

Teaching and Examination Regulations (TER) 2026 – 2027

English-taught 60 EC pre-experience
Master's programmes 2026-2027 (including
Pre-master's)



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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, the Examinations, and Master's Examination of the following Master's programmes:
60644 Business Administration (Accounting & Financial Management programme (AFM), full time Master in Management programme (MiM) including Business Analytics & Management programme (BAM));
60453 Business Information Management (BIM);
60409 Finance & Investments (FI);
60456 Global Business & Sustainability (GBS);
60645 People, Organisations, and Change (POC, formerly Human Resource Management, HRM)2;
60458 Management of Innovation (MI) and Medical Business and Innovation (MBI);
60063 Marketing Management (MM);
60093 Supply Chain Management (SCM);
60455 Strategic Entrepreneurship (SE);
60066 Strategic Management (SM).
(hereinafter: the programme),
Each will be referred to individually as "the programme"
2. These regulations apply to all students enrolled in the abovementioned programme(s). 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. 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, model 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.

Article 2.2 – Admission requirements to be eligible for admission statement

1. Eligible for the admission statement mentioned in Article 2.1 are students who
 - have successfully obtained the Bachelor of Science in Business Administration or International Business Administration at Rotterdam School of Management, Erasmus University, or obtained a nationally accredited Bachelor of Science in Business Administration of any nationally accredited and/or recognized bachelor's degree programme of any research university that is comparable in level and content with the bachelor's degree of the (International) Business Administration programme of Rotterdam School of Management, Erasmus University or
 - obtained an internationally accredited bachelor's degree programme of any research university that includes the programme specific requirements mentioned in Annex 1 of these regulations, or
 - have successfully completed RSM's pre-master programme, including the appropriate course(s) specified in Annex 2 of these regulations, or a pre-master programme from another higher education institution, provided that it has been approved by the RSM Admissions Office and contains at least 30 EC in research methods and statistics.
2. In addition, applicants must meet the following requirements:
 - Proficiency in English at CEFR level C1, 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 95 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 and 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, English A HL min grade 6), or who have obtained a European Baccalaureate Diploma with a minimum grade of 7.0 for English (Language 1 or 2).

- Applicants who obtain a bachelor's degree 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) test results. Only additional grades from further studies completed at an accredited educational institution in the Netherlands 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.
 - 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. The test results must be verifiable.
3. 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 aims to impart knowledge, insights and skills in the field of business administration in an international context such 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 others, a scientific researcher. The objective of the degree programme is specified in the exit qualifications. The exit qualifications are specified in Annex [number].

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. The Examination Board may grant an exemption from the first paragraph of this article.
3. 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 60 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 the same Academic Year.
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 (if different from the programme 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 pre-experience.
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 – The honours class

1. Each master's degree programme can offer participation in the honours class to outstanding Students.
2. The admission to the honours class is selective. The selection procedure is transparent and published in the Course manual and/or on Canvas. Participation is voluntary. Students can participate in one honours class at the most, per degree programme. Completion of the programme will be awarded with 8-10 extra-curricular EC, depending on the MSc programme. These EC will be listed on a separate certificate.

Article 3.6 - Electives

1. Students must choose Electives such that they build on and extend a Student's acquired knowledge.
2. Master Programme Electives (MPE's) are to be chosen from among a designated pool of Electives specific for the corresponding programme,
3. Master Free Electives (MFE's) must be chosen from:
 - (I) all the Elective programme components offered by RSM in a pre-experience MSc programme (MScIM and MScBA MiM and BAM programmes excluded), except in case a programme component has set specific requirements for participants,
 - (II) components such as core courses of another nationally accredited MSc programme offered by RSM, Erasmus University or another research university in the Netherlands.
 - (III) International exchange programme.

4. Students opting for an international exchange programme must have completed the entire degree programme prior to going on Exchange, unless otherwise decided in Special circumstances. Students must also have the Examination Board's approval to postpone the issuance of the Certificate as per the procedure set out in article 6.1 paragraph 4. Furthermore, the International Exchange Programme must consist of at least 20 EC, unless an exemption is granted by the RSM Exchange office based on the programme structure of the partner school. The International Exchange Programme will not be registered as part of the degree programme. Further details and rules are published in the Course Manual and/or on the programme's website.
5. Option (II) listed under paragraph 3 is subject to the prior approval of the Examination Board and the Academic Director of the programme.

Article 3.7 - Expanding the degree programme

1. In addition to the MSc Curriculum as set forth in Annex 1. A Student may seek to expand the programme with one additional programme component or Unit of study worth up to 15 EC in total.
2. An extra programme component/Unit of study is subject to prior approval from the Examination Board, except for the RSM MPE's and MFE's as mentioned in article 3.6 which are acknowledged by default.
3. In compliance with Article 3.4 paragraph 4, it is not allowed to do more Units of study within a block than scheduled.
4. An approved additional programme component will be listed as an extra MFE on the grade transcript and will be included in GPA calculations. Once acknowledged, the extra programme component cannot be revoked by the Student.

SECTION 4 – TEACHING

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

1. A Student may only continue the thesis trajectory once all previous mandatory elements of the thesis trajectory have been passed. If the thesis proposal or other mandatory elements of the thesis trajectory have not been passed or not been delivered in a timely manner, the Student may not proceed with the thesis trajectory and has to retake the trajectory the following Academic Year has to choose a new thesis topic and will be assigned a new coach.
2. In exceptional circumstances, the Examination Board may make an exception to the first paragraph.
3. 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 as announced by the programme in question, are eligible to submit a re-sit version for the deadline in August. 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 ten (10) working days 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. Written tests will be offered at least two (2) times. 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.
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 twenty (20) working days 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 derogation of paragraph 2 of this article, the thesis proposal and the thesis report must be assessed within ten (10) working days 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 commence.
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 the ongoing 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 or another platform as set out in the Course manual. 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 or another platform as set out in the Course manual 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

1. No exemptions for a Unit of study or Examination will be granted.
2. In derogation of paragraph 1 of this article, the career courses (Your Future Career, Personal Narrative, Building My Career) are the only Units of study for which MSc students can request an exemption.
3. No exemptions will be granted for a Unit of study if said Unit of study has a limited term of validity.
4. Exemptions granted will have the same term of validity as Examination results, and article 5.6 applies accordingly.
5. At a Student's request, and having heard the relevant Examiner, the Examination Board may grant the Student an exemption from participating in a Practical Exercise for the purpose of obtaining permission to take the Examination in question, with or without imposing substitute requirements.
6. No exemption will be granted for a Unit of study already passed.
7. An exemption once granted shall not be withdrawn.

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 Examination will be awarded the degree 'Master of Science' in the respective discipline.
2. The degree being conferred is recorded on the 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 – Honours certificate

If the honours programme referred to in Article 3.5 has been successfully completed, a separate Certificate stating this will be issued.

Article 6.5 - 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 26 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 pre-experience 2026-2027.

Annex 1

Programme-specific regulations: Intended Learning Outcomes, Curriculum overview and admission criteria per programme. This includes:

