as a verifiable physical or mental impairments or specific learning difficulties that could have an effect on the ability to study, are offered the opportunity to take the examinations in a manner adapted as far as possible to their individual situation. The Examination Board will, if necessary, obtain expert advice before making a decision.

Article 3.3 – oral tests

1. No more than one person will be given an oral test at a time unless the Examination Board has decided otherwise.
2. An oral examination is public, unless in an exceptional case the Examination Board or the examiner concerned has decided otherwise, or the student has objected to this.
3. An oral test should be assessed by at least two examiners or in the event of only one examiner, the assessment must be video and/or audio recorded. The Examination Board will archive the recorded file for two years after the assessment, or seven years in case of the Bachelor project).

Article 3.4 – sequence of examinations

1. Students may register for a minor as referred to in article 2.3 paragraph 1 if they have successfully passed all components of B1.
2. Students may register for the internship as referred to in article 2.3 paragraph 1 if they have successfully passed all components of B1.
3. The examinations relating to the examination parts of B2 and B3 may not be taken before the first-year phase (B1) of the programme has been passed, unless and insofar the Examination Board has granted permission to proceed the programme based on article 9.3 and 9.4 TER.
4. Students may register for their Track, their Bachelor project, and the courses belonging to the Elective space if they have passed all components of B1.
5. Students may apply for the International Exchange Programme if they have passed all components of B1 before starting their second year.

Section 4 – Result of Examinations

Article 4.1 – determining, announcing and recording results of examinations; marking period

1. The examiner determines the result of an examination/test as referred to in Article 1.3 sub g. and h. as soon as possible. The following deadlines are in place:
 - a. The ultimate deadline for provisional grades is 15 working days after the examination/test for B1 courses and 20 working days for B2 and B3 courses. Provisional grades must be communicated via Osiris.
 - b. The ultimate deadline for registration in OSIRIS of the definitive grades is 40 working days after the examination/test.
 - c. In case a resit takes place within a period of 45 working days after the original examination/test, the ultimate deadline for communicating and registration of the definitive grades is ten working days before the resit date.⁷
2. In deviation from paragraph 1 of this article, the examiner(s) determine(s) the result of an oral test immediately and give(s) the student a written notification of the grade.
3. In the event of *force majeure*, the Examination Board can permit derogation from the deadlines mentioned in the foregoing paragraphs.
4. The Student Administration checks compliance with the marking period, and in the event that it is likely to be exceeded, reports this in good time to the Chair of the Examination Board.
5. The examiner reports the result to the Student Administration which then informs the student of this in writing.

⁷ For example, this is the case for the resits of B1 block 1.5: the resit dates are 3 weeks after the regular written test dates.

6. The Student Administration and/or the examiner is responsible for recording the results of exams and examination parts. The Student Administration (also) records what certificates have been presented to a student. No information about recorded data, with the exception of data about the certificates awarded, is given to anyone other than the student, the Examination Board, the Directors of the programme, the Executive Board, the student advisor, the student counsellor and the Examinations Appeals Board (CBE). With the permission of the student, there may be derogation from the provisions set out in the last sentence.
7. The involvement of the Student Administration as referred to in the previous paragraphs is without prejudice to the provisions in this matter determined by the Executive Board.
8. The written explanation concerning the result of an examination contains information about the way in which the student can lodge an appeal with the Examinations Appeals Board (CBE).

Article 4.2 – Validity term of assessments

1. The validity term of assessments attained – including components taken elsewhere that have been approved as part of the examination programme and exemptions granted – is unlimited.
2. On behalf of the Executive Board, the dean can only limit the validity term of assessments if the knowledge, understanding or skills assessed are demonstrably outdated.
3. In an individual case, the examination board may extend the validity term limited pursuant to the second paragraph. With regard to an examination component of which the validity term has expired, the examination board may designate a replacement examination component or impose an additional or replacement assessment before the student is admitted to the examination.
4. When limiting the validity term in accordance with the second paragraph, special circumstances will reasonably be taken into account. Special circumstances must be reported to the student adviser in good time. 'In good time' means they have been reported four weeks after the start. When the examination board extends the validity, account will reasonably be taken of the extent to which the special circumstances affected the limited validity term being exceeded and the duration of the financial support granted on the basis of the Profiling Fund Regulations will be taken into account.
5. If the examination of a course is composed of more than one test, the term of validity of each test shall be limited to the academic year in which the tests are taken. In exceptional circumstances, upon substantiated request of the examiner, the Examination Board can approve derogation from this rule. Approved derogations must be explicitly mentioned in the course manual.

