



Education & Examination Regulations

MaastrichtMBA – 2023/2024



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impact together*

PROFESSIONAL - DEVELOPMENT

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INTRODUCTION

These are the MaastrichtMBA Education and Examination Regulations (MBA-EER) 2023/2024 for the On-Campus MBA and the Online MBA study programme at the School of Business and Economics (SBE) of Maastricht University (UM), as required by Article 7.13 of the Dutch Higher Education and Research Act (WHW). This programme is provided by the Maastricht University's SBE faculty.

The Education and Examination Regulations 2023/2024 meet the standards laid down in sections 2 and 3 of the aforesaid Article, as well as other standards required by law. These regulations have been approved and adopted for the academic year 2023/2024 by the SBE Board, after advice from the Board of Examiners. The Education and Examination Regulations are published on the Intranet (explained in the definition of terms of this MBA-EER).

Adoption

These Education and Examination Regulations will take effect to those students who start the MaastrichtMBA programme in the academic year 2023/2024 for the first time.

Definition of Terms

For the purpose of these Master Education and Examination Regulations, the following terms are defined as:

Academic year: the period from 1 September up to and including 31 August of the following calendar year.

(The) Act (or the abbreviation WHW): the Dutch Higher Education and Scientific Research Act (Wet op het Hoger Onderwijs en Wetenschappelijk Onderzoek, Stb. 1992, 593).

Attendance: can be a partial requirement of an educational unit: the minimum number of lectures and/or tutorials a student must attend if and as stated in the syllabus and which can be a condition to pass the educational unit.

Business Consulting Project (BCP): an independently and individually written essay on a graduate academic level that addresses and investigates a business or management problem, as approved of by the supervisor.

Board of Admissions: the board responsible for the assessment of admissibility of prospective students to a study programme.

Board of Examiners: the examination board referred to in Articles 7.12, 7.12a and 7.12b of the Act/WHW.

Certificate: the official document that will be issued once the student has fulfilled all exam requirements and which is used to prove that the student has graduated.

Course: an educational unit within the meaning of Article 7.3 of the Act/WHW.

Course assignment: an assignment that can be used as a substitute for attendance and/or participation requirements.

Course manual: See Syllabus.

Digital examinations: examinations conducted in a digital format taken on a laptop, Chromebook or computer or similar devices.

Disability Support: the UM's Office students with a disability must contact first if they would like to apply for special arrangements during examinations or for other special facilities that can be offered by the UM.

EA admission test: The Executive Assessment admission test of the Graduate Management Admission Council (GMAC), measuring the skills that are critical both at work and in a business programme such as higher order reasoning, critical thinking, analysis, and problem solving.

ECTS credit: a unit expressed in European Credit Transfer System (ECTS) credits, with one credit equaling 28 hours of study referred to in Article 7.4 of the Act/WHW.

Educational unit: a coherent part of the study programme that a student completes by fulfilling all requirements of that part and for which the student receives the corresponding ECTS credits (see article 7.3 paragraph 2 WHW).

Exam: the overall assessment or the final exam of the Master's study programme referred to in Article 7.3 paragraph 3 ° Article 7.10 paragraph 2 of the Act/WHW.

Examination: an assessment of a component or components of the exam as referred to in Article 7.3 paragraph 3 ° Article 7.10 paragraph 1 of the Act/WHW in a written, oral or digital format.

Examiner: the person designated by the Board of Examiners to administer examinations and to determine the results of such examinations.

Fraud: actions or omissions by a student making it impossible in whole or in part to properly evaluate their knowledge, understanding and skills or creating the opportunity for others to commit fraud or plagiarism.

GMAT: the Graduate Management Admission Test, a computer-based standardized test which assesses a person's verbal reasoning, quantitative reasoning, analytical writing and critical thinking skills in preparation for being admitted into a graduate programme.

Irregularity: any act or omission by a student in violation of the rules, guidelines and instructions relating to (the completion of) examinations. This includes, among others, fraud and plagiarism.

Lecturer/professor: a person responsible for the supervision of students' academic work, often operating through tutorials.

Maastricht University (UM): an institution of higher education according to Article 1.8 paragraph 1 of the Act/WHW.