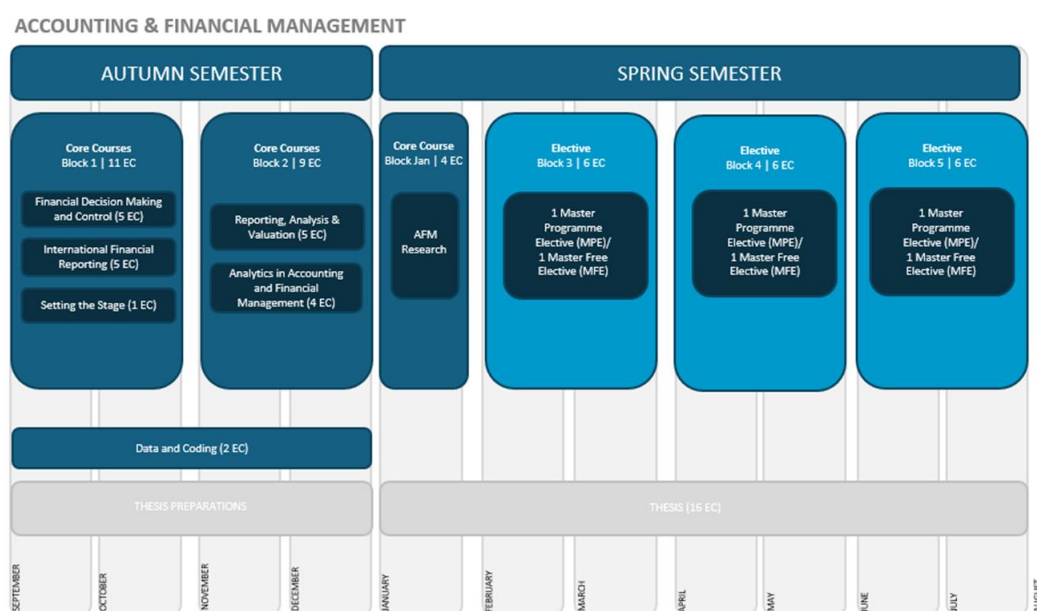
- 60644 Business Administration (Accounting & Financial Management programme (AFM), full time Master in Management programme (MiM) including Business Analytics & Management programme (BAM));
- 60453 Business Information Management (BIM);
- 60409 Finance & Investments (FI);
- 60456 Global Business & Sustainability (GBS);
- 60645 People, Organisations, and Change (POC, formerly Human Resource Management, HRM)2 ;
- 60458 Management of Innovation (MI) and Medical Business and Innovation (MBI);
- 60063 Marketing Management (MM);
- 60093 Supply Chain Management (SCM);
- 60455 Strategic Entrepreneurship (SE);
- 60066 Strategic Management (SM).

Accounting and Financial Management

Intended Learning Outcomes Accounting and Financial Management

Knowledge	Skills	Attitudes
1. Demonstrate core knowledge on the interaction between an organisation and its broader environment including stakeholders. 2. Demonstrate knowledge on economic and behavioural theory, analytical methods and core models of accounting and financial management	3. Generate a sustainable and coherent approach to solving complex accounting and financial management problems using qualitative and quantitative methods and understand the managerial implications. 4. Design and execute a complete research project autonomously; which includes defining a relevant research question in the current business context, formulating a research plan, reviewing relevant literature, collecting, processing and interpreting data; evaluating the findings and relating them to business. 5. Demonstrate responsibility in diverse teams to leverage the advantages of team diversity to bring projects forward. 6. Demonstrate effective skills in communicating with managers, regulators, external stakeholders and society.	7. Demonstrate critical reflection of your ethical responsibility as well as your influence, abilities, and limitations to instil these ethical values on others.

Curriculum Accounting and Financial Management



Admission criteria Accounting & Financial Management

The admission statement mentioned in article 2.1 can be obtained by students from outside the RSM who have obtained a bachelor's or undergraduate degree from a research university. A

minimum total of 20 EC in qualitative and quantitative research methods and statistics, of which at least 10 EC have to be in quantitative research methods or statistics, must have been part of the bachelor curriculum. Advanced courses in business administration including accounting and finance are highly recommended. The intake per September 2026 will be capped. Please check the programme specific admission pages on the RSM website for further details.

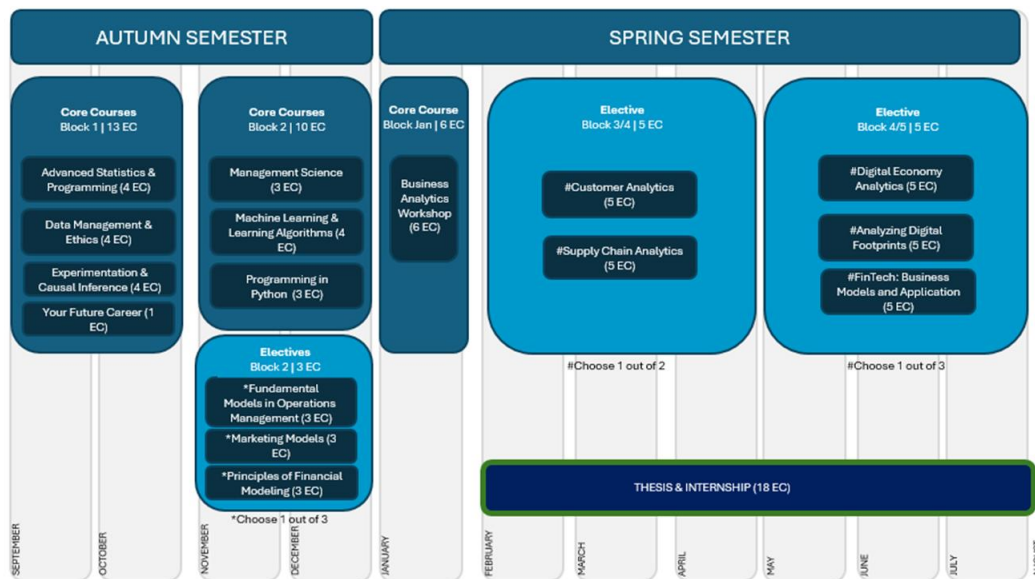
Business Analytics & Management

Intended Learning Outcomes Business Analytics & Management

Knowledge	Skills	Attitudes
1. Demonstrate core knowledge on the interaction between an organisation and its broader environment including stakeholders	3. Generate an effective and coherent approach to solving ill-defined business problems which have no standard solution and understand the managerial implications given the trade-off between appropriateness for the problem and practicality.	7. Demonstrate critical reflection of your ethical responsibility as well as your influence, abilities, and limitations to instil these ethical values on others
2. Demonstrate knowledge on analytical methods and core models of marketing, finance, operations, information systems and accounting	4. Implement advanced analytics solutions given time pressure, decision cycles, legal constraints, and ethical aspects of the context 5. Demonstrate responsibility in diverse teams to leverage the advantages of team diversity to bring projects forward 6. Demonstrate effective skills in communicating with different stakeholders	

Curriculum Business Analytics & Management

BUSINESS ANALYTICS & MANAGEMENT



Admission criteria Business Analytics & Management

The admission statement mentioned in article 2.1 can be obtained by students from outside the RSM who have obtained a bachelor's or undergraduate degree from a research university. A minimum total of 20 EC in qualitative and quantitative research methods and statistics, of which at least 10 EC have to be in quantitative research methods or statistics, must have been part of the bachelor curriculum. 10 EC in programming and 10 EC in business administration are highly recommended. The intake per September 2026 will be capped. Please check the programme specific admission pages on the RSM website for further details.

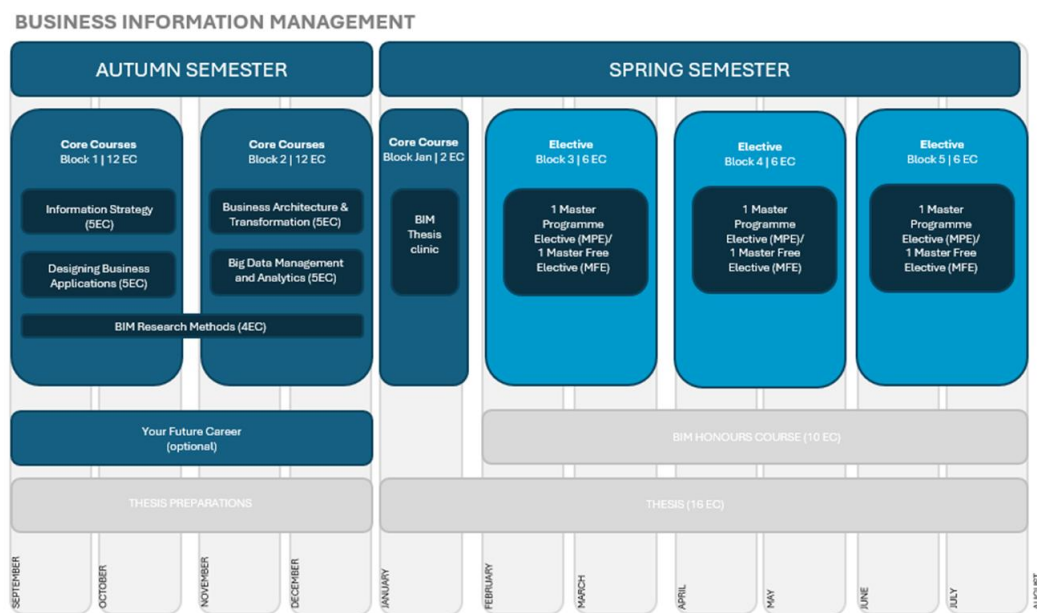
Business Information Management

Intended Learning Outcomes Business Information Management

ILO1	Students shall master the main methods of scientific research a. Identify research questions. b. Design research projects; c. Executive research projects; d. Report and interpret research findings.
ILO2	Students recognise and handle ethical and privacy issues in practice, research and decision-making in business information management. a. Consciously identify and handle ethical dilemmas and privacy issues; b. Outline strategies to address the issues; c. Ensure correct implementation.
ILO3	Students will master the key knowledge in information management. a. Analyse how it creates new business models and alter business practices; b. Identify enterprise architecture to ensure IT project systems; c. Identify and assess the prerequisites for business application development and implementation; d. Analyse structured and unstructured big data.