Article 4.3 – debriefing session and perusal

1. Students are entitled to receive standardized feedback on the completed assessment as soon as possible but no later than five working days before the perusal takes place. Examiners are permitted to arrange this feedback via a plenary debriefing session or post the standardised feedback on Canvas. The feedback is considered a learning opportunity for students.
2. The standardized feedback students are entitled to as referred to under 1 consists of:
 - a. The exam questions;
 - b. The correct answers/answer models/ scoring guide and or rubric;
 - c. The assessment criteria;
 - d. The cut-off score.
3. Upon the examiner's request, the Examination Board may grant the examiner an exemption from posting the exam questions and/or model answers on Canvas in the event of important reasons.
4. Students have the right to peruse their individual results and therefore a perusal should be arranged no later than seven working days after publication of the provisional grades.
5. The perusal takes place in principle on the basis of a (digital) copy only. The examiner may determine that the perusal is only for students who registered for it and/or who have attended a debriefing session (applicable to non-digital perusals). The examiner sets the date, time, location and procedure of the perusal. In case of a digital perusal, the duration of the perusal opportunity spans at least a workday (eight hours). In case of a 100% multiple-choice test and the questions, answer key and multiple-choice answer forms are available to the student, the examiner is exempted from organizing the perusal.
6. A perusal gives students the opportunity to check whether the examiner made no obvious mistakes such as forgot to assess a part of the test or made an erroneous addition of the number of points given when assessing the (sub) questions. A difference of opinion about (the application

of) the answer indication, for example the number of points awarded to one or more (sub) questions, is not regarded as an obvious error. Students must understand that a perusal is not a negotiation opportunity.

7. In the event that a student can demonstrate that the student was prevented from being present at the assigned location and time for a debriefing session or perusal due to force majeure, at the request of the student an alternative opportunity will be offered.

Article 4.4 - archiving period of written tests and final exam

1. The assignments, answers and the assessment of the written tests will be archived (in paper or electronic form) for two years after the assessment.
2. The exam protocol, test key, pass mark, test questions/assignments and evaluation of the written tests are stored (in paper or digital form) for seven years after the examination.
3. The Bachelor project and the assessment thereof will be archived (in paper or electronic form) for seven years after the assessment.

Section 5 – Exemption

Article 5.1 – exemption from examinations

1. The Examination Board can, at the request of the student, grant exemption from a course examination referred to in article 2.3 paragraph 1 – with the exception of the Bachelor project⁸ – on the grounds of:
 - having passed one or more examination(s) belonging to one or more courses of another university programme in the Netherlands, provided that this/these is/are, in the opinion of the Examination Board, equivalent or comparable in terms of content, study load and level; or
 - having passed one or more examination(s) belonging to one or more courses of a higher professional programme in the Netherlands, provided that this/these is/are, in the opinion of the Examination Board, equivalent or comparable in terms of content, study load and level; or
 - having passed one or more examination(s) belonging to one or more courses of a higher education programme outside the Netherlands, provided that this/these is/are, in the opinion of the Examination Board, equivalent or comparable in terms of content, study load and level; or
 - proof of relevant knowledge and experience gained outside the education in the aforesaid categories, provided that this is equivalent or similar in terms of nature, content and level to the examination part of the programme for which exemption is requested; or
 - a combination of the aforesaid categories.The Examination Board may ask the examiner(s) concerned for advice before taking a decision.
2. An exemption can only apply to an entire examination part and not just to a *part* of the course.
3. No exemption will be granted for a course already passed.
4. An exemption once granted shall not be withdrawn.
5. Up to a maximum of 60 EC of the programme will be exempted.

Section 6 – Result of the final exam

Article 6.1 – the result of the final IBA exam and active degree granting

1. After all the examination parts of the bachelor's degree programme have been passed or have been exempted, the final IBA exam has been passed, unless the Examination Board decided that the exam also includes its own investigation into the knowledge, understanding and skills of the student.
2. Students who have passed the final IBA exam will be issued the degree Bachelor of Science in International Business Administration (BScIBA).

⁸ Bachelor's theses written and assessed at a foreign university on the basis of a double degree agreement with RSM, are exempted from this rule.

3. The Head of Student Administration establishes rules and regulations for the application for the final exam. These rules and regulations require the approval of the Examination Board and must be timely and adequately disclosed.

