

Teaching and Examination Regulations (TER) 2026 – 2027

Master of Science in
International Management/CEMS



Contents

SECTION 1 – GENERAL PROVISIONS.....	3
Article 1.1 – Applicability of the regulations.....	3
Article 1.2 – Definitions.....	3
SECTION 2 – ADMISSION.....	5
Article 2.1 – Admission statement.....	5
Article 2.2 – Admission requirements to be eligible for admission statement.....	6
SECTION 3 – CONTENT AND STRUCTURE OF THE PROGRAMME.....	7
Article 3.1 – Objective of the programme.....	7
Article 3.2 – Form of the programme.....	7
Article 3.3 – Language in which the programme is taught.....	7
Article 3.4 – The scope and structure of the programme.....	7
Article 3.5 – Free master programme within the master’s degree programme MSc in International Management at RSM.....	8
SECTION 4 – TEACHING.....	8
Article 4.1 – Entry requirements for Units of study; prior knowledge.....	8
Article 4.2 – Evaluation of teaching.....	8
Article 4.3 –Enrolment for Units of study.....	8
SECTION 5 –EXAMINATIONS OF THE PROGRAMME.....	9
Article 5.1 – General.....	9
Article 5.2 – The number of Examination opportunities, registration procedure and times of examinations.....	9
Article 5.3 –Examination format.....	10
Article 5.4 – Oral Examinations.....	10
Article 5.5 – Timeframe for grading.....	10
Article 5.6 – Term of validity of examinations.....	11
Article 5.7 – Debriefing and perusal.....	11
Article 5.8 – Exemptions.....	12
Article 5.9 – Invalidation of Examination results.....	12
SECTION 6 – MASTER’S EXAM.....	12
Article 6.1 – Master’s Exam.....	12
Article 6.2 – Degree.....	12
Article 6.3 – Statement of results obtained.....	13
Article 6.4 – Iudicium Abeundi.....	13
SECTION 7 – STUDY GUIDANCE.....	13
Article 7.1 – Study progress records.....	13

<i>Article 7.2 – Study guidance</i>	13
<i>Article 7.3 – Studying with a Functional impairment</i>	13
SECTION 8 – TRANSITIONAL AND FINAL PROVISIONS	14
<i>Article 8.1 – Identification obligation</i>	14
<i>Article 8.2 – Appeal</i>	14
<i>Article 8.3 – Objection</i>	14
<i>Article 8.4 – Hardship clause</i>	14
<i>Article 8.5 – Amendment</i>	14
<i>Article 8.6 – Publication</i>	15
<i>Article 8.7 – Entry into force</i>	15
<i>Article 8.8 – Management and Official title</i>	15
Annex 1: Curriculum overview, ILO's.....	16
Annex 2 - Procedure for reporting failures in professional conduct.....	19

Annex 1: curriculum overview, ILO's and admission criteria

Annex 2: Procedure for reporting failures in professional conduct

SECTION 1 – GENERAL PROVISIONS

Article 1.1 – Applicability of the regulations

1. These regulations apply to the academic year 2026-2027 and govern the education, Examinations and Master's Examination of the Master's programme MSc in International Management (hereinafter: the programme), registered under RIO programme code 60256. These regulations apply to all students enrolled in the programme. The programme is provided by the Rotterdam School of Management (hereinafter: the faculty).
2. These regulations apply to all students enrolled in the abovementioned programme. The programme is provided by the Rotterdam School of Management (hereinafter: the faculty).

Article 1.2 - Definitions

1. The following terms in these Regulations are defined as follows:
 - a) **RSM** Rotterdam School of Management, Erasmus University
 - b) **Special circumstances** The circumstances referred to in Article 7.51(2)(a) through (h) of Whw, as well as a talent status formally recognized by the Executive Board.
 - c) **Canvas** Learning Management System. It is an online environment for course materials – project groups, assignments, quizzes etc. – that complements (face-to-face) education.
 - d) **Executive Board** The Executive Board of Erasmus University Rotterdam. An administrative body as defined in Article 1:1(1)(a) of the Dutch General Administrative Law Act (Awb).
 - e) **Course manual** Document in which specific information about a unit of study is made available. The Course Manual is part of the TER. This may also be referred to as the syllabus. The Course manual is part of the TER.
 - f) **Curriculum** An overview of all units of study and the corresponding EC per programme, published in or attached to the TER.
 - g) **Dean** Administrator, head of a faculty as referred to in Article 9.12 Whw, and a management body.
 - h) **Partial examination** A partial evaluation of knowledge, understanding and skills within a component of a Unit of study, the assessment of which counts towards the final result for the Unit of study.
 - i) **EC** European Credit. Credit expressed as a number of ECs, with one EC equal to 28 hours of study.
 - j) **Exam** The collection of Examinations passed in the components belonging to a programme, including any further Examination to be conducted by the Examination Board, as referred to in Article 7.10(2) Whw.
 - k) **Examination Board** The Examination Board established for the benefit of the programme, based on Article 7.12 et seq. Whw.