ILO4	Students connect and synthesize the technical and business world. - Create digital strategies for firms; - Outline critical components for digital transformations; - Use tools to support the analyses of business applications; - Go through the cycle of data science.
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Curriculum Business Information Management



Admission criteria Business Information Management

The admission statement mentioned in article 2.1 can be obtained by students from outside the RSM who have obtained a bachelor's or undergraduate degree from a research university. A minimum total of 20 EC in qualitative and quantitative research methods and statistics as well as a minimum of 40 EC in advanced courses in business administration including information management must have been part of the bachelor curriculum. The intake per September 2026 will be capped. Please check the programme specific admission pages on the RSM website for further details.

Finance & Investments

Intended Learning Outcomes Finance & Investments

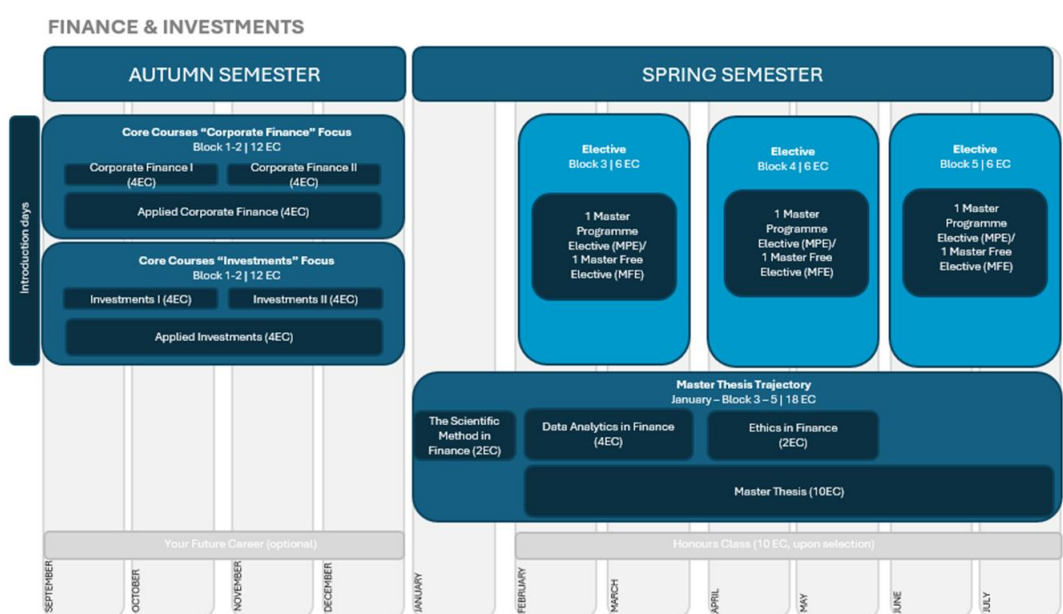
Knowledge	Skills	Attitudes
- Evaluate finance theories and models and formulate evidence-based implications for practice and policy. - Demonstrate knowledge of the financial system and analyze its societal role.	- Develop finance-based solutions in response to complex and uncertain real-world challenges, both old and new. - Formulate opinions analytically and effectively communicate them in both oral and written forms. - Develop the ability to work timely and effectively both independently and within teams.	Demonstrate intellectual curiosity, integrity, open and critical mindset, and take responsibility for own actions and self-improvement.

Curriculum Finance & Investments

The curriculum for MSc FI has been updated in 2025-2026, students who still need to complete components from the 'old' curriculum can find more information about transition rules on Canvas.

MSc Finance & Investments students have the option to complete a voluntary internship during teaching block 5. This must be confirmed during the Elective Registration Rounds. Please note that the internship does not carry any EC. Students must provide a valid internship contract or an official written statement from the company.

Students choosing this option may take two electives either in block 3 or in block 4. Please note that students must have passed all core courses without resit before they apply for an internship in block 5 (and therefore follow 2 electives concurrently in either block 3 or block 4).



Admission criteria Finance & Investments

The admission statement mentioned in article 2.1 can be obtained by students from outside the RSM who have obtained a bachelor's degree from a research university. A minimum total of 20 EC in qualitative and quantitative research methods and statistics as well as a minimum of 40 EC in advanced courses in business administration including finance must have been part of the bachelor curriculum. The intake per September 2026 will be capped. Please check the programme specific admission pages on the RSM website for further details.

Global Business and Sustainability

Intended Learning Outcomes

ILO 1: Construct innovative organizational strategies, interventions and business models, drawing from interdisciplinary approaches, that effectively help address complex sustainability challenges.

ILO 2: Critically evaluate diverse solutions to complex sustainability challenges to make reasoned, morally responsible decisions for courses of action that positively impact societal stakeholders and the environment.

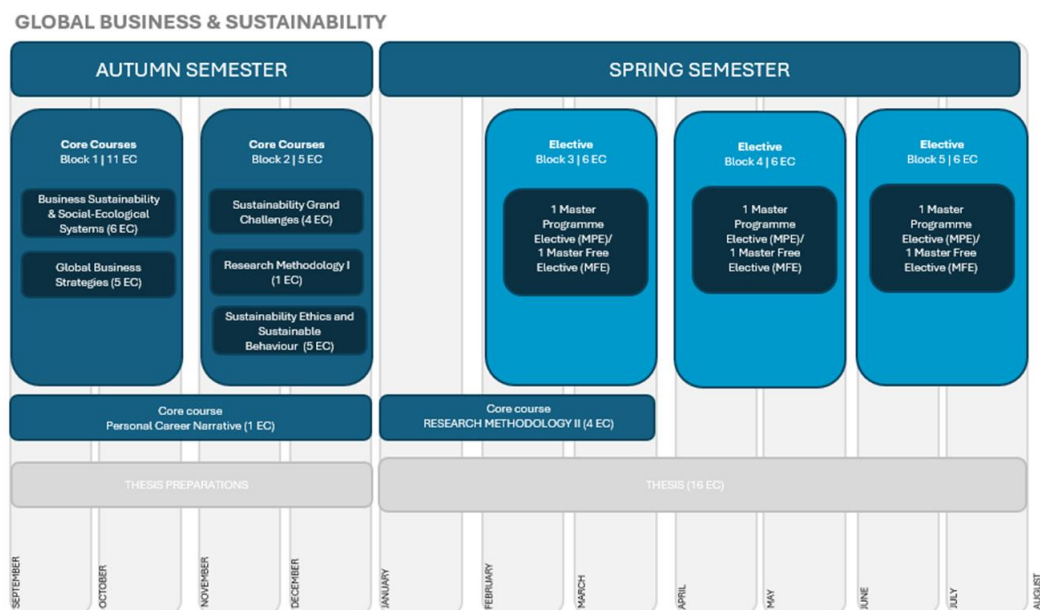
ILO 3: Design and conduct sound management research projects that apply evidence-based methods to address complex sustainability challenges.

ILO 4: Collaborate effectively in diverse teams, demonstrating creativity, a self-reflective attitude, and a positive outlook to collectively address sustainability dilemmas and achieve shared goals.

ILO 5: Communicate theory-based, practical organizational solutions to sustainability challenges clearly and persuasively, tailoring messages for varied professional audiences both orally and in writing.

ILO 6: Demonstrate self-regulated learning and autonomy by setting and achieving developmental milestones as part of a continual progression toward becoming a positive impact agent.