MaastrichtMBA: Executive Master Business Administration (Registration number in CROHO Brin: 21PJ; Isat: 75143).

MySBE Intranet: a web-based environment in which students can access and exchange information regarding their studies at Maastricht University and for which a username and password are provided to the student upon enrolment at Maastricht University. Accessible via the Student Portal > UM Launchpad > MySBE Intranet.

N.a.: not applicable

NVAO: abbreviation for Accreditation organisation of the Netherlands and Flanders, which is the quality assurance agency for higher education.

Outline Study Programme: information concerning the education and the study programmes of the SBE, including a list and description of all courses. Available via the Student Portal.

Participation: can be a partial requirement of an educational unit: actively contributing to the parts (tutorials, lectures, etc.) of an educational unit, if and as stated in the syllabus concerned and which can be a condition to pass the educational unit.

Plagiarism: the presentation of ideas or words from one's own or someone else's sources without proper acknowledgment of the sources. Plagiarism is considered to be fraud.

Programme (or Study programme): the Master's programmes referred to in Chapter XIV of these Regulations and referred to in Article 7.3 of the Act/WHW, consisting of a coherent whole of educational units comprising a total number of 70 ECTS credits.

Programme office: the MBA programme office.

Resit: the second opportunity in an academic year for the examination of a course or parts thereof, and any other sit that is needed to pass the educational unit, after prior failing.

SBE: abbreviation for School of Business and Economics, a faculty of Maastricht University.

SBE Board: the faculty board of the SBE referred to in Article 9.12 of the Act/WHW.

Specialisation: The MaastrichtMBA knows two specialisations: (1) the On-Campus MBA which is provided in a face to face setting and consists of eight educational weeks, a leadership development trajectory and the Business Consulting Project, and (2) the Online MBA which is provided in a blended format consisting of 10 online courses, 3 educational weeks, the leadership development trajectory and the Business Consulting Project.

Student: a person who is correctly registered at a university for education and or to do exams and the examinations in the MaastrichtMBA programmes.

Student Portal: the portal to the digital personal environment of Maastricht University which can be used by the student for administrative purposes, e.g. course registration, for which a username and password are provided to the student upon enrolment at Maastricht University.

Study material: literature, hardware, software and other sources of information that students need for educational purposes and for a particular educational unit.

Study programme: a Master's study programme mentioned in Article 14 of this MBA-EER, which consists of a cohesive programme of educational units of 70 ECTS credits.

Syllabus: a(n) (electronic) document outlining the goals and content of a particular educational unit, describing methods of education and examination of the educational unit concerned and prescribing particular regulations and guidelines applicable to that educational unit.

Tracks: The specialisation On-Campus MBA MaastrichtMBA has two tracks which consist of two educational weeks. One track is called Digital Business with an educational week on Digital Management and an educational week on Digital Strategy. The other track is called Sustainability and Responsible Leadership with an educational week on Sustainability and Ethics and another educational week on Leading Strategic Change.

UM Executive Board: the Board of Maastricht University as referred to Article 9.12 of the Act/WHW.

The other terms in these Education and Examination Regulations have the meaning conferred to them by law (for example The Act/WHW).

PART 1 – ADMISSION

Chapter I – Admission

ARTICLE 1.1 STUDY PROGRAMMES

MaastrichtMBA

ARTICLE 1.2 APPLICATION DEADLINES

The application deadlines regarding the MaastrichtMBA programme for each admission cycle will be announced on the programme website (www.maastrichtmba.com).

ARTICLE 1.3 N.A.

n.a.

ARTICLE 1.4 ADMISSION REQUIREMENTS AND ADMISSIONS

1.4.1 The (specific) prerequisites for enrolment in the MaastrichtMBA programme are:

- a. having obtained a Bachelor degree or equivalent
- b. having a minimum of five years of relevant work experience
- c. sufficient command of English determined in an intake interview
- d. depending on the work experience either a GMAT or EA admission test. Applicants with less than 10 years work experience need to take the GMAT and score at least 600 points. Applicants with 10 and more years of work experience can take the EA admission test and score at least 145 points.
- e. student that hold a Master or PhD degree are exempted from the admission test.