Section 7 – Previous Education and Selective Admission Procedure⁹

Article 7.1 – requirements for deficiencies in previous education

Deficiencies in the previous education regarding the subject mathematics are eliminated by one of the following tests:

- To pass the VWO subject in mathematics, candidates must achieve a minimum score of 7.0 in VWO Wiskunde A or 6.0 in VWO Wiskunde B for either the CCVX exam, the Boswell Beta exam or Korteweg-de Vries exam.
- To pass the OMPT exam, candidates must achieve a minimum score of 75% for OMPT-A or OMPT-F and 65% for OMPT-B or OMPT-D, with a maximum of two attempts per admissions year allowed.

All scores must be submitted no later than 15 March.

The English language proficiency requirement is met if the applicant has achieved an unrounded grade of 7.0 for the VWO English subject, or an unrounded grade of 6.5 for the VWO bilingual English (TTO) subject. For graduated applicants, this is determined by the average of the school exam (SE) grade and the national exam (CE) grade for the VWO English subject. Applicants who do not meet this requirement must submit the results of an English language proficiency test (see Article 7.4 for specific requirements) no later than 15 March.

No additional English language proficiency requirements apply to applicants who have obtained or will obtain an English-taught International Baccalaureate (IB) Diploma or UK/International A Levels, provided they have received English-taught education for the final two years.

Article 7.2 – equivalent previous education

1. Article 7.1 applies with the necessary adjustments to holders of secondary school diplomas that, according to ministerial regulations, are considered at least equivalent to the Dutch pre-university education diploma (VWO).
2. Holders of secondary school diplomas obtained outside the Netherlands that grant access to university education in the country of origin may be exempted by the Executive Board from the prior education requirements specified in Article 7.24 of the Act, paragraph 1, provided they meet the requirements outlined in Article 7.4 of these regulations.

Article 7.3 – admission requirements for holders of a non-Dutch diploma not considered equivalent to the Dutch pre-university education diploma (VWO)

Holders of diplomas as referred to in Article 7.2, paragraph 2 may be admitted to the programme by the Executive Board upon fulfillment of the requirements for English and mathematics as specified in Article 7.1.

Article 7.4 – Numerus Fixus and decentralized selection

1. In accordance with Article 7.53 of the Act, the Bachelor's programme in International Business Administration is subject to a Numerus Fixus with a decentralized selection procedure. For the 2025-2026 academic year, the maximum intake is set at 750 students
2. In addition to the standard formal requirements outlined in Articles 7.1 and 7.2 of the programme's Teaching and Examination Rules, the selection of applicants will be based on the following two criteria:

⁹ **Attention:** This section is about the admission criteria valid for entry September 2025 changes during the academic year will be announced on the admission pages of the [RSM website](#). The admission criteria for **Academic Year 2026 – 2027 will be announced before October 2025** on the admission pages on the RSM website. These criteria will be part of the TER. RSM expects that all applicants are aware of the latest content in relation to the admission requirements through the programme specific admission pages on the [RSM website](#) and that they regularly check the content for (unforeseen) changes.

- The average grade derived from the school report of the penultimate year of secondary education, or for applicants who have already completed their secondary education at the time of application, the average grade from the final year and/or final (national) exams.
- The relevance and quality of answers to three motivation questions.

3. Based on the first and second criteria, applicants will be awarded scores, which will determine their position in the ranking. Applicants ranked between 1 and 750 will be guaranteed a place in the programme, provided they meet all remaining formal requirements regarding the final diploma, English proficiency, and mathematics level. If a student withdraws from the ranking, their place will automatically be offered to the next applicant on the ranking list via Studielink. No additional places will be offered after 1 August 2026.

4. The ranking will be structured into tiers. The first tier will be reserved for students who fully meet the requirements for their diploma, English proficiency, mathematics, and average grade. The lower tiers will apply to applicants who do not meet these requirements, including those with an English grade below 7.0 (Dutch grading scale or international equivalent), a mathematics grade below 7.0 (Dutch grading scale or international equivalent), an overall average grade that falls below the minimum required average grade for the diploma, a diploma which is not equivalent to VWO or an international equivalent of it, or incomplete applications.

5. The average grade will be scored for applicants who achieve at least a 7.0 on the Dutch grading scale or its international equivalent, while applicants with an average grade below this minimum required grade will receive a score of 0. The average grade will count for 75% of the final score and, together with the score for the motivation questions, will determine placement within a specific tier. A full overview of equivalent diplomas and minimum required grades is provided on [the IBA website on Application & Admission](#).