l)	Examination programme	The Units of study necessary to attain the learning outcomes of the programme. For the Master's programme, these units total 60 EC.
m)	Examiner	The person who, having been appointed by the Examination Board on the grounds of Article 7.12c Whw, is authorised to administer Examinations and determine the result in the Unit of study in question.
n)	Certificate	Document that proves that the exam has been passed, in accordance with Article 7.11(2) Whw
o)	Elective	A Unit of study of the Student's choice within their own faculty or programme.
p)	Unit of study	A part of the programme, as referred to in Article 7.3 of the Whw. Each Unit of study includes a corresponding Examination.
q)	Osiris	The education registration system.
r)	Pre-Master's	The possibility of removing deficiencies related to non-compliance with the admission requirements referred to in Article 7.30e Whw.
s)	Student	A person who is enrolled at the university for the purpose of participating in education and/or taking examinations and Exams of a programme, in accordance with Article 7.34 of Whw.
t)	Study duration	The duration of study, measured from a Student's first enrolment in the programme until the completion of the last exam component.
u)	Academic year	The period starting on 1 September and ending on 31 August of the following calendar year, as referred to in Article 1.1(k) Whw.
v)	Examination	An Examination may also be referred to as an assessment and is a means of assessing the knowledge, understanding and skills of the examinee, as well as the results of that assessment, whether conducted orally, in writing or by other means. This includes digital examinations. An Examination may be split into one or more Partial examinations. An Examination is also understood to mean a practical exercise as referred to in Article 7.13(2) Whw.
w)	Practical Exercise	Practical Exercise as referred to in Article 7.13(2) Whw. Practical Exercises may involve: - producing a thesis, assignment or paper; - carrying out research assignments; - participating in fieldwork and trips; - completing an internship; - conducting a research project; - participating in other educational learning activities deemed necessary, with the aim of achieving the skills envisaged. A Practical Exercise may count as an entire Unit of study or as a component thereof.
x)	Written test	A plenary individual Examination (on campus or remote) whether on paper or digital, within a limited time frame of 3 hours maximum, with open and/or multiple-choice questions.

y)	Whw, the	The Dutch Higher Education and Research Act
z)	Rules and Guidelines	the rules, guidelines and instructions of the Examination Board as referred to in article 7.12b of the Act
aa)	Resit	the second general opportunity offered in an Academic Year for a specific (Partial) Examination. A new (Partial) Examination is provided compared to the first opportunity.
bb)	Improvement option	the opportunity offered to Students during the current Academic Year to improve their work on a previously completed (Partial) Examination.
cc)	Debriefing	a session in which the Examiner provides Students with standardized feedback on an assessment, including the exam questions, answers, assessment criteria, and cut-off score or grade calculation.
dd)	Perusal	an opportunity for a Student to review their assessed Examination to check for obvious errors in the marking or calculation of the result. A difference of opinion about (the application of) the answer indication, is not regarded as an obvious error. The Perusal is not a negotiation opportunity.
ee)	Student administration	Student Administration Erasmus University, Team Study Progress and Diploma (SV&D) of the Erasmus Student Service Centre (ESSC)
ff)	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.
gg)	Academic Director	the person who is authorised by the Programme Director to spearhead the Master's programme and lead the programme in terms of profile, content, quality, delivery and assessment.

2. All other terms have the meaning assigned to them by law.

SECTION 2 – ADMISSION

Article 2.1 – Admission statement

With due observance of the legal regulations concerning admission and enrolment, as well as the specific programme admission requirements outlined in Annex 1 of these Regulations, applicants eligible for admission to the programme are those who have obtained an admission statement issued by the Dean on behalf of the Executive Board of Erasmus University. Applications will be assessed by the Admissions Office, which will also issue the admission statements.

This section outlines the admission criteria applicable for entry in September 2026.

The (additional) admission criteria for the Academic Year 2027–2028 will be announced before October 2026 on the admission pages of the RSM website and will form part of the TER. RSM expects all applicants to stay informed about the latest admission requirements by regularly checking the programme-specific admission pages on the RSM website for any updates or unforeseen changes. Please refer to the [RSM website](#) for the most up-to-date information.

Admission is selective and follows a three-stage procedure, which includes meeting the formal admission requirements outlined in article 2.2, as well as an interview.

Article 2.2 – Admission requirements to be eligible for admission statement

- a. Applicants are eligible for selection if they have fully met all formal admission requirements: a research university bachelor's degree in business administration or related field consisting of a minimum total of 60 EC in advanced courses in strategic management, marketing, supply chain management/operations, finance and accounting as well as a minimum total of 20 EC in qualitative and quantitative research methods and statistics.
- b. Proficiency in English to be proven by:
 - IELTS test: minimum overall score of 7.0 including minimum sub scores of 6.5 for all parts of the test (reading, writing, listening and speaking), or
 - TOEFL (iBT) test: minimum overall score of 100 including minimum sub scores of 22 for reading and listening, 23 for speaking, and 24 for writing, or
 - Cambridge English test: minimum overall score of 180 including minimum sub scores of 180 for all parts of the test (reading, writing, listening and speaking), or
 - Pearson PTE academic test: minimum overall score of 75 including minimum sub scores 66 for all parts of the test (reading, writing, listening and speaking), or
 - Language Cert academic test: minimum overall score of 75 including minimum sub scores of 70 for all parts of the exam (reading, writing, listening and speaking), or
 - CEFR test: English course/test results of C1 including C1 for all sub scores taken at any national accredited university of applied science or research university within the EU/EEA. All aspects of the language must be tested (reading, writing, listening and speaking).No other English-language test results will be accepted. The test results must be verifiable.

Exempted from an English test are students whose secondary school, bachelor's or master's degree was taught completely in the English language in one of the following countries: USA, Canada, Australia, New Zealand, South Africa or within the EU/EEA. Exemption is also granted for applicants who have obtained an International Baccalaureate Certificate in English (English A SL min grade 7 or English A HL minimum grade 6) or who have obtained a European Baccalaureate Diploma with a minimum grade of 7.0 for English (Language 1 or 2).