1.4.2 Board of Admissions

All applicants are assessed by the Board of Admissions regarding their eligibility for admission. The Board of Admissions decides for each individual application whether the applicant will be admitted to the MaastrichtMBA programme.

PART 2 – GENERAL INFORMATION

Chapter II – General provisions

ARTICLE 2 APPLICABILITY OF THE MBA-EER

- 2.1 These regulations apply to the education, examinations and exams of the MaastrichtMBA study programme of the SBE at Maastricht University and to all students who start the MaastrichtMBA programme in the academic year 2023/2024.
- 2.2 The regulations were adopted by the SBE Board after advice of the Board of Examiners.
- 2.3 These regulations are in compliance and in conformity with, but without prejudice to, the Dutch Higher Education and Scientific Research Act (the Act/WHW).

Chapter III – Aim, content and structure of the MaastrichtMBA programme

ARTICLE 3 AIM OF THE STUDY PROGRAMME

ARTICLE 3.1 LEARNING GOALS

The MaastrichtMBA programme has a general management orientation and focus. The learning goals of the SBE Master's study programmes of the SBE at Maastricht University are that graduates are able to:

- develop insights based on academic knowledge in a self-directed manner (Knowledge & Insight);
- demonstrate an academic attitude (Academic Attitude);
- actively engage in the global community in a globally responsible manner (Global Citizenship); and
- demonstrate excellent interpersonal competences in an international professional setting (Interpersonal Competences).

These four learning goals are characteristic for all SBE Master's programmes. They are translated into programme-specific learning objectives, which are offered in obligatory courses of the programme.

Knowledge and Insight

- understand and analyse the functional areas of a business as an integrative process
- understand and analyse the nature and dynamics of business in their external environment.
- understand the triggers and dynamics of social behaviour (incentives, temporal and cultural embeddedness) in different settings (industries, communities and countries).

Academic Attitude

- Leadership/team skills: learn to initiate change, motivate others and align as well as co-create with peers.
- Awareness of broader context: consider and experiment how different initial conditions (e.g. economic and political systems, stages of technological development) require different behavioural responses.
- Academic reasoning/problem solving: Students create strategies as response to new or unfamiliar environments within a broader context.

Global Citizenship

- Making judgments: Students identify, understand and assess different views on topics related to a business case/issue.
- Students reflect on different demands from key stakeholders and constructively work in international teams.

(Inter)personal Competences

- Reflection and learning skills: Students can independently reflect on their analyses and decision processes.
- Communication skills: Students demonstrate oral and written communication skills in different settings, including composing convincing presentations and engaging in constructive discussions.

ARTICLE 3.2 FORMAT OF THE STUDY PROGRAMMES

The MaastrichtMBA study programme is offered only as a part-time study programme. The duration of the MaastrichtMBA part-time study programme is two years. The whole programme has a workload of 2.030 hours and includes 70.0 ECTS credits. One ECTS credit equals a workload of 28 hours (Article 7.4 The act/WHW).

ARTICLE 3.3 START OF THE STUDY PROGRAMME

The MaastrichtMBA study programme starts multiple times per year as announced on the website of the programme.

ARTICLE 3.4 LANGUAGE

- 3.4.1 The MaastrichtMBA study programme's teaching and examinations are conducted and given in English only.
- 3.4.2 For the MaastrichtMBA study programme, components of an educational unit and exams are in English only.
- 3.4.3 The choice for the language of instruction of the programmes is in line with the UM Code of Conduct on language in accordance with the Dutch Higher Education and Research Act (WHW) art. 7.2. For more information on the choice of the language of instruction, please see Appendix I of this MBA-EER.

ARTICLE 3.5 COMMUNICATION

- 3.5.1 The SBE (may) use(s) (digital) communication channels (such as MyUM, the UM webmail account, Canvas, Study Portal, UMIO online platform and/or other UM/SBE/UMIO channels) to inform students of or to communicate about the study programme, exam(ination)s, (to announce) decisions and/or other topics related to the UM or SBE.
- 3.5.2 Students must regularly check the (digital) communication channels throughout the entire academic year. It is the students' own responsibility to inform themselves by checking these channels. Information disseminated via the (digital) communication channels are assumed to be known.