6. Proficiency in English to be proven by:

- a. TOEFL (iBT): minimum overall score 80, minimum sub score of 18 for reading, listening, 20 for speaking and 21 for writing.
- b. IELTS: minimum overall score 6.5, minimum sub score 6.0 (reading, listening, speaking, writing).
- c. Cambridge English test: minimum overall score of 170 and minimum sub scores of 170 (reading, listening, speaking, writing)
- d. The test results must not be older than 2 years
- e. International Baccalaureate Certificate English A SL minimum grade 5, English A HL minimum grade 4 or English B HL minimum grade 5.

7. Relevance and quality of the answers to three Motivation questions:

1. The Erasmus University offers several different bachelor's programmes in business and economics. Why did you choose business administration and why Rotterdam School of Management? Tell us what got you excited about the subject and the programme!
2. Most RSM IBA students come from all over the world or really want to develop their international skills. What's driving you to study in an international programme and how are you going to make the best out of it? We would love to hear your story!
3. It is RSM's mission to be a force for positive change in the world. What have you done to make your school or the community a better place? In your answer, find the connection between what you've done and one of the 17 Sustainable Development Goals. Share with us one awesome thing you've done and the impact of your action!

The answers to the motivation questions will contribute 25% to the final score.

8. The motivation questions will be published on the RSM IBA website before 1 October each year. Students must apply for the programme in Studielink by 15 January and complete the online application form for RSM by 31 January, provided they have applied in Studielink before 15 January. All required documents must be uploaded to the online application form by 31 January. Documents submitted after this deadline, except for deficiency exams, will not be considered unless specifically requested by the admissions office to complete the evaluation.

9. The selection of applicants will be conducted by the IBA Selection Committee, consisting of staff of RSM's Admission & Orientation Office. Decisions of the IBA Selection Committee are open to objection through the Advisory Committee on Objections of Erasmus University within 6 weeks after the decision has been sent to the applicant. The notice of objection should be submitted through legal.protection@eur.nl.

Section 8 – Study Counselling

Article 8.1 – study counselling and advice

1. The Student Administration is responsible, without prejudice to the respective provisions of the Executive Board, for recording the study results in such a way that each student can be given an overview at least once per quarter of the results that the student has obtained in relation to the study and exam programme of the programme.
2. The Dean is responsible for the study counselling of students who are enrolled for the programme, partly to assist their orientation towards possible study paths within and outside the programme.

Section 9 – The Binding Study Advice ¹⁰

Article 9.1 – Binding Study Advice (BSA), BSA-norm

1. On the grounds of article 7.8b, paragraph 3 of the Act, on behalf of the Dean, the Examination Board issues a binding study advice at the end of the study year, as long as the student has not yet passed or has been exempted from the first-year phase (B1) of the programme.
2. Unless otherwise mentioned in this TER, at the end of the first year of enrolment all examination parts of the degree programme of the first year (B1) must have been passed. In this regard, exempted or compensated parts are considered to be passed.
3. When a student fails to comply with the binding study advice norm as referred to in paragraph 2 of this article, the student will receive a negative binding study advice, which means the student is prohibited to further studies. This rejection is given only if the student, with due consideration of their personal circumstances as referred to in Article 9.3 paragraph 2, is regarded as not suited for the programme. This prohibition is valid for a period of three academic years.
4. The student adviser will in any event issue written advice if personal circumstances have been reported and there is the danger that a rejection may be attached to the study advice. The advice must be shared with the Examination Board and must at the same time be shared with the student.
- 5.
6. The binding study advice shall be issued after the last re-examination of the examination parts of the first-year phase (B1) at the end of the academic year, before the start of the new academic year. In case of personal circumstances, the Examination Board may postpone the binding study advice until the end of the second year of enrolment, before the start of the new academic year.

Article 9.2 – student counselling and monitoring of students' progress

1. During the first year of enrolment, the Examination Board issues on at least two occasions – from which at least one occasion before February 1st – a provisional binding study advice regarding continuation of studies to those students who, on the grounds of the number of passed courses, are not expected to fulfil the norm stated in article 9.1, paragraph 2 of these regulations.
2. The further regulation of student counselling and monitoring of students' progress during the first-year phase (B1) is described in the Undergraduate Course Guide for the programme.