- c. Applicants who obtain a Bachelor diploma from the Netherlands need to have a minimum grade point average (GPA) of a 7 out of 10 in the Dutch education system, representing an above-average performance. It is not possible to compensate for an insufficient grade point average with (standardized) tests. Only additional grades from further studies completed at an accredited educational institution can be considered. If personal circumstances have demonstrably influenced the obtained grade point average, an exception to the minimum required GPA of 7.0 may be made, provided that the obtained GPA is at least 6.8. These personal circumstances must be confirmed by the study advisor of the prior education.
- d. Applicants who obtain a Bachelor diploma outside the Netherlands need to have a minimum grade point average (GPA) equivalent to a 7 out of 10 in the Dutch education system, representing an above-average performance. The final determination of whether a GPA meets the required standard rests with the RSM Admissions Office. Furthermore, these applicants need to have a GMAT score of at least 565 (Focus Edition), 600 (10th Edition) or GRE score of at least 316 including a minimum score of 160 for the Quantitative Reasoning section. Students holding a bachelor's degree from a Dutch research university are exempt from the GMAT/GRE requirement and cannot use these standardized tests to compensate for an insufficient grade point average. The test results must be verifiable.

- e. Candidates must have proven minimum proficiency in three languages prior to graduation of programme: English at C1 level, a second language at B1 level and a third language at A1 level.
- f. Certain combinations of similar languages will not be allowed to fulfil the requirements. Please check the combinations on the [CEMS language requirements](#) webpage.
- g. Mandatory application and registration procedures with strict deadlines apply. The procedures will be published before October on the RSM website. Applications that do not meet the stated requirements or fail to comply with the deadlines will not be processed.

SECTION 3 – CONTENT AND STRUCTURE OF THE PROGRAMME

Article 3.1 – Objective of the programme

The programme aim to impart knowledge, insights and skills in the field of international management 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 and to become, among other things, a scientific researcher. The objective of the degree programme is specified in the exit qualifications. The exit qualifications are specified in Annex 1.

Article 3.2 – Form of the programme

1. The programme will be full-time.
2. The programme starts one (1) time per year in September.

Article 3.3 – Language in which the programme is taught

1. With due observance of the Code of Conduct for Foreign Languages adopted by the Executive Board of Erasmus University Rotterdam, teaching and Examinations in the programme shall be conducted in English, unless otherwise stipulated in the Course Manual.
2. Units of study offered by the Student's exchange school may be offered in a different language than English.
3. The Examination Board may grant an exemption from the first paragraph of this article.
4. A sufficient command of the English language as described in Section 2 is required for participation in the teaching and examinations of the programme.

Article 3.4 – The scope and structure of the programme

1. The programme has a study load of 90 credits (EC).
2. The study load is expressed in whole or 0.5 point.
3. Courses and projects, including Examinations, are scheduled to be completed in one and a half year(s).
4. To further feasibility of completing the programme according to the schedule, the workload is spread evenly over the programme's duration. Students are not allowed to do more Units of study within a block than scheduled. The Examination Board is authorized to make exceptions to this rule.
5. An overview of the Units of Study within each programme, and, for each Unit of Study, the study load is listed in Annex 1, The Examination form and language are stipulated in the Course manual.
6. The method of teaching is set out in the Course Manual and forms an integral part of these Teaching and Examination Regulations MSc IM/CEMS.

7. In situations of force majeure where it is not reasonably possible to provide teaching in the manner specified in Course Manual, a temporary switch to another form of teaching may be made. This is subject to the condition that the learning objectives established must be achieved despite the change in format/teaching method.

Article 3.5 - Free master programme within the master's degree programme MSc in International Management at RSM

1. Upon approval by the Examination Board, Students who are enrolled in the programme can construct their own master's degree programme composed of Units of study offered by the university, which will lead to the degree of Master of Science in International Management.
2. The master programme mentioned in paragraph 1 must consist of sufficient Units of study in the area of international management according to the Examination Board, and in any case of the thesis project of 20 EC.
3. The Examination Regulations and Rules and Guidelines are applicable to the programme mentioned in paragraph 1 and approved by the Examination Board.
4. Students who complete the free master will not be eligible by definition for the supplementary CEMS certificate but must rather also meet the additional CEMS graduation requirements as established by the CEMS organisation.

SECTION 4 – TEACHING

Article 4.1 – Entry requirements for Units of study; prior knowledge

1. The International Business Project has to be undertaken in the second semester.
2. A Student needs to have completed at least 30 EC of the degree programme before the Student can start with the third semester, i.e. the Research Clinic and the Master Thesis. The Research Clinic together with the Master Thesis will be offered in the third semester only.
3. If the thesis proposal has not been passed or has not been delivered in a timely manner, the Student may not proceed the thesis trajectory and has to retake the trajectory the following Academic year and has to choose a new thesis topic and will be assigned a new coach.
4. The Examination for the thesis project can only be completed once all the Units of study of the other programme components of the degree programme have been passed.
5. In exceptional circumstances, the Examination Board may make an exception to the first paragraph.
6. If a Student participates in a Unit of study without being authorized to do so and takes an Examination for that Unit of study, the Examination Board may declare the result invalid.

Article 4.2 – Evaluation of teaching

1. The Programme Director shall, on behalf of the Dean, bear responsibility for the evaluation of teaching in the relevant programme.
2. The Programme Director shall inform the Faculty Council and the programme committee as to the manner and frequency with which the Curriculum components are evaluated.
3. The Programme Director shall inform the Faculty Council and the programme committee as to the outcome of the evaluation, the intended adjustments in response to it and the effect of any actual adjustments.