Curriculum Global Business and Sustainability



Admission criteria Global Business and Sustainability

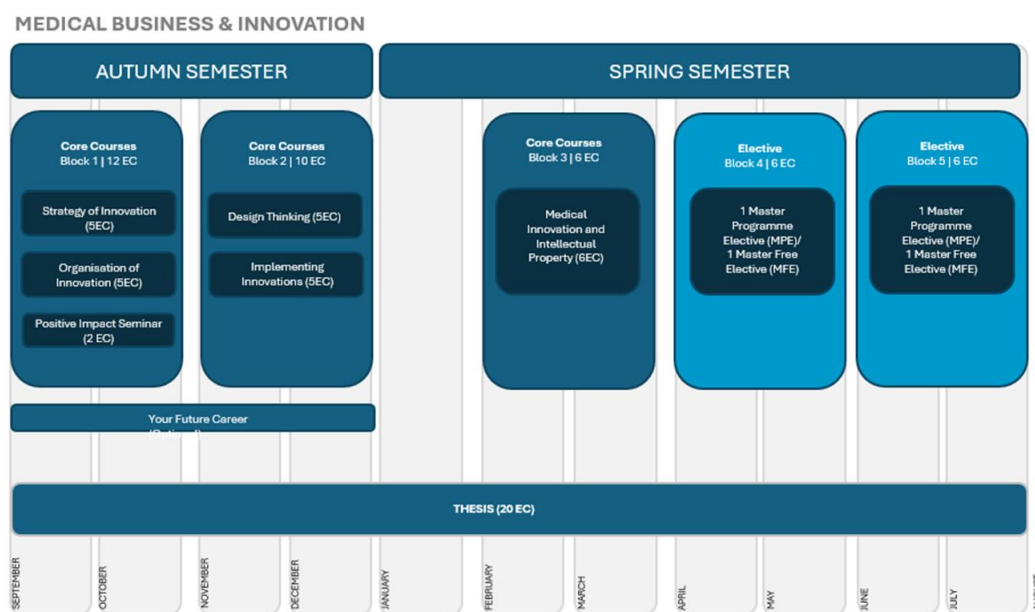
The admission statement mentioned in article 2.1 can be obtained by students from outside the RSM who have obtained a bachelor's or undergraduate degree from a research university. A minimum total of 20 EC in qualitative and quantitative research methods and statistics, a minimum of 40 EC in advanced courses of which at least 20 EC in organization studies, management or business administration. The remaining 20 EC may contain courses in social sustainability, social justice, ethics, human rights, ecological sustainability or business administration. The intake per September 2026 will be capped. Please check the programme specific admission pages on the RSM website for further details.

Specialisation Medical Business & Innovation

Intended Learning outcomes Specialisation Medical Business & Innovation

- ILO 1: Graduates create and capture value through collaborative initiatives that foster and sustain a culture of innovation.
- ILO 2: Graduates foster positive impact in society while upholding ethical awareness and integrity.
- ILO 3: Graduates critically analyze complex situations, identify improvement opportunities, and make evidence-based decisions that support problem solving and continuous improvement
- ILO 4: Graduates communicate their ideas, solutions and visions effectively to inspire and lead diverse set of stakeholders to create positive change.
- ILO 5: Graduates participate of collaborative efforts in which knowledge exchange, diverse perspectives, and feedback mechanisms are central to achieving goals and continuous improvement.

Curriculum Specialisation Medical Business & Innovation



Admission criteria Specialisation Medical Business & Innovation

The admission statement mentioned in article 2.1 can be obtained by students from outside the RSM who have obtained a bachelor's or undergraduate degree from a research university. A minimum total of 20 EC in qualitative and quantitative research methods and statistics as well as a minimum of 40 EC in advanced courses in business administration OR a Bachelor of Science degree from a research university in a health care or life sciences field combined with a minimum of 15 EC in business administration courses must have been part of the bachelor curriculum

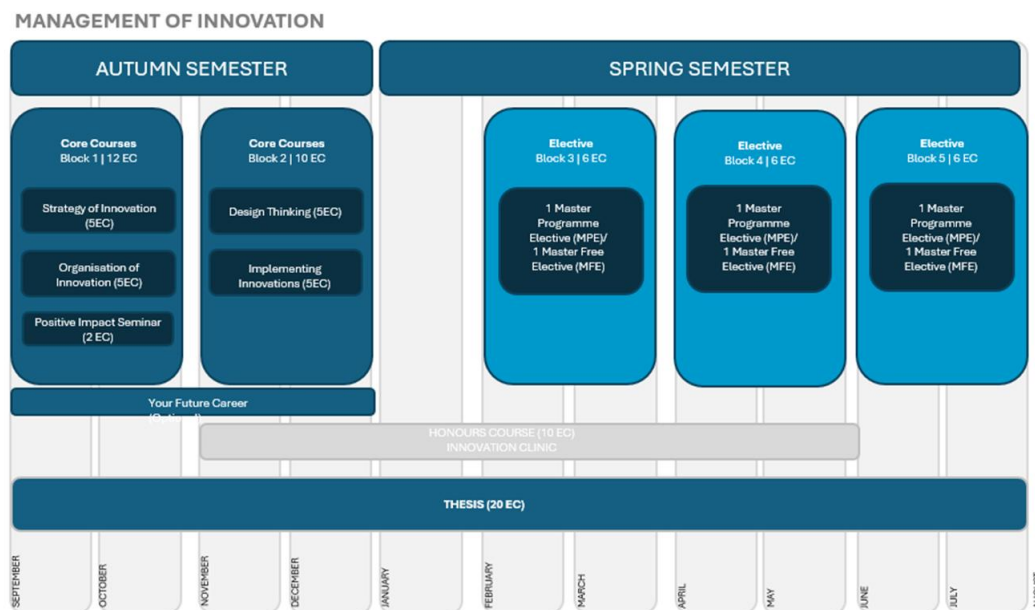
Management of Innovation

Intended Learning outcomes Management of Innovation

- ILO 1: Graduates create and capture value through collaborative initiatives that foster and sustain a culture of innovation.

- ILO 2: Graduates foster positive impact in society while upholding ethical awareness and integrity.
- ILO 3: Graduates critically analyze complex situations, identify improvement opportunities, and make evidence-based decisions that support problem solving and continuous improvement
- ILO 4: Graduates communicate their ideas, solutions and visions effectively to inspire and lead diverse set of stakeholders to create positive change.
- ILO 5: Graduates participate of collaborative efforts in which knowledge exchange, diverse perspectives, and feedback mechanisms are central to achieving goals and continuous improvement.

Curriculum Management of Innovation



Admission criteria Management of Innovation

The admission statement mentioned in article 2.1 can be obtained by students from outside the RSM who have obtained a bachelor's or undergraduate degree from a research university. A minimum total of 20 EC in qualitative and quantitative research methods and statistics as well as a minimum of 40 EC in advanced courses in business administration OR a Bachelor of Science degree from a research university in an engineering field combined with a minimum of 20 EC in business administration courses must have been part of the bachelor curriculum.