Article 9.3 – exception to the BSA-norm in case of personal circumstances

1. On behalf of the Dean, the Examination Board can adjust the norm as referred to in article 9.1, paragraph 2, on the base of an individual study plan, provided that the student must pass all

¹⁰ In case of an exceptional situation, the regular BSA-norm can be adjusted for students from the 2025-2026 cohort. The norm for this cohort can be adjusted downwards at the end of Academic Year 2025-2026. For full details, reference is made to the [RSM website](#).

examination parts of the degree programme of the first year (B1) at the end of the second year of enrolment.

The Examination Board shall decide as soon as possible, but in any case, within 20 working days after submission of the individual study plan, taking into account the circumstances, the study delay and the possibility of the student to continue the programme. In case the development of the personal circumstances gives cause to, the Examination Board can adjust the individual study plan and the norm on motivated request of the student and after consultation with the student adviser.

The adjusted norm will be expressed in whole EC credits or number of courses, specifying the period within which the adjusted norm must be met.

2. The personal circumstances that are taken into consideration when the recommendation regarding the continuation of studies is issued are:
 - disease, sickness, functional impairment, or pregnancy of the student concerned;
 - special family circumstances;
 - membership of the University Board, the Faculty Council or the Programme Committee;
 - other circumstances as referred to in article 2.1 of the Implementation Decree of the Higher Education and Research Act (*WHW*).
3. A student who, as a result of personal circumstances, can reasonably be expected to incur prolongation of the programme must report this in good time to the student adviser. The purpose of this report is to restrict the prolongation of the programme as a result of the circumstances and, if necessary in the opinion of the student adviser, to formulate an individual study plan. The report is made in good time if it is made within four weeks of the commencement of the circumstances. If the circumstances are such that the student or the manager of the student's affairs does not have the opportunity to report this within four weeks, the reporting in good time or otherwise will be assessed in the light of those circumstances.
If the individual study plan also implies that the first year (B1) cannot be completed within the first year of enrolment, then the individual study plan needs to be submitted to the Examination Board for approval no later than two weeks before the end of the first academic year.

Article 9.4 –derogation from the BSA-norm in case of hardship

1. In case a student fails to comply with the binding study advice norm as referred to in Article 9.1, paragraph 2 and Article 9.3 is not applicable, but at the same time application of the norm as referred to in article 9.1, paragraph 2, would be onerous because it cannot be sustained that the student must be regarded as unsuited for the programme, the Examination Board can derogate from the norm on behalf of the Dean. For the purpose of this hardship exemption, the Examination Board will take all students (freshmen only) with one non-compensable insufficient grade or two fails into consideration at the end of the academic year, but no later than the start of the new academic year. Decisive factors for application of the hardship exemption are:
 - the student must have participated in all exam opportunities,
 - the average grade, and
 - the overall picture of the study performance of the student.
2. If application of the rules of this Section results in any other way in unreasonable or unfair situations with respect to the student or a group of students, the student or group of students concerned may submit a written and reasoned and substantiated request for derogation from the said rules to the Examination Board. On behalf of the Dean and after consultation with the student adviser, the Examination Board can derogate from these rules in favour of the student or group of students.
3. Students who may continue their study on the basis of hardship will receive a definitive binding study advice at the end of the first year of enrolment, before the start of the new academic year. However, they still must complete B1 before they may pass the final exam (with the application of the compensation rule).

Article 9.5 – content and form of the binding study advice

The binding study advice is issued by e-mail (student account address) and contains:

- a. the norm that applies for the student concerned, expressed in the number of EC and/or courses of the first-year phase (B1) to be obtained;
- b. the number of credits and/or courses of the first-year phase (B1) obtained;
- c. if the norm has not been met, the personal circumstances that have been taken into consideration;

- d. whether a rejection has been asserted (i.e. negative binding study advice), as referred to in article 7.8b, paragraph 3 of the Act;
- e. in case of a negative binding study advice:
 - the information that the student may not enrol as a student or external student for the programme for the next three academic years,
 - advice about continuation of studies within or outside the Erasmus University Rotterdam;
- f. the possibility to lodge an appeal to the Examination Appeals Board (CBE) and the period within which the appeal must be lodged.

Section 10 – Final and Implementation Provisions

Article 10.1 – identification

Students who participate in education and examination facilities are obliged to immediately disclose their name and address and allow inspection of a legally valid proof of identity (a valid passport, ID card, driving license or residence permit) at the request of invigilators, examiners and other designated persons.

Article 10.2 – appeal

Appeals against the following decisions can be lodged with the university's CBE:

- decisions by the examination board or an examiner;
- decisions concerning negative binding study advice;
- decisions concerning admission to a master's programme;
- decisions concerning the other situations described in Article 7.61 of the WHW.