Article 4.3 –Enrolment for Units of study

Participation in a Unit of study is only allowed after enrolment via OSIRIS.

SECTION 5 – EXAMINATIONS OF THE PROGRAMME

Article 5.1 – General

1. Each Unit of study in the programme includes a corresponding Examination.
2. The procedures concerning Examinations are described in the Rules and Regulations of the Examination Board and the EUR Examination Rules.

Article 5.2 – The number of Examination opportunities, registration procedure and times of examinations

1. For all Written tests within all Units of study of the Master's programme, two (2) opportunities will be offered per Academic year. This includes the regular opportunity and the resit Examination. All other Examinations will be offered at least once per Academic Year.
2. An Examination may consist of two or more Partial examinations. The results of these Partial examinations together determine the final Examination result.
3. In derogation of paragraph 1 of this article, for any component of the assessment counting for 50% or more of the grade, a re-sit or a reasonable Improvement option should be offered.
4. An Improvement Option is only granted for failed components graded between 3,5 up to and including 5,4. The maximum grade for the improved component is a 5,5 (except for the thesis).
5. Only Students who submit the final thesis before the deadline of the first opportunity in February are eligible to submit a re-sit version for the deadline in April. Students who have not passed the thesis proposal at the first opportunity, will be offered a re-sit opportunity for which the submission deadline is set at least at two (2) weeks from the date of publication of the first opportunity results.
6. With due observance of the provisions in this article, the Student may retake a passed Written test in the same Academic Year if a re-sit opportunity has been scheduled in the official exam timetable. The result for the test is established on the highest Written test result obtained. The exact content of the re-sit or Improvement Option is at the discretion of the Examiner. The Examiner must include the rules for an Improvement Option in the Course manual. As long as a Student has not yet passed all Units of study of the degree programme, the Student may try to improve the grade of a passed Unit of study in a following Academic Year; in that case the Student must redo the whole Unit of study including all Examinations (unless the Examiner explicitly determined otherwise in the Course manual or the Examination Board approved derogation from this rule in an individual case). The final result for the Unit of study will be established on the highest result obtained. In case the material to be studied for a Unit of study has changed, the subsequent Examinations will reflect the new material.
7. If a non-elective Unit of study will no longer be offered in the upcoming Academic Year, its related Examinations will be offered at least once in that Academic Year. If an Examination cannot reasonably be repeated due to its nature, an alternative Examination method will be provided that reflects the learning objectives of the relevant examination component.
8. The times, locations, method of registration and registration period of written Examinations will be communicated via Canvas.
9. In line with the Examination Order Rules EUR and in the event of force majeure, the set times may be changed.
10. At the request of the Examiner or Student, the Examination Board may, in special cases, allow an Examination to be taken at a different time than previously set. The decision must be announced at least two (2) weeks prior to the said Examination.
11. Oral Examinations will be held at a time to be determined by the relevant Examiner(s), if possible in consultation with the Student.
12. At the request of the Student, the Examination Board may, in special cases, allow an extra opportunity to take an Examination.
13. The Examination Board may, under Special circumstances, deviate from the above

conditions. Practical exercises (including the thesis/dissertation) are excluded from this arrangement.

Article 5.3 – Examination format

1. Examinations will be administered in the manner specified in the Course manual. If attendance or active participation is part of the assessment, this will be stipulated in the Course Manual. The Course Manual constitutes an integral part of these Teaching and Examination Regulations MSc IM/CEMS.
2. In situations of force majeure where it is not reasonably possible to conduct the Examination in the manner described in the Course manual the Examination Board may decide to administer the Examination in another format. This is subject to the condition that the established learning objectives are also achieved after said change.
3. If participation in one or more Practical exercises serves as a mandatory prerequisite for an Examination (including but not limited to Written tests), the relevant information must be listed in the Course manual. The Examination Board may grant an exemption from this obligation, with or without the imposition of substitute requirements.

Article 5.4 – Oral Examinations

1. Oral Examinations will be administered individually to the extent that they involve individual assessment.
2. The oral Examination is public, unless the Examination Board has determined otherwise in Special circumstances.
3. If the oral Examination is conducted by a single Examiner, an audio recording will be made.
4. Additional provisions regarding the administration of oral Examinations can be found in the Rules and Regulations of the Examination Board.

Article 5.5 – Timeframe for grading

1. Within one (1) working day after conducting an oral Examination, the Examiner will determine the result and communicate this to the Student via Canvas, TMS, OSIRIS, or an alternative medium as specified in the Course Manual.
2. In deviation from paragraph 1, the Examiner shall determine the result of an Examination according to the following schedule:
 - a. The ultimate deadline for provisional grades is four (4) weeks after the examination/test. Provisional grades must be communicated via Canvas grade centre or via Osiris.
 - b. The ultimate deadline for registration in OSIRIS of the definitive grades is forty (40) working days after the last Examination/test.
 - c. In case a resit takes place within a period of forty-five (45) working days after the original Examination/test, the ultimate deadline for communicating and registration of the definitive grades is ten (10) working days before the resit.
3. In deviation from paragraph 2 of this article, the thesis proposal and the thesis report must be assessed within two (2) weeks of submission.
4. In cases of force majeure, the Examination Board may decide to deviate from the term limits mentioned in this article.
5. The Examiner shall record the individual study results of Students in Osiris. When the result is published in Osiris, the Student is also made aware of the possibility of appeal to the Board of Appeals for Examinations (CBE).
6. 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.