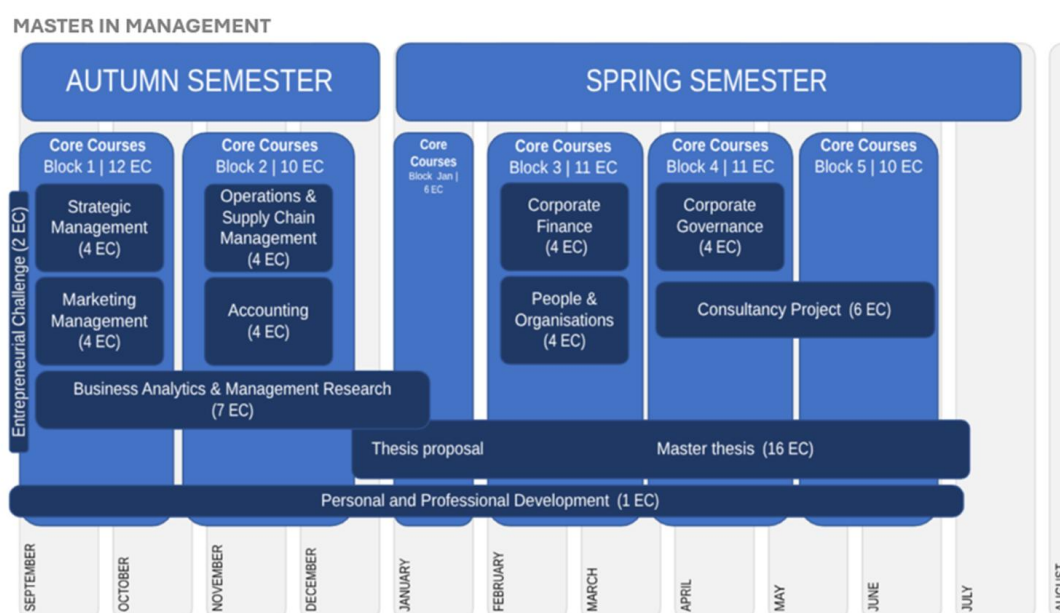
Master in Management

Intended Learning Outcomes Master in Management

Knowledge	Skills	Attitudes
1. Demonstrate core knowledge on the interaction between an organisation and its broader environment including stakeholders 2. Demonstrate knowledge on internal (work) processes and functions	3. Generate a sustainable and coherent approach to solving ill-defined business problems which have no standard solution and understand the managerial implications 4. Design and execute a complete research project autonomously; which includes defining a relevant research question in the current business context, formulating a research plan, reviewing relevant literature, collecting, processing and interpreting data; evaluating the findings and relating them to business 5. Demonstrate responsibility in diverse teams to leverage the advantages of team diversity to bring projects forward 6. Demonstrate effective skills in communicating with different stakeholders	7. Demonstrate critical reflection of your ethical responsibility in managerial decision-making and problem-solving

Curriculum Master in Management

The curriculum for MScBA MiM has been updated in 2025-2026. Students who still need to complete components from the 'old' curriculum can find more information about transition rules on [Canvas](#).



Admission criteria Master in Management

The admission statement mentioned in article 2.1 can be obtained by students from outside the RSM who have obtained a bachelor's or undergraduate degree from a research university. A minimum total

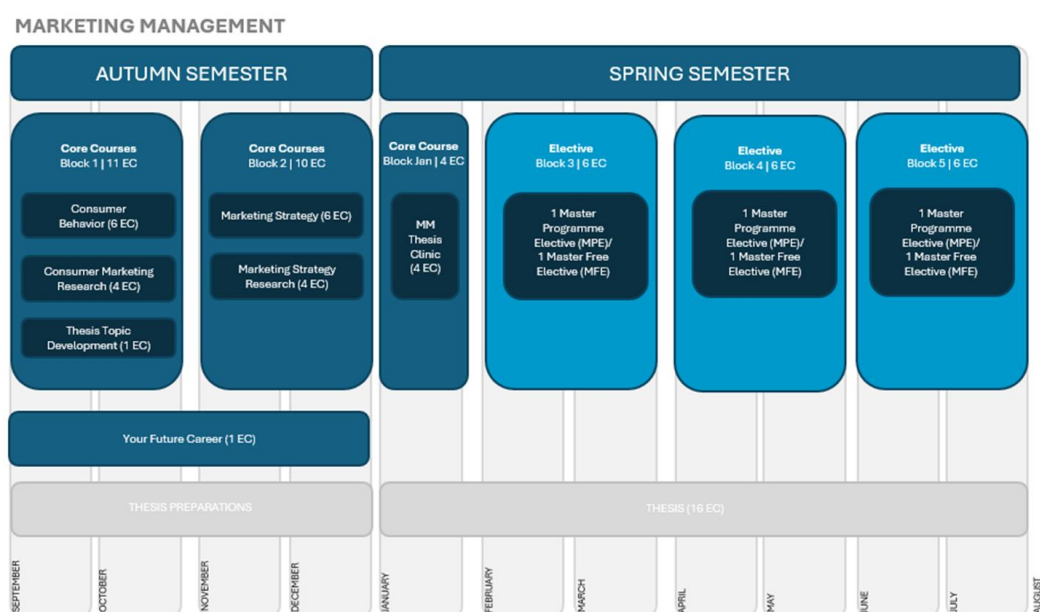
of 20 EC in qualitative and quantitative research methods and statistics must have been part of the bachelor curriculum. The intake per September 2026 will be capped. Please check the programme specific admission pages on the RSM website for further details.

Marketing Management

Intended Learning Outcomes Marketing Management

Role	Knowledge	Skills	Attitudes
Researcher (EXPLORING academic, economic, environmental, or social value)	1. Remember, understand and use scientific marketing research methods, data collection, and data analysis.	3. Analyse empirical data, evaluate the quality and relevance of evidence, and develop marketing research to explore value.	6. Analyse the value of challenging the status quo in an ethical and evidence-based manner.
Manager (CREATING value for consumers, businesses, society, academics...)	2. Remember, understand and use the frameworks involving strategic and tactical aspects of marketing management that affect various stakeholders.	4. Translate marketing knowledge into sustainable value by analysing, evaluating and creating solutions for complex problems.	7. Evaluate one's responsibility towards various stakeholders.
Communicator (COMMUNICATING value)		5. Construct, defend and criticize information effectively and persuasively	

Curriculum Marketing Management



Admission criteria Marketing Management

The admission statement mentioned in article 3.1 can be obtained by students from outside the RSM who have obtained a bachelor's or undergraduate degree from a research university. A minimum total of 20 EC in qualitative and quantitative research methods and statistics as well as a minimum of 40

EC in advanced courses in business administration and marketing OR business communications and Marketing must have been part of the bachelor curriculum. The intake per September 2025 will be capped. Please check the programme specific admission pages on the RSM website for further details.

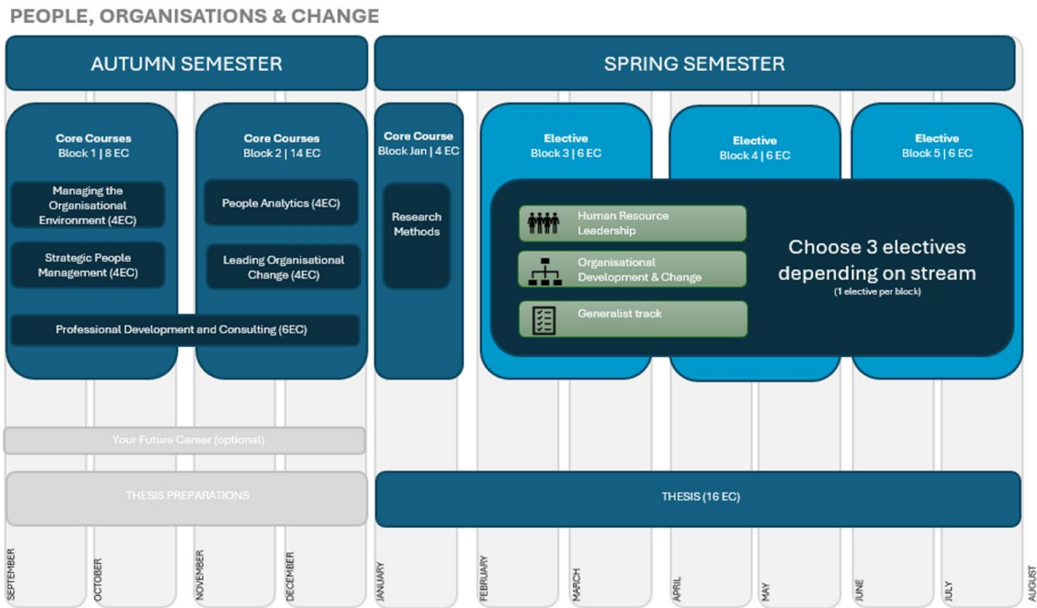
People, Organisations & Change

Intended Learning Outcomes People, Organisations & Change

Knowledge	Skills	Attitudes
1. Critically evaluate the role and impact of individuals, leaders, and structures on organisational effectiveness 2. Develop context- and people-sensitive solutions to organisational challenges 3. Initiate and manage people dynamics for sustainable personal and/or organisational development 4. Analyse people and change management from behavioural, cognitive, political, social and organisational perspectives	5. Reflect on one's own leadership capacity, strengths and areas for personal growth and development 6. Demonstrate managerial and leadership, and academic skills (including decision making, organisational design, teamwork, effective communication, managing diversity, and influencing and developing others, and interpreting and executing academic research) 7. Analyse information using critical thinking to drive people-related organisational decision-making	8. Appreciate the importance of being a people-oriented responsible and ethical leader, manager, or consultant 9. Demonstrate an open and inquisitive attitude alongside a critical evidence-based mindset 10. Evaluate the importance of balancing the needs of various stakeholders in processes of people management, and/or change and organisational development

The programme "M Organisational Change & Consulting (OCC, 60457)" and the programme "M Human Resource Management (HRM, 60645)" were amalgamated into a single new programme with the title "M People, Organisations & Change (POC) (ref nr 60645)". This amalgamation and name change procedure was approved by the accreditation body (NVAO) and registered in the nation register for degree programmes (DUO).