The letter of appeal must be filed with the CBE within six weeks after notification of the decision by sending an email to: cbe@eur.nl. The letter of appeal must include at least the student's name and address, the date, the student's signature, a copy of the decision against which the student is appealing, as well as the grounds for the appeal.

Article 10.3 - amendments

1. Amendments to these regulations will be adopted by the dean through a separate decree.
2. No amendments will be made that are applicable to the current academic year, unless the interests of the students are, in reason, not thereby prejudiced.
3. Moreover, amendments must not influence, to the detriment of the students any other decision, which has been taken with respect to a student by the Examination Board by virtue of these regulations.

Article 10.4 - 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 student advisor or student counsellor, 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 their case, if this is requested.

Article 10.5 – announcement

The Dean RSM is responsible for an appropriate announcement of these regulations and of amendments to these documents.

Article 10.6 – entry into force

These regulations enter into force on 1 September 2025.

Appendix 1: Old degree programmes

The current degree programme is described in article 2.3 paragraph 1, however it is possible that students who are not studying within the nominal timeframe still fall under an older degree programme. Those are described below.

Composition of the degree programme (cohort 2019-2021)

With effect from 1 September 2019, the bachelor's degree programme has been renewed and rolled out. Students of cohort 2019-2021 must follow the new style programme in accordance with this article.

B1	EC
BT1201 Introduction to Business ¹¹	5
BT1205 Professional Development and Mentoring	5
BT1202 Organisational Behaviour ¹²	4
BT1203 Marketing Management	4
BT1204 Mathematics	2
BT1206 Accounting	4
BT1207 Philosophy of Science	3
BT1208 Strategic Business Plan	5
BT1209 Finance	4
BT1210 Economics	5
BT1211 Statistics	4
BT1221 Spreadsheet Modelling	3
BT1213 Business Information Management	4
BT1214 Operations Management	4
BT1215 Quantitative Decision Making	4
	60

B2	EC
BT2101 Responsible Business Leadership	4
BT2102 Human Resource Management	4
BT2106 Innovation Management	4
BT2107 Corporate Finance	4
BT2105 Business Simulation	2
BT2103 Research Project	10
BT2109 Business Law	4
BT2110 Supply Chain Management	4
BT2111 Organisational Theory & -Dynamics	4
BT2112 Technology Management	3
BT2113 Management Accounting	4
BT2114 Strategic Management	4
BT2104 Professional Development II	4
BT2108 Entrepreneurship	5
	60

B 3	EC
Elective space, a choice from following options:	30
i. International Exchange programme (20 – 30 EC)	
ii. Minor (15/30 EC), LDE Minor (30 EC)	
iii. Internship (20 EC) (Please note: block 9-10 only)	
iv. RSM elective(s) (5 EC each)	
v. Language course (2,5 each, max 7,5 EC)	
vi. I DO Project (15 EC)	
vii. Joint Interdisciplinary Project (15 EC)	
viii. SMW (15 EC)	
ix. Other courses (BSc level of accredited research driven university)	

¹¹ The courses Introduction to Business and Organisational Behaviour have one combined examination that determines part of the grade for each of these courses. As such, there is a dependency between these courses and the credits awarded for them.

¹² See footnote 16.

(on request to the Examination Board)	
B3101 Advanced Research Methods	3
B3102 Digital Business	5
Track, a choice from following tracks:	15
I. Analytical Decision-makers	
II. Performance Analysts	
III. Behavioural Experts	
IV. Global Thinkers	
V. Business Developers	
VI. Financial Strategists	
Bachelor Project	7
	60

Composition of the degree programme (student cohort 2022 and later)

With effect from 1 September 2023, the new style curriculum has been slightly adjusted. The B2 course Organisational Theory & -Dynamics has been removed and the EC have been allotted to the courses Business Simulation (+2 EC), Professional Development II (+1 EC) and Strategic Management (+1 EC) based on intensification of each of these courses. Students of cohort 2022 and later must follow the new style programme in accordance with this article.