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.

Article 5.6 – Term of validity of examinations

1. There are no time limitations on the validity of Examinations that have been passed and for which EC have been awarded. This includes Units of study completed elsewhere (and approved as part of the Examination schedule) and exemptions granted. Partial examinations for which no EC have been awarded may be subject to a validity period as specified in Article 5.6 paragraph 5.
2. The Dean, on behalf of the Executive Board, may impose a limit on the validity of such Examinations only if the knowledge, insight or skills tested are demonstrably out of date.
3. In individual cases, the Examination Board may extend the term of validity which was limited under the second paragraph. With regard to an Examination component for which the term of validity has expired, the Examination Board may designate a substitute exam component or impose an additional or alternative Examination before the student is permitted to take the final Examination.
4. When limiting the validity period in accordance with paragraph 2, reasonable consideration shall be given to Special circumstances. Such circumstances must be reported to the study advisor in a timely manner. A report is deemed timely if submitted within four weeks after the circumstances emerge.
When extending the validity period, the Examination Board shall reasonably consider the extent to which the Special circumstances contributed to exceeding the limited validity period. In the case of Special circumstances, the validity period shall be extended by at least the duration of the financial support granted under the Student Support Fund.
5. Partial examinations for which no EC are awarded and which have been passed within a Unit of study that has not been successfully completed will expire after the Academic year in which they were passed.
6. If, in the opinion of the Examiner, one or more Partial examinations of a Unit of study has/have not changed in content and form compared to the previous year, the term of validity for the result of the Partial examination or practical exercise in question, for which the Student obtained a pass (at least 6.0 or 'V') in the previous Academic year, will be extended until the end of that Academic Year. The term of validity may be extended only once.

Article 5.7 – Debriefing and perusal

1. Students are entitled to receive standardized feedback on the completed Examination as soon as possible but no later than five (5) working days before the Perusal. 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 grade calculation or cut-off score.
3. At the Examiner's request, the Examination Board may allow the Examiner not to post exam questions and/or model answers on Canvas if there are substantial, well-founded reasons for doing so.
4. Students have the right to peruse their individual results within seven (7) working days of the announcement of the results. Inspection will take place no later than seven (7) working days before the resit of the Examination in question.
5. The time, manner and duration of the Perusal will be announced in a timely manner via Canvas.
6. 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.

7. If a Student can prove that force majeure prevented attendance at a Debriefing or Perusal, the Student may request an alternative opportunity with the Examiner.

Article 5.8 – Exemptions

No exemptions for a Unit of study or Examination will be granted.

Article 5.9 – Invalidation of Examination results

The Examination Board is authorised to declare an Examination or Partial examination (or the results thereof) invalid if a correct assessment of Students' knowledge, insight and skills was not reasonably possible by means of that Examination or Partial examination. The Examination Board may lay down further rules to this effect.

SECTION 6 – MASTER'S EXAM

Article 6.1 – Master's Exam

1. The Examination Board shall determine the result of the Exam and shall award the Certificate referred to in Article 6.4, and the diploma supplement, provided that the student has met the requirements of the Examination programme insofar as the Examination Board has not determined that the Exam also includes an assessment to be conducted by the Board itself. The Certificate shall not be awarded until the Executive Board has confirmed that all procedural requirements for issuance have been met.
2. The date for the Exam is the day on which the Examination Board determines that the Student has passed the Exam.
3. Passing the Exam and issuing the Certificate is also subject to the condition that the Student was enrolled in the programme during the period in which the Examinations and practical exercises were completed.
4. Those who have passed the Exam and are entitled to a Certificate may ask the Examination Board to postpone the issuing of that Certificate. This request for postponement must be submitted within ten (10) working days after the Student has been informed of the result of the Exam. With this request, the Student shall indicate when they wish to receive the Certificate. Postponement may be granted until no later than the end of the Academic year in which the Student completes the programme.

Article 6.2 – Degree

1. The person who has successfully passed the Exam will be awarded the degree 'Master of Science' in International Management.
2. The degree being conferred is recorded on the Certificate.
3. The person who has successfully passed the Exam is eligible for the CEMS certificate.

Article 6.3 – Statement of results obtained

1. A Student who has successfully completed one or more Examinations and who, upon leaving the university, cannot be issued a Certificate as referred to in Article 6.1(1), shall receive, upon request, a statement issued by the Examination Board. This statement shall include the Student's personal details, the completed Units of study and their corresponding codes, the number of ECs, the results obtained, and the date on which the results were obtained. The statement must be requested from the Study Progress and Diploma (SV&D) team.
2. Further provisions regarding the awarding of the Certificate and the statement are set out in the Rules and Guidelines of the Examination Board.

Article 6.4 - Iudicium Abeundi

1. In accordance with Article 7.42a Whw, the board of an institution may in special cases, after advice from the Examination Board, the dean (or a body comparable to the dean within the institution) and after careful consideration of the interests involved, terminate or refuse the enrolment of a Student in a programme, if that Student's behaviour or remarks have shown them to be unsuitable for the practice of one or more professions for which the degree programme in question trains the Student, or for the practical preparation for professional practice.
2. The procedure that may lead to the Iudicium Abeundi (IA) is set out in Annex 4 to these regulations.