Curriculum People, Organisations & Change



Admission criteria People, Organisations & Change

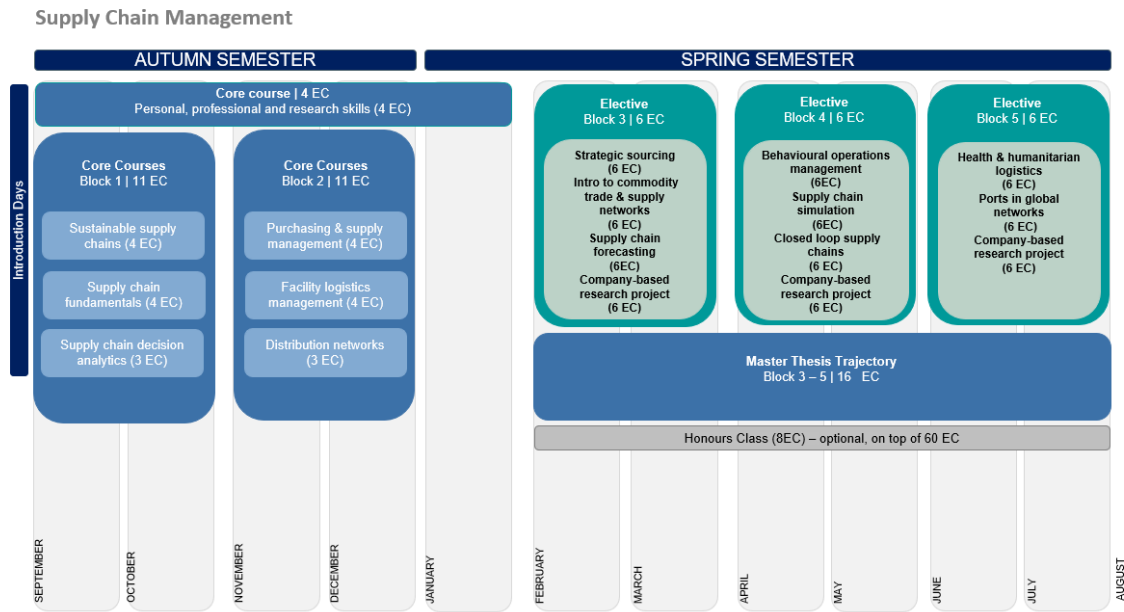
The admission statement mentioned in article 2.1 can be obtained by students from outside RSM who have obtained a bachelor's or undergraduate degree from a research university. A minimum total of 20 EC in qualitative and quantitative research methods and statistics as well as a minimum of 40 EC in advanced courses in business administration including organizational theory & behaviour and/or industrial and organizational psychology and/or social psychology must have been part of the bachelor curriculum.

Supply Chain Management

Intended Learning Outcomes Supply Chain Management

Knowledge	Skills	Attitudes
1. Students can explain the most important theories, models, and concepts in Supply Chain Management. 2. Students can select and apply the most appropriate theories, models, and concepts to analyse and design supply chains from an economic, social, and environmental perspective.	3. Students can effectively use software tools to support complex supply chain management decisions. 4. Students can independently design, execute and report on scientific research into the diagnosis, the (re)design, and/or evaluation of current supply chain management practices. 5. Students can formulate clear conclusions and recommendations based on research that is supported by empirical data and sound argumentation. 6. Students can effectively communicate both verbally and in writing with people and groups of a diverse nature. 7. Students can generate judgements on the basis of (at times) incomplete, inaccurate or uncertain information and are able to defend their assumptions with sound arguments.	8. Students know their own limitations and are proactive in acquiring the required knowledge and skills to deal with complex real-world supply chain challenges. 9. Students practice research integrity and responsible leadership to serve the long-term goals of society.

Curriculum Supply Chain Management



Admission criteria Supply Chain Management

The admission statement mentioned in article 2.1 can be obtained by students from outside the RSM who have obtained a bachelor's or undergraduate degree from a research university. A minimum total of 20 EC in qualitative and quantitative research methods and statistics as well as a minimum of 40 EC in advanced courses in business administration of which at least 6 EC in the area of operations management, logistics and/or supply chain must have been part of the bachelor curriculum. The intake per September 2026 will be capped. Please check the programme specific admission pages on the RSM website for further details.

Strategic Entrepreneurship

Intended Learning Outcomes

1. Cultivate a resilient, growth-oriented mindset to drive continuous learning and entrepreneurial success.
2. Apply foundational and new strategic entrepreneurship theories to complex business and societal challenges.
3. Formulate research questions based on strategic entrepreneurship knowledge to generate actionable learning outcomes
4. Design business solutions by integrating state-of-the-art multidisciplinary tools and skills to create positive economic, social, and environmental impact.
5. Make informed decisions under various degrees of uncertainty, while considering social and ethical responsibilities.
6. Communicate entrepreneurial insights effectively to diverse stakeholders across various social and professional contexts.
7. Engage in creative, viable, and impact-driven actions to become agents for positive change.

The courses are arranged in a sequential order, building on the knowledge gained in the preceding courses.



The admission statement mentioned in article 2.1 can be obtained by students from outside the RSM who have obtained a bachelor's or undergraduate degree from a research university. A minimum total of 20 EC in qualitative and quantitative research methods and statistics as well as a minimum of 20 EC in advanced courses in business administration such as accounting, finance, marketing, human resource management, operations, innovation management, entrepreneurship, strategy, supply chain management, micro or macroeconomics must have been part of the bachelor curriculum. The intake per September 2026 will be capped. Please check the programme specific admission pages on the RSM website for further details.

Intended Learning Outcomes Strategic Management

1. Demonstrated advanced knowledge and critical understanding of strategic management, which provides a foundation for original thinking in the development and application of ideas, particularly in research or professional practice contexts.
2. Can apply their strategic management knowledge and understanding, and problem-solving abilities in new or unfamiliar environments within broader societal and transdisciplinary contexts related to strategic management, both independently and in collaboration with relevant stakeholders
3. Can integrate strategic management knowledge and handle complexity, and formulate judgments about strategic management with incomplete or limited information, but that include reflecting on social and ethical responsibilities linked to the application of their knowledge and judgments
4. Can communicate their conclusions about strategic management problems and corresponding solutions, and the knowledge and rationale underpinning these, to specialist and non-specialist audiences clearly and unambiguously
5. Have the learning skills to allow them to continue to study strategic management in a manner that may be largely self-directed or autonomous

Annex 2: pre-master's programmes

I. Two pre-master programmes

Rotterdam School of Management, Erasmus University (RSM) offers 2 pre-master programmes for students of a university of applied sciences (UAS) or students of a research university who have deficiencies in the area of statistics and/or research methods:

1. a **one-year English-taught online** pre-master programme
2. a **one-year Dutch-taught** pre-master programme

The pre-master programmes (30 EC) must be completed within two consecutive years at the most. No extra exam opportunities will be offered in addition to the examination schedule, unless the Examination Board decides otherwise on the basis of article 4.1 paragraph 9. Further information is available on the RSM-website www.rsm.nl/pre-master.

After successful completion of the pre-master programme, students are eligible for one of RSM's one-year pre-experience master's degree programmes as indicated in the admissions statement. Eligibility for specific MSc programmes after completion of the pre-master programme is determined by the content of the bachelor programme. The options open to each applicant will be indicated in the admissions statement. Some MSc programmes have formal caps and will close once a programme reached a certain number of submitted applications. Students are informed about these caps and are invited to apply early. Note, pre-master students must register themselves for the MSc programme according to the application deadlines.

Students may also apply for the 1 ½ year Master of Science in International Management/CEMS (MScIM/CEMS), but that master programme has additional selection criteria and a maximum intake . Further information is available on the RSM-website www.rsm.nl/cems.