B1	EC
BT1201 Introduction to Business ¹³	5
BT1205 Professional Development and Mentoring	5
BT1202 Organisational Behaviour ¹⁴	4
BT1203 Marketing Management	4
BT1204 Mathematics	2
BT1206 Accounting	4
BT1207 Philosophy of Science	3
BT1208 Strategic Business Plan	5
BT1209 Finance	4
BT1210 Economics	5
BT1211 Statistics	4
BT1212 Spreadsheet Modelling	3
BT1213 Business Information Management	4
BT1214 Operations Management	4
BT1215 Quantitative Decision Making	4
	60

B2	EC
BT2101 Responsible Business Leadership	4
BT2102 Human Resource Management	4
BT2106 Innovation Management	4
BT1207 Corporate Finance	4
BT2205 Business Simulation	4
BT2103 Research Project	10
BT2109 Business Law	4
BT2110 Supply Chain Management	4
BT2112 Technology Management	3
BT2113 Management Accounting	4
BT2214 Strategic Management	5
BT2204 Professional Development II	5
BT2108 Entrepreneurship	5
	60

¹³ The courses Introduction to Business and Organisational Behaviour have one combined examination that determines part of the grade for each of these courses. As such, there is a dependency between these courses and the credits awarded for them.

¹⁴ See footnote 19.

B3	EC
Elective space, a choice from following options:	30
x. <i>International Exchange programme (20 – 30 EC)</i>	
xi. <i>Minor (15/30 EC), LDE Minor (30 EC)</i>	
xii. <i>Internship (20 EC) (Please note: block 9-10 only)</i>	
xiii. <i>RSM elective(s) (5 EC each)</i>	
xiv. <i>Language course (2,5 each, max 7,5 EC)</i>	
xv. <i>I DO Project (15 EC)</i>	
xvi. <i>Joint Interdisciplinary Project (15 EC)</i>	
xvii. <i>SMW (15 EC)</i>	
xviii. <i>Other courses (BSc level of accredited research driven university) (on request to the Examination Board)</i>	
B3101 Advanced Research Methods	3
B3102 Digital Business	5
Track, a choice from following tracks:	15
IV. <i>Analytical Decision-makers</i>	
V. <i>Performance Analysts</i>	
VI. <i>Behavioural Experts</i>	
VII. <i>Global Thinkers</i>	
VIII. <i>Business Developers</i>	
IX. <i>Financial Strategists</i>	
Bachelor Project	7
	60

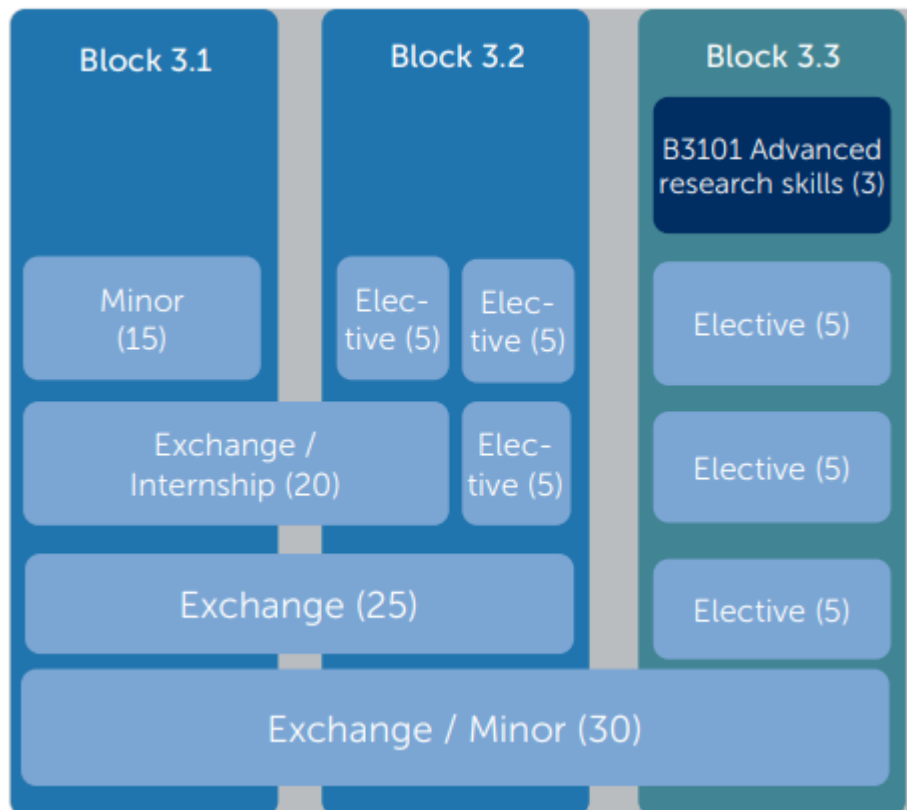
Appendix 2: Intended Learning Outcomes

Prologue: We see contemporary Business Administration as an interdisciplinary field. During our programme we touch upon economics, social sciences, and technological disciplines in relation to the theoretical foundations of the business sciences. We educate our students to become responsible business leaders and be a force for positive change in the world.