ARTICLE 3.6 ADVICE AND GUIDANCE

The Student & Career Counsellors act as study advisors for the purpose of giving advice and guidance to students of the MBA programme regarding the students' individual progress.

Chapter IV – Education and Examination

ARTICLE 4.1 REGISTRATION FOR EDUCATIONAL UNITS AND EXAMINATIONS

- 4.1.1 Students are informed via the Student Portal on the registration and deregistration deadlines and the procedure they must follow in order to have a correct and timely (de)registration for courses and examinations. It is the students' own responsibility to check in time whether they have valid (de)registration.
- 4.1.2 Students are only allowed to participate in a course when they have a correct and timely registration for it. In case a student has not registered correctly or in time, participation will be refused by the MBA director.
- 4.1.3 Students are only allowed to participate in an examination when they have a correct and timely registration for it. Upon registration for a course, students are automatically registered for the first sit examination. In case a student was given a No Grade (NG) for the previous examination, the student must always register him/herself for the resit examination. In case of a fail or an insufficient grade, the student is automatically registered for the resit examination in the next education period. In case a student has no valid registration, results can be declared invalid by the Board of Examiners.
- 4.1.4 Students are only allowed to cancel their participation/examination for a course before the deadlines set and communicated by the MaastrichtMBA programme office. Failing to respect these deadlines results in a No Grade (NG) as well as a cancellation fee.

ARTICLE 4.2 PREREQUISITES

Participation in an educational unit and its examination may require students to have passed other courses or skills trainings prior to registration for that particular course, its examination or skills training. Prerequisites for educational units will be announced in the syllabi and/or in the course descriptions which are available in the Outline Study Programme.

ARTICLE 4.3 RULES OF PROCEDURE FOR EXAMINATIONS

- 4.3.1 In the rules of procedure for examinations, which can be found on the Student Portal and MySBE Intranet, the Board of Examiners lays down the rules and guidelines regarding proper conduct with regard to examinations and regarding the procedural aspects of examinations, including non-compliance with these rules.

- 4.3.2 If students are suspected to have violated the rules of procedure for examinations in an examination or part(s) thereof, the Board of Examiners will investigate this and will decide whether fraud is established and if so, which sanction will be imposed in line with article 8 of this MBA-EER.
- 4.3.3 If there is a suspicion of (an) irregularity/irregularities before, during or after an examination, the Board of Examiners will investigate whether this has led to an omission in the chain of custody. If so, the Board of Examiners can declare the examination invalid or may impose (a) sanction(s) in line with Article 4.8 and Article 8.2, paragraph 4, of this MBA- EER.

ARTICLE 4.4 EXAMINATION

- 4.4.1 Examinations will be conducted, assessed and graded by examiners appointed by the Board of Examiners.
- 4.4.2 Examinations will be conducted in oral form, in writing or otherwise (e.g., presentations and discussion facilitation), as announced in the Outline Study Programme and/or syllabus. In exceptional cases it is within the Board of Examiners' competence to determine otherwise.
- 4.4.3 Written and oral examinations may be assessed and checked for plagiarism.

ARTICLE 4.5 WRITTEN EXAMINATIONS

For every written examination, an assessment norm is determined and stated on the examination paper. Written examinations also include taking these examinations by computer/digitally. The Board of Examiners may draw up guidelines for formulating written assignments.

ARTICLE 4.6 ORAL EXAMINATIONS

- 4.6.1 An oral examination will be assessed and graded by one examiner appointed by the Board of Examiners and a second assessor. The examiner must provide the student with a written statement of the assessment stating the grade.
- 4.6.2 The Board of Examiners may decide that oral examinations are open to public. For every oral examination an assessment norm is determined and made available by the examiner within a reasonable period before the examination takes place. An oral examination is given by an examiner in the presence of an assessor (second examiner) and taken by one student at a time, unless the Board of Examiners has decided otherwise.

ARTICLE 4.7 ATTENDANCE, PARTICIPATION, COURSE ASSIGNMENTS AND DEADLINE POLICY

Attendance at and participation in educational activities may be part of an examination when announced along with its assessment norms and deadline dates in the syllabus.