SECTION 7 – STUDY GUIDANCE

Article 7.1 – Study progress records

1. The examiner shall record the individual study results of Students and make these available through OSIRIS. In the event of an apparent error in the study results, the Examination Board is authorized to correct the error. When deciding to rectify a study result that has been incorrectly recorded to the detriment of the Student, the Examination Board shall duly consider the interests of the Student.
2. Students can download their study progress report via OSIRIS. If a certified copy is required, it can be requested from the Study Progress and Diploma (SV&D) team or the Erasmus Student Service Centre (ESSC).

Article 7.2 – Study guidance

1. The Programme Director ensures that Students enrolled in the programme receive an introduction to the programme and study counselling to facilitate not only their study progress but their orientation to possible study paths within and outside the programme.
2. A description of study guidance and the method of monitoring study progress offered to Students can be found on the Knowledge Base.

Article 7.3 – Studying with a Functional impairment

1. Students with a disability or chronic illness shall be offered the opportunity to participate in education and examinations in a manner that is, as far as reasonably possible, adapted to their individual impairment. Adjustments shall be tailored to the Student's specific functional impairment to the extent that is organizationally feasible, but may not alter the content, quality, or level of difficulty of any Unit of study or the Examination programme.

2. Students must submit a request for such accommodations at least two (2) weeks prior to the examination, preferably accompanied by a statement from a competent authority, via OSIRIS. The Examination Board is authorized to decide on requests for accommodations related to Examinations and education, and may authorize accommodations for extended durations.
3. In case of dyslexia, the EUR protocol for verifying dyslexia documentation shall apply.

SECTION 8 – TRANSITIONAL AND FINAL PROVISIONS

Article 8.1 – Identification obligation

Students who participate in education and Examination facilities are obliged, at the request of invigilators, Examiners and other authorised persons, to immediately disclose their name and address and to present proof showing that the Student is entitled to participate therein.

Article 8.2 – Appeal

An appeal may be lodged with the university's Board of Appeals for Examinations (CBE) against decisions:

- made by the Examination Board or an examiner;
- relating to other situations as described in Article 7.61 of Whw.

The notice of appeal must be lodged within six (6) weeks of the announcement of the decision by sending an email to: cbe@eur.nl.

The notice of appeal must include at least the following information: the Student's full name, address, telephone number, email address, Student ID number, the name of the programme and faculty, the date, the Student's signature, a copy of the decision being appealed and the grounds for the appeal. For further information, please consult the EUR website of [Legal Procedures](#).

Article 8.3 – Objection

An objection may be lodged with the Student Objection Advisory Committee (GAS) against decisions made pursuant to Article 7.63a(2) Whw. The objection must be submitted within six (6) weeks of the date on which the decision was communicated to the individual concerned.

Objections must be submitted by email to: gas@eur.nl.

The notice of objection must include at least the following information: the student's full name, address, telephone number, email address, student ID number, the name of the programme and faculty, the date, the student's signature, a copy of the decision being contested and the grounds for the objection. For further information, please consult the EUR website of [Legal Procedures](#).

Article 8.4 – Hardship clause

In those cases not provided for in these Regulations, and in cases of disproportionate disadvantage or unfairness, the Programme director under which the programme falls will decide on behalf of the Dean, unless it concerns the authority of the Examination Board.

Article 8.5 – Amendment

1. Where the Whw prescribes so, the dean will adopt amendments to these regulations by a separate decision, after hearing the recommendations of the Examination Board and the programme committee, and after obtaining consent from the Faculty Council or programme committee.
2. Any amendment to these regulations shall not affect the current Academic year, unless the amendment could not reasonably pose a detriment to the interests of Students.

3. Furthermore, an amendment may not affect any decision taken by the Examination Board pursuant to these regulations with regard to a Student if this decision negatively affects Students.

Article 8.6 – Publication

The Dean shall ensure publication of these regulations, as well as of any amendments, via the faculty's website.