Successful completion of the pre-master programme does not result in a bachelor diploma or other certificate, but gives a 'proof of eligibility' to (some of) the RSM's pre-experience master's degree programmes, which must be redeemed within one year.

Grades and credits earned are applicable for admission to master's degrees at RSM, provided that the admission criteria for the desired master's degrees remain unchanged or the content of the pre-master's program remains consistent. In the event of any alterations to the pre-master's curriculum or the content-related prerequisites of the master's programmes, RSM reserves the right to refuse access to the master's degrees if the pre-master's results are more than two years old.

II. Intended Learning Outcomes, curriculum overview and study load per pre-master programm

The pre-master programmes have a study load of 30 EC. Both the online English and Dutch Pre-master programmes have the same intended learning outcomes and curriculum modules:

Intended Learning Outcomes

1. Compare and demonstrate the relevance of various scientific and methodological approaches, driven by epistemological and ontological perspectives.
2. Demonstrate understanding of various statistical techniques, and how they can be applied with different types of data.
3. Apply quantitative methods to find solutions to various problems, both practical and academic.

4. Demonstrate how different qualitative methods are used to collect and analyze data.
5. Compare and use various quantitative and/or qualitative tools and methods that aid academic research and managerial decision making.
6. Design and execute a research project, which includes defining a relevant research question, reviewing relevant literature, setting up an appropriate methodology, collecting, processing and interpreting data, and evaluating the findings.
7. Demonstrate skills in effectively communicating research approaches and outcomes.

Curriculum

	Najaar/fall		Voorjaar/spring		
	Block 1 Sep - Oct	Block 2 Oct - Dec	Block 3 Jan - Mar	Block 4 Mar - Apr	Block 5 May - Jun
NL Premaster in Management	Statistiek (4)		Spreadsheet Modelling (3)	Besliskunde (4)	Premaster Project (7,5)
	Wetenschaps filosofie (3)	Onderzoeks-training I (3)	Onderzoeks-training II (3)	Onderzoeks-training III (2,5)	
Online English Modular Premaster in Management	Statistics (4)		Spreadsheet Modelling (3)	Quantitative Decision Making(4)	
	Philosophy of Science (3)	Research Training I (3)	Research Training II (3)	Research Training III (2,5)	Premaster Project (7,5)

Compensation between curriculum modules is not possible. Regarding assessment and grading of the curriculum modules, the [examination regulations](#) (Teaching and Examination Regulations as well as the Rules & Guidelines) of RSM's BSc degree programmes are applicable by analogy.

III. Admission and selection criteria pre-master programme

1. The pre-master programmes have a selective admission process. Selection is based on prior education and academic performance. The criteria for selection are:
 - a. Successful completion of an eligible English-taught bachelor's degree programme that is (comparable to those) offered by a University of Applied Sciences (UAS), or
 - b. Successful completion of an eligible bachelor's degree programme that is (comparable to those) offered by a University of Applied Sciences, including demonstrated proficiency in English, as proven by:
 - Proficiency in English to be proven by:
 - IELTS test: minimum overall score of 7.0 including a 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 95 and 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](#)
- [LanguageCert 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 at C1](#) ([C1](#) including C1 for all sub scores) [level](#) 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 and 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).

Students intending to enrol in the Dutch-taught part-time MScBA Master in Management after completing the pre-master programme are exempt from the English language requirement. However, they will only be eligible for admission to this specific programme.

2. Applicants who obtain a bachelor's degree from a University of Applied Sciences (UAS) in the Netherlands must have a grade point average (GPA) of at least 7.3 upon completion of the bachelor's degree or before the programme reaches maximum capacity, whichever occurs first. The GPA will be calculated based on the last three years of the bachelor's degree, unless including first-year grades benefits the applicant. When students obtain an HBO bachelor's degree with a total duration of three study years (fast-track), the grade point average is calculated based on the three study years. The required grade point average (GPA) needs to be reached upon completion of the bachelor's degree or before the programme reaches capacity, whichever occurs first. The GPA will be calculated based on the grades listed on the transcript at the time of application and admission. It is not possible to compensate for an insufficient grade point average with (standardized) test results. If personal circumstances have demonstrably influenced the obtained grade point average, an exception to the minimum required GPA of 7.3 may be made, provided that the obtained GPA is at least 7.1. These personal circumstances must be confirmed by the study advisor of the prior education.

3. Applicants who obtain a bachelor's degree from a Research University in the Netherlands must have a Grade Point Average (GPA) of the entire bachelor's degree of at least 7.0 upon completion of the degree or before the programme reaches maximum capacity, whichever occurs first. The GPA will be calculated based on the grades listed on the transcript at the time of application and admission. It is not possible to compensate for an insufficient grade point average with (standardized) test results. 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.

4. Applicants who obtain a bachelor's degree outside the Netherlands must submit the results of 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.

The pre-master programmes have a limited capacity. The maximum number of students selected for the English-taught pre-master programme starting in September 2026 is 190. The maximum number of students selected for the Dutch-taught part-time pre-master programme starting in September 2026 is 150.

The (additional) admission criteria for the Academic Year 2026–2027 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.

Annex 3: Dual Master's Degree in Management (Dual Degree): Rotterdam School of Management, Erasmus University, with Bocconi University, ESADE, and University of St. Gallen

General

Together, Rotterdam School of Management, Erasmus University and Bocconi University (UB), ESADE, and University of St. Gallen (HSG) offer the Dual Master's Degree in Management (Dual Degree) programme. Students in this programme obtain two degrees in two years:

2) One of the following one-year MSc degrees at RSM:

- a. MSc BA Master in Management (MiM)
- b. MSc BA Accounting and Financial Management (AFM)
- c. MSc BA Business Analytics and Management (BAM)
- d. MSc Business Information Management (BIM)
- e. MSc Finance & Investments (FI)
- f. MSc Global Business & Sustainability (GBS)
- g. MSc Management of Innovation (MI)
- h. MSc MI Medical Business & Innovation (MBI)
- i. MSc Marketing Management (MM)
- j. MSc People, Organisations & Change (POC)
- k. MSc Strategic Entrepreneurship (SE)
- l. MSc Strategic Management (SM)
- m. MSc Supply Chain Management (SCM)

2) And one of the following degrees at the indicated Dual Degree partner university¹¹:

a. UB:

- i. MSc Accounting and Financial Management
- ii. MSc Economics and Management of Innovation and Technology
- iii. MSc Finance
- iv. MSc International Management Concentrations
- v. MSc Marketing Management

b. ESADE

- i. MSc Business Analytics
- ii. MSc Finance
- iii. MSc Innovation & Entrepreneurship
- iv. MSc International Management
- v. MSc Marketing Management

c. HSG

- i. MA Accounting and Finance (MACFin) [taught in English or German]
- ii. MA Banking and Finance (MBF)
- iii. MA Business Innovation (MBI) [taught in German]
- iv. MA Economics (MEcon) [taught in English or German]
- v. MA General Management (MGM) [taught in English and German]
- vi. MA Marketing Management (MiMM) [taught in English or German]
- vii. MA Quantitative Economics and Finance (MiQE/F)
- viii. MA Strategy and International Management (SIM)

1. Programme lay-out

2) *Outgoing students*

- a. Outgoing students begin by applying and being admitted to, and pursuing a one-year MSc programme at RSM as a stand-alone programme.
- b. Students apply for Dual Degree during the RSM MSc programme and, if selected by RSM, subsequently pursue their selected partner programme in the following academic year.
- c. Total programme duration (i.e. the combination of the MSc programme at RSM and the programme at the partner university) is two years for outgoing Dual Degree students, i.e. one year of study at RSM and one year of study mobility to the partner university.

2) *Incoming students*

- a. Incoming students begin by being admitted to pursuing an MSc programme at one of the three Dual Degree partner universities.
- b. Students apply for Dual Degree via their home university and, if selected by the home university, are nominated to RSM to subsequently pursue one of RSM's one-year MSc programmes in the following academic year.
- c. Total programme duration is in part determined by the requirements of the student's home university, with specifically one year of study mobility to RSM.