ARTICLE 4.8 INVALID EXAMINATION

If (components of) an examination involve(s) irregularities that make it impossible to accurately assess the student's knowledge, insight and skills, the board of examiners may declare (components) of an examination invalid for both the student and/or a group of students. After (component(s) of) an examination has/have been declared invalid, the Board of Examiners must inform the student(s) on the consequences and, if applicable, on another opportunity to take (components of) a new examination.

ARTICLE 4.9 RESITS

- 4.9.1. A resit of an examination entails the second opportunity for students to take an examination facilitated for all educational units or components thereof within the next examination period, unless explicitly excluded in the syllabus based on the fact that the nature of the educational unit dictates otherwise.
- 4.9.2. The exclusion of a resit opportunity for (a) component(s) of (the examination of) an educational unit is only permitted if the aforementioned component(s), because of its/their nature can only be assessed within the relevant course period (e.g., participation, software labs, presentation).
- 4.9.3. The syllabus may stipulate (additional) rules with regard to the resit and for components of the educational unit, which are also considered to be resits. Consequently, the form of the resit of an educational unit or of the components may differ from the form used for the first sit examination(s).
- 4.9.4. The highest overall (final) grade obtained will be considered the final grade for the educational unit. It is not allowed to take a resit for an educational unit or a component of an educational unit that is already awarded with a pass or a grade of five and a half (5.5) or higher and the student obtained the ECTS credits for the educational unit.

ARTICLE 4.10 EXTRA EXAMINATION OPPORTUNITY

Upon request, the Board of Examiners may grant students an extra examination opportunity (i.e., in addition to the regularly planned first sit or resit examination) for the last obligatory examination of a compulsory course, disciplinary course or skill that needs to be fulfilled in order to meet all requirements of the course to receive the ECTS

credits for the course that needs to be fulfilled in order to conclude the course, to receive the ECTS credits for it and to be able to graduate within the MaastrichtMBA study programme. All other partial requirements of the course must already have been passed. The applicable rules, conditions and guidelines on the extra examination opportunity are published in the Rules and Regulations and on MySBE Intranet.

ARTICLE 4.11 EXAMINATION PERIODS AND EXAMINATION MOMENTS

Examinations take place throughout the academic year as outlined in the MaastrichtMBA academic calendar / study programme ('onderwijsrooster').

ARTICLE 4.12 LOCATION OF THE EXAMINATION

In order to safeguard the quality of examinations, written examinations can only be held at any of the SBE location(s) as published on MySBE Intranet or at a location approved by the Board of Examiners.

ARTICLE 4.13 SPECIAL EXAMINATION ARRANGEMENTS

The Board of Examiners may decide to grant students special examination arrangements suited to the individual situation. Students with a disability and/or chronic disease and who would like to be granted special arrangements during their MaastrichtMBA study programme and/or examinations, should contact Disability Support. More information on the conditions and procedure with regard to special arrangements can be found on the UM website. A special arrangement for students with a disability must be requested from the Board of Examiners by Disability Support (on behalf of the student).

ARTICLE 4.14 N.A.

ARTICLE 4.15 RESULTS

4.15.1. All examinations in the MaastrichtMBA study programme are assessed by means of a whole or a half grade on a scale from 0.0 to 10.0 or qualified as a pass/fail in accordance with this Article. Grades are given on a scale from 0.0 to 10.0 in whole grades, half grades or a pass/fail or a No grade (NG). A grade as from 5.5 is considered sufficient. The grading scale from 0.0 to 10.0, as applied by the SBE, is to be interpreted as indicated below. Disclaimer: Rights can only be derived from final results as published in the Student Portal.

Note that the explanation of the marks in the table below is only used to explain the valuation of the mark and is not a grading in itself (e.g., if an examiner indicates "Good" for an examination, this does not automatically mean the examination is graded with an 8.0).