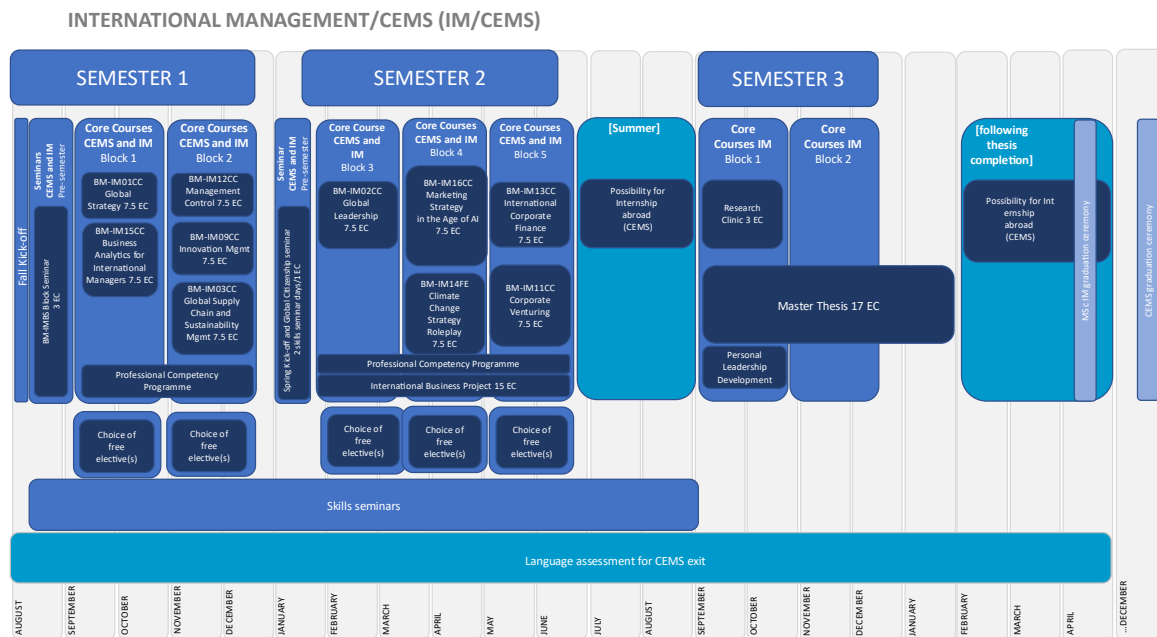
Article 8.7 – Entry into force

These regulations were adopted by the Dean of Rotterdam School of Management on 25 August 2026 with the approval or advice of the Faculty Council and Programme Committee, having heard the Examination Board's recommendation. These regulations enter into force on 1 September 2026 and apply until replaced or amended.

Article 8.8 – Management and Official title

1. These regulations are managed by the Dean.
2. These regulations may be cited as Teaching and Examination Regulations MSc IM/CEMS.

Annex 1: Curriculum overview, ILO's



Composition of the degree programme

1. The composition of the degree programme is built up from the following programme components:
2. ILOs

Role	ILO
Expertise	Upon graduation, students demonstrate their broad knowledge and expertise of firms operating in international settings by their ability to formulate appropriate solutions to a variety of international business challenges that take into account international diversity and the characteristics of the global context.
Positive Impact	Upon graduation, students will be able to integrate ethical, social, environmental, and economic considerations to address the concerns of multiple stakeholders in international businesses decision making.

Communication	Upon graduation, students will be able to interact with, and communicate to an internationally diverse audience, conveying information in a clear, concise, and culturally sensitive manner.
Critical thinking	Upon graduation, students will be able to execute research and business projects, evaluate and interpret data, and synthesize ideas and perspectives to propose evidence-based solutions to complex international business challenges.
Leadership	Upon graduation, students will demonstrate leadership through their ability to self-reflect, influence others, and act with integrity to drive teams towards project success and positive impact.
Collaborating	Upon graduation, students will be able to work effectively in international teams, fostering collaborative, inclusive environments and leveraging diversity to achieve shared objectives.

Programme Components:	EC
a. Block Seminar	3
b. Global Citizenship Seminar	1
c. 2 Skill seminar days – in the form of a whole or partial days	1
d. Professional competency programme, including: • Mentoring program • Personal Leadership Development (PLD) seminar • Competency Development seminar • Sustainability Day • Your Future Career	5
e. Global strategy requirement in the fall semester, to be fulfilled with the following course: • Global Strategy	7.5
f. Global leadership requirement in the spring semester, to be fulfilled with the following course: • Global Leadership	7.5
g. A compulsory choice of two courses out of three, as follows: If a student is present and taking courses at RSM in the <i>fall semester</i>, a choice of two courses out of following three courses: • Global Supply Chain and Sustainability Management 7.5 EC • Management Control 7.5 EC • Innovation Management 7.5 EC If a student is present and taking courses at RSM in the <i>spring semester</i>, a choice of two courses out of following three courses: • International Corporate Finance 7.5 EC • Corporate Venturing 7.5 EC • Climate Change Strategy Roleplay 7.5 EC	15
h. International Business Project	15
i. Research Clinic	3
j. Master Electives	15
k. Master Thesis	17

- Participation in an international exchange with one of the CEMS partner institutions during either the first or the second semester is a compulsory part of the degree programme; the other two semesters must be completed at RSM. The programme components stated under paragraph 1, sub a., b., c., e., f. and i. may be completed with the appropriate designated courses fulfilling that requirement at a CEMS partner institution, and only as pre-approved by the Academic Director.
- The detailing in the most recent version of the International Management (digital) Study Guide of the further descriptions of programme components into compulsory courses and elective courses, including obligatory practical exercises, and the thesis project, constitute an integral part

of these Teaching and Examination Regulations, without prejudice to the other provisions set out in these regulations.

5. Students may choose the CEMS-approved master electives from components of the MSc programmes of the RSM and/or CEMS partner institutions. These electives may exceed a total of 15 EC. However, it is not allowed to do more courses within a block than scheduled according to the degree programme course schedule. Furthermore, once passed, electives cannot be revoked by the student. All electives will be listed on the grade transcript.

Annex 2 – Procedure for reporting failures in professional conduct

Article 1 – Procedures

1. The 'Iudicium Abeundi' relates to the termination or refusal of enrolment as a student or as an external student at the educational institution on the grounds of conduct and/or statements that make the individual unfit to practice the profession for which the Programme prepares students. Background information and details of this procedure can be found in the national [Iudicium Abeundi Protocol](#), which can also be used for other programmes at EUR.
2. The procedures set out in this appendix (see Articles 2 through 16) are followed when serious failures in professional conduct are identified.
3. The Iudicium Abeundi procedure will only come into force if the failings or the repetition thereof are of such a nature that they indicate potential unfitness for professional practice (see Articles 10 through 16).

Article 2 – The first report

If a student, at any time during the programme, in the opinion of a lecturer, examiner or programme director, has demonstrated that they lack the general skills required in contact with others, as described in the prevailing Code of conduct at RSM, the lecturer, examiner or programme director in question will inform the Examination Board of this immediately in writing, stating reasons. A record will be entered in this student's Professional Conduct portfolio, or in the absence of such a portfolio, a separate record will be kept.