2. Application, admission requirements

- 4) Outgoing students must minimally meet the following criteria to be eligible for selection to Dual Degree:
 - a. Students must have already met all per-programme criteria for admission to one of RSM's one-year MSc programmes, and specifically in the case of Dual Degree:
 - i. A bachelor GPA equivalent to at least 7/10 on the Dutch scale
 - ii. Or a minimum GMAT score of 565 of the Focus Edition or 600 of the 10th Edition
 - b. Language proficiency at the following indicated levels:
 - i. UB: Italian A2 (written and oral)
 - ii. ESADE: Spanish A2 (written and oral)
 - iii. HSG
 - 1. English-taught programmes: German B1 (written and oral)
 - 2. German-taught programmes: German C1 (written and oral)
 - c. Strong academic and professional motivation for pursuing Dual Degree as evidenced by a written motivation statement as part of the Dual Degree application (this motivation must also be elaborated on during a selection interview, should a student be invited to attend a selection interview)
- 4) Additional per-partner requirements:
 - a. UB:
 - i. No holders of Italian bachelor degrees may be selected by RSM to UB through Dual Degree
 - ii. Outgoing students from RSM of the MBI programme are not eligible for participation in Dual Degree to UB
 - b. ESADE:
 - i. No holders of Spanish citizenship may be selected by RSM to ESADE through Dual Degree
 - ii. In derogation to 1ai. above, a bachelor GPA equivalent to at least 8/10 on the Dutch scale is required for eligibility to ESADE through Dual Degree
 - c. HSG:
 - i. No holders of HSG bachelor degrees may be selected by RSM to HSG through Dual Degree

- ii. No holders of Swiss citizenship may be selected by RSM to HSG through Dual Degree
- iii. Non-business bachelor degree holders must have completed at least 40 EC in core business courses at the bachelor level
- 4) Additional per-programme requirements: in addition to the above requirements by RSM and the above per-partner requirements, the following requirements apply:
 - a. ESADE
 - i. Business Analytics: bachelor in Business Administration or degrees related to management (finance, economics, global commerce, etc.), or scientific or technological backgrounds (medicine, mathematics, physics, biology, pharmacy, chemistry or engineering)
 - ii. Finance: Candidates must have completed coursework in the following subject areas at the bachelor level: basic statistics and economics; financial mathematics; basic corporate finance and portfolio theory
 - b. HSG
 - i. Banking & Finance (MBF): candidates to the Banking & Finance (MBF) programme must meet course prerequisites as indicated on the [Banking & Finance \(MBF\) programme page on the HSG website](#).
 - ii. Economics (MEcon): Candidates to the Economics (MEcon) programme must meet course prerequisites as indicated on the [Economics \(MEcon\) programme page on the HSG website](#).
 - iii. Strategy & International Management (SIM): students who are holders of German or Austrian nationality, or German native speakers are not eligible for application to the SIM programme through Dual Degree.
- 4) Incoming students: incoming student selection is conducted by the respective partner institution on RSM's behalf according to the agreement/MOU between RSM and the partner institution.

3. Application deadline

- 2) Outgoing students: the application deadline for Dual Degree selection for outgoing students is 31 January in a given calendar year for selection to a Dual Degree partner programme to begin in the same calendar year.
- 2) Incoming students: application deadlines are determined and administered by the respective partner institution according to the agreement/MOU between RSM and the partner institution.

4. Tuition/enrolment

- 1) Outgoing students:
 - a. Outgoing students enrol in the first instance in Studielink in the specific RSM MSc programme for the academic year in which they are pursuing studies for their RSM MSc programme.
 - b. Outgoing students re-enrol in Studielink for the same RSM MSc programme during the period of their mobility to the partner institution.
 - c. Outgoing students do not pay tuition fees to the partner institution, however they may be required to pay a graduation fee at the partner's discretion.
- 1) Incoming students:
 - a. Incoming students are enrolled during their studies at RSM by MSc Programme Management under a non-degree enrolment, which excludes the obligation to pay

tuition to RSM/EUR (incoming students continue to pay tuition to their partner institution of origin).

- b. Incoming students are required to pay a one-time tuition fee amount at the time of their graduation from RSM. Once all requirements have been met as outlined below under 7b., MSc Programme Management arranges for the creation of a temporary degree enrolment for the student's specific MSc programme. This temporary enrolment requires a payment of two months' university tuition at the statutory tariff for the given academic year in which the student's graduation is processed.

5. Dual Degree variant of study programme (outgoing students)

Upon selection to the Dual Degree programme and upon confirmation of acceptance of the allocated place in the programme, MSc Programme Management institutes an administrative procedure that connects outgoing Dual Degree students to a Dual Degree variant of their RSM MSc study programme. This adjustment is made in order to prevent premature graduation from RSM on the basis of active degree issuance, and therefore to ensure that outgoing students continue to be able to benefit from subsidized tuition at the statutory tariff during the period of their mobility to the partner institution as stipulated under 51)b, and generally to facilitate completion of the partner programme curriculum.

- a. For the following programmes:
 - a. MSc BA Accounting and Financial Management (AFM)
 - b. MSc Business Information Management (BIM)
 - c. MSc Finance & Investments (FI)
 - d. MSc Global Business & Sustainability (GBS)
 - e. MSc Management of Innovation (MI)
 - f. MSc MI Medical Business & Innovation (MBI)
 - g. MSc Marketing Management (MM)
 - h. MSc People, Organisations & Change (POC)
 - i. MSc Strategic Entrepreneurship (SE)
 - j. MSc Strategic Management (SM)
 - k. MSc Supply Chain Management (SCM)

The master free elective (MFE) requirement is replaced with the DM2 elective requirement in the Dual Degree programme variant. The DM2 elective requirement must be worth at least 6 EC and may only be fulfilled with a course taken during the Dual Degree partner programme that is subsequently converted for pass/fail credit to the RSM curriculum as course from an external institution.

- b. For the following programmes:
 - a. MSc BA Master in Management (MiM)
 - b. MSc BA Business Analytics and Management (BAM)

A DM2 elective requirement is added in the Dual Degree programme variant. The DM2 elective requirement does not have a minimum EC value, however it must be fulfilled with a course taken during the Dual Degree partner programme that is subsequently converted for pass/fail credit to the RSM curriculum as course from an external institution.

6. Conversion of UB course toward Master Free Elective requirement (incoming students)

According to the agreement between RSM and UB, incoming Dual Degree students are permitted to convert one course of their choosing from their UB degree programme to their RSM degree programme's master free elective (MFE) requirement. This rule counts exclusively toward the MFE

requirement, and specifically excludes the master programme elective (MPE) requirement, as well as the core course requirements for a given RSM master programme.

Students must submit their course conversion to RSM's Examination Board via their online request portal. The selected course must be worth at least 6 EC and must not duplicate any course taken at RSM. A transcript containing evidence of completion of the course to be converted must be included in the request.

7. Graduation

- a. Outgoing students:
 - a. Students must meet all curricular requirements of the RSM MSc programme, including the DM2 elective requirement, in order to graduate from RSM. Once all requirements have been met, students graduate from RSM automatically according to active degree issuance.
 - b. DM2 elective conversion is implemented on the basis of a request submitted by the student via Osiris Case upon completion of the Dual Degree partner programme.
- b. Incoming students
 - a. Students must meet all curricular requirements of the RSM MSc programme in order to graduate from RSM.
- i. Thesis defence: the following agreements have been established between RSM and the Dual Degree partners regarding the thesis defence requirement at RSM:
 - 1. UB: Students from UB are not required to defend their thesis at RSM and may duly receive a final RSM thesis grade on the basis of the submitted thesis alone. An incoming UB student should be permitted to defend at RSM if they so choose, in agreement with the thesis committee; however a lack of a thesis defence shall not have bearing on the student's final thesis grade.
 - 2. ESADE: Students from ESADE are required to participate in thesis defence at RSM, as required by ESADE.
 - 3. HSG: Students from HSG are not required to defend their thesis at RSM and may duly receive a final RSM thesis grade on the basis of the submitted thesis alone. An incoming HSG should be permitted to defend at RSM if they so choose, in agreement with the thesis committee; however a lack of a thesis defence shall not have bearing on the student's final thesis grade.
- b. Students must have completed all requirements of the degree programme of their institution of origin and sufficient evidence to that effect must be provided to MSc Programme Management.
- c. Once the above criteria are met, MSc Programme Management administers creation of the temporary degree enrolment for creation of the diploma and official graduation from RSM.

^[1] Partner programmes are taught in English, unless otherwise indicated

Annex 4 – 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.