10.0	Outstanding
9.0	Very good
8.0	Good
7.0	More than satisfactory
6.0	Satisfactory
5.5	Pass
5.0	Almost satisfactory
4.0	Unsatisfactory
3.0	Very unsatisfactory
2.0	Poor
1.0	Very poor
0.0	Fail – Use is at the discretion of the Board of Examiners
Pass	≥ 5.5 ; performance at least meets the minimum criteria
Fail	< 5.5 ; performance below the minimum criteria.
'No grade'	Inability to determine result

4.15.2. The syllabus of an educational unit can determine:

- a. if students need to pass every examination component to pass the educational unit;
- b. if students who fail one or more examination components, can obtain a pass for the educational unit if their overall grade is at least a 5.5;
- c. if only failed examination components are part of the resit, or if passed components are also part of the resit.

ARTICLE 4.16 DETERMINATION OF RESULTS

The Board of Examiners determines the results of each examination. Prior to determining the examination results, the Board of Examiners can commence an investigation with relation to one or more items or aspects of the study programme, if and to the extent that the concerning examinations and/or results give rise to such investigations.

ARTICLE 4.17 NO GRADE (NG)

In case of inability to determine a result, an examination may be graded with a No Grade (NG). More specifically, instances which warrant a No Grade (NG) include, but are not limited to:

- a student has (been) registered for the examination but has not actually taken the examination or part thereof and did not deregister during the registration period;
- a student fails to complete the examination before the deadline;
- a student has completed an examination that cannot be assessed (e.g. a corrupted file, an incomplete examination document, et cetera);
- a student has completed an examination that is determined as invalid as per Article 4.8 of this MBA-EER;
- a student has committed an irregularity (including fraud and plagiarism) as defined in Chapter VIII of this MBA-EER, in which case the Board of Examiners may grade the examination with a No Grade as a sanction as indicated in Article 8.2 paragraphs 4 of this MBA-EER.

ARTICLE 4.18 PUBLICATION

4.18.1. Official final examination results will be published within thirty (30) working days after the examination date in Canvas, unless decided otherwise by the UM Executive Board or the SBE Board and will be announced by the programme office.

4.18.2. On behalf of the SBE Board, the Education and Exams Office records examination results. The grades are published on digital communication channels as mentioned under article 3.5 of this MBA-EER. Students can request a transcript of their records at the programme office.

ARTICLE 4.19 AWARDING CREDITS

- 4.19.1. The number of ECTS credits representing the full study load of a course or other educational unit will only be awarded in full. It is not possible to award part of the ECTS credits.
- 4.19.2. ECTS credits are only awarded by decision of the Board of Examiners upon the student's fulfilment of all requirements of a course or other educational unit to pass the educational unit and by obtaining at least a final grade 5.5, before rounding, on a 0.0 to 10.0 scale or a pass on the pass/fail scale. See also Article 4.15.

ARTICLE 4.20 VALIDITY

- 4.20.1. In principle, the positive final (overall) results for passed educational units and exemptions, registered in the student file, are valid for an unlimited period, unless the student's knowledge, insight or the skills that were examined are demonstrably outdated. With regard to the latter, the SBE Board may decide whether results are demonstrably outdated and can limit the validity of results and may require (an) additional(s) or alternative examination(s).
- 4.20.2.
 - a. Passed partial requirements (components) of an educational unit will remain valid in the academic year in which the partial results are obtained and five (5) more academic years. Participation in this context means that the student has attended one or more tutorials of the educational unit in another academic year than during the participation was passed in the first place.
 - b. The syllabus may deviate from the aforementioned restriction, under 2a of Article 4.20, by stating that passed partial requirements (components) of the educational remain valid even if a student re-registers for and participates in the educational unit again.
- 4.20.3. The Board of Examiners may extend the period of validity as mentioned under 2a of this article.

ARTICLE 4.21 RETENTION PERIOD EXAMINATION RESULTS

- 4.21.1. The examinations, results and the assessed work of written examinations have to be filed for at least two (2) years after the result of the examination is determined.
- 4.21.2. The BCP and the assessment thereof must be filed for a period of at least seven (7) years after the BCP grade is determined.

Chapter V – Comment, Right of Inspection and Objection Procedure

ARTICLE 5.1 COMMENT PROCEDURE

(General) Comments regarding written examinations with open and/or closed questions (Multiple Choice) or parts thereof have to be submitted to the course coordinator according to the rules as published by the programme office.