After finishing the IBA program the student	
Knowledge and understanding:	
ILO 1	Understands how business practices vary across international markets, and how they influence and are influenced by global, environmental, and societal challenges.
Applying knowledge and understanding:	
ILO 2	Can apply core theories and empirical findings in business administration to real-world challenges.
ILO 3	Demonstrates mastery of scientific research methods and can apply them to business challenges in international contexts.
ILO 4	Can use digital tools responsibly to improve business decision-making and efficiency.
Making judgements:	
ILO 5	Can integrate principles of corporate social responsibility and inclusivity into business decision-making to contribute to positive societal and environmental impact.
ILO 6	Upholds values of scientific integrity in the design and execution of research.
Communication:	
ILO 7	Can communicate and collaborate effectively in cross-cultural teams, appreciating different perspectives and adapting across cultures.
Learning skills:	
ILO 8	Displays a commitment to lifelong learning, critical reflection, and openness to new ideas, innovations, and factual knowledge.

Appendix 3: Elective space B3

Standard Bachelor 3 elective options according to Article 2.3:



Appendix 4: Double Degree in IBA and Philosophy

1. General

Together, Rotterdam School of Management and Erasmus School of Philosophy offer a Double Degree in International Business Administration and Philosophy called Bachelor in Philosophy of a Specific Discipline. Students in this programme obtain two degrees in four years: a Bachelor of Science (BSc) in International Business Administration and a Bachelor of Arts (BA) in Philosophy of a specific discipline.

2. Programme lay-out

The Double Degree with Philosophy curriculum contains 90 European credits (EC) with the possibility to use the minor (15 EC) for both the Bachelor's in International Business Administration and the Philosophy programme. The obtained grade for the minor counts towards your GPA.

For the International Business Administration programme, students are required to complete 30 EC in elective credits. Students of the Double Degree programme can obtain these credits by following the minor at Esphil and they are exempt from obtaining the remaining 15 EC. To get this exemption (which will not count towards your GPA), students are obliged to submit a request through [Osiris Case](#). It is important to submit this request to the Examination Board timely, in order for them to officially grant and process the exemption in time.

Students will write a thesis for ESPhil only. At RSM, they will complete a track by conducting the Bachelor Project.

3. Practical

To avoid overlap with lectures and seminars of the Bachelor of International Business Administration, most lectures of the Philosophy curriculum are scheduled in the evening.

4. Application, tuition

Students who have successfully completed the first year of their Bachelor's in International Business Administration can apply for the Double Degree with Philosophy. There are no additional tuition fees as long as you follow a bachelor or master programme at Erasmus University Rotterdam. In case students finish their Bachelor's in International Business Administration before finishing the Double Degree with Philosophy programme and do not enrol in a Master at a Dutch university they will pay the institutional fee, that equals the statutory fee (€ 2.601,- in 2025/2026).

Appendix 5: Double Degree RSM Erasmus University – Guanghua School of Management, Peking University: Future Leaders programme

1. General

Together, Rotterdam School of Management, Erasmus University and Guanghua School of Management, Peking University offer a Double Degree: the Future Leaders programme. Students in this programme obtain two degrees in four years: a Bachelor of Science (BSc) in International Business Administration from RSM and a Bachelor of Management Degree from Guanghua.

2. Programme lay-out

Students take the first two years of the Bachelor's programme in IBA at RSM and transfer for another two years to Guanghua.

By taking the first two years at RSM, students taking the Double Degree are fully exempt for the first two years of the Bachelor programme at Guanghua.

By taking another two years of studies at Guanghua, students are fully exempt for the third (final) year of IBA.

Hence, the entire programme takes four years.

3. Application, admission requirements, tuition

The Double Degree is open for RSM students who have successfully completed their first two years of studies in the Academic Year immediately preceding the start of classes at Guanghua. Students need to belong to the best 20% of their class, according to the GPA calculation by the programme coordinator. IBA students are exempt from the English language requirement. Application deadline is 1 October in the calendar year immediately preceding the start of classes at Guanghua.

The programme is not open for Chinese nationals.

Students will need to remain enrolled at RSM for the full four years and enrolled at Peking University for the two full years to be eligible for the Double Degree.

Students will need to formally pay tuition at both institutions. However, the tuition fee for Guanghua will be waived.

More information can be found on [Canvas](#).