Article 3 – The file

The Examining Board will take note of the report referred to in Article 2 and open a confidential file on this report.

Article 4 – The student's response

The Examining Board will notify the student to whom the report referred to in Article 2 relates in writing as soon as possible and allow the student the opportunity to give their views on the statements made in the report in writing and/or verbally.

The Examining Board will add the student's written views to the file. The Examining Board will produce a report of any verbal views expressed, which will then be submitted to the student and also added to the file along with any comments made by the student on this report.

Article 5 – Advice on disciplinary measures by the Examining Board

If the student's conduct or statements constitute a violation of the regulations and the measures to promote the smooth running of affairs in the buildings and on the grounds of the institution, the Examining Board may, on the basis of the faculty or university Rules of Procedure, advise the administrator or the Executive Board to take a disciplinary measure in response to this first report, depending on the severity of the failures or conduct described in this report and on the student's response. If necessary, the Examining Board can seek information from third parties in this context or appoint an independent assessor as described in Article 7 at this point.

Article 6 – A new report

1. If, at any time during the programme, the Examining Board receives a further report as referred to in Article 2 about the same student, the procedure described in Articles 3 to 5 will be repeated.

2. If the Examining Board considers the nature of the claims made in the new report to justify such action, the Examining Board may seek the advice of an independent assessor on whether the student can continue with the programme and, if so, under what conditions.

Article 7 – Appointment of the independent assessor

In the event of a situation as referred to in Article 6, paragraph two, the Examination Board may ask the dean or programme director to appoint an independent assessor, who may or may not be from the faculty.

Article 8 – Procedure to be followed by the independent assessor

1. Before issuing advice, the independent assessor will hear the student and lecturer(s) or examiner(s) in question, preferably in each other's presence.
2. During the discussion/discussions, the independent assessor will explore whether, and if so how, the student can resolve the failures identified.
3. The independent assessor will produce a report on this discussion/these discussions, a copy of which will be sent to both parties and on which both parties can comment.
4. The independent assessor will submit a substantiated report to the Examining Board as soon as possible after hearing both parties. The advice and any attached documents will be added to the file.

Article 9 – The decision of the Examining Board

1. The Examining Board will discuss the advice issued by the independent assessor with the student within three weeks of receiving the advice. The Examining Board will then consider further steps. This can mean that the student is advised to choose another programme, is required to successfully complete a remedial course or is informed that the Iudicium Abeundi Protocol will be followed (see also Article 10 et seq.). See also Article 10 et seq.
2. The student will be notified of this decision in writing, stating reasons.

Article 10 – Report of severely reprehensible conduct and/or statements – the Iudicium Abeundi Protocol

If a student, at any time or at recurring times during the programme, in the opinion of a lecturer or examiner, has demonstrated conduct and/or statements that make them unfit to practice medicine in future, or for the practical preparations for professional practice, the lecturer or examiner in question will inform the Examining Board and the dean immediately, stating reasons.

Article 11 – The Iudicium Abeundi file

1. The Examining Board will take note of the report referred to in Article 10 and consult with the dean, in accordance with the national Iudicium Abeundi Protocol, on the procedure to be followed. Additional advice will be sought from the independent assessor referred to in Article 7 if necessary.
2. If the report concerns an educational situation as defined in the aforementioned Protocol, the Examining Board will open a confidential Iudicium Abeundi file on this report and take action according to the flow chart in the Protocol.
3. This file may be supplemented with any previous reports and the subsequent procedures as referred to in Article 3. If the report does not specifically relate to an educational situation, it will be handled by the dean.
4. The dean will also handle the report in accordance with the flow chart in the Iudicium Abeundi Protocol.

5. The dean will handle the report by following the same process as followed by the Examining Board, which is described in further detail in Articles 12 through 16 below.

Article 12 – The student's response

The Examining Board will inform the student to which the report referred to in Article 10 relates in writing as soon as possible and offer the student the opportunity to verbally explain their views on the statements made in the report during an interview with the Examining Board or members thereof. A report of this interview will be submitted to the student and will then be added to the file referred to in Article 11 by the Examining Board, along with any comments made by the student with regard to this report.

Article 13 – Disciplinary measures in response to a report

1. When following the flow chart in response to a report referred to in Article 10, the Examining Board may recommend imposing a disciplinary measure in accordance with Article 5.
2. When following the flow chart in response to a report referred to in Article 10, the Examining Board may also decide to submit a request to enact an *Iudicium Abeundi*, if and insofar as the Examining Board considers the nature of the student's contested conduct and/or statements to justify such action. This request will be submitted to the Executive Board and will, if necessary, include a recommendation from the dean.

Article 14 – Termination of the student's enrolment at the institution

Following advice from the Examining Board or from the dean, the Executive Board may terminate a student's enrolment if the steps in the *Iudicium Abeundi* Protocol have been followed.

Article 15 – Decision-making by the Executive Board

The Executive Board will not take a decision as referred to in Article 14 until the student in question has been heard regarding the proposed decision, until all interests of the student and the institution have been carefully considered and until it has been plausibly demonstrated that a student, through their conduct and/or statements, has shown themselves to be unfit to practice one or more professions for which their course of study prepares students or for the practical preparations for professional practice.

Article 16 – Objection and appeal

A student whose interests are directly affected by a decision of the Executive Board can lodge an objection to this decision with the Disputes Advisory Committee for Students. If the student's objection is declared unfounded by the Executive Board, the student can appeal this decision to the Council of State, Student Affairs Department.