ARTICLE 5.2 RIGHT OF INSPECTION AND OBJECTION PROCEDURE

- 5.2.1 The right of inspection comprises that, within ten (10) working days after the official publication date of the grade, students will be given the opportunity to inspect:
- their assessed answers to the written examination or written part of an examination;
 - the questions and assignments posed and given within the framework thereof; and
 - the norms applicable to the assessment thereof.
- 5.2.2 The course coordinator will timely provide the opportunity and information regarding the inspection date and time. This will be announced in the course syllabus in the Student Portal.
- 5.2.3 Objections regarding the individual examination have to be submitted in writing within ten (10) working days after the official publication date of the grade.
- 5.2.4 The course coordinator must react on each submitted objection within a reasonable period of time.
- 5.2.5 Within the given period of time, as stated under paragraph 1 of this article, a student will be given a second opportunity to exercise the right of inspection, provided that the student can demonstrate the inability to exercise this right in the first instance due to circumstances beyond the student's control. The student must have reported the inability with due rapidity to the course coordinator, however in any case within 5 days after the course coordinator provided the inspection information.

Chapter VI – Exemptions

ARTICLE 6.1 AUTHORITY AND MAXIMUM

- 6.1.1 The Board of Examiners is authorised to grant students exemptions from examinations, provided that the student can demonstrate the successful completion of an examination for a university or higher professional education study programme which was similar in terms of content and level.
- 6.1.2 A maximum of 13 ECTS credits of exemptions can be granted within the Master's exam.
- 6.1.3 n.a.
- 6.1.4 n.a.
- 6.1.5 No exemption can be granted for the BCP, the international week of the On-Campus MBA specialisation and the face-to-face educational weeks of the Online MBA specialisation.
- 6.1.6 No exemptions will be granted for knowledge that is obtained at another faculty or school during the time the student is excluded from participating in examinations based on committed fraud/plagiarism.
- 6.1.7 An exemption can only be granted for an entire educational unit, not for one or more components thereof.

ARTICLE 6.2 NO REGISTRATION OF ACTUAL GRADES

Exemptions granted by the Board of Examiners will be registered on the (final) grade list as exemption(s). This means that the actual grade(s) and result(s) obtained for (an) educational unit(s) outside or within the UM, will neither be published via the Student Portal, nor be stated on the (final) transcript and the list of Exam subjects of the SBE study programme concerned.

ARTICLE 6.3 EXEMPTIONS AND THE GRADE POINT AVERAGE (GPA)

Exemptions do not constitute a part of a student's GPA.

Chapter VII – Extracurricular Education Units

ARTICLE 7.1 N.A.

7.1.1 n.a.

7.1.2 n.a.

7.1.3 n.a.

7.1.4 n.a.

7.1.5 n.a.

7.1.6 n.a.

ARTICLE 7.2 N.A.

n.a.

ARTICLE 7.3 N.A.

n.a.

Chapter VIII – Irregularities (including Fraud and Plagiarism)

ARTICLE 8.1 IRREGULARITIES, FRAUD AND PLAGIARISM

- 8.1.1 Irregularity means any act or omission by a student in violation of the rules, guidelines and instructions relating to (the completion of) examinations. This includes, among others, fraud and plagiarism.
- 8.1.2 Fraud, including 'plagiarism', refers to actions or omissions by a student which make it impossible in whole or in part to properly evaluate their knowledge, understanding and skills or creating the opportunity for others to commit fraud or plagiarism.

Fraud includes but is not limited to a student:

- having any unauthorised aids, texts or notes, or unauthorised electronic aids and/or communication devices at their disposal;
 - having communicated or tried to communicate with fellow students, either verbally or through gesture, without permission from an exam supervisor, examiner, or a member of the Board of Examiners;
 - having copied or tried to copy fellow students' answers, or having given another student the opportunity to copy their own answers;
 - having posed as someone else or having themselves represented by someone else at the examination;
 - having deliberately misled or tried to mislead an exam supervisor/invigilator, an examiner, a corrector or the Board of Examiners with respect to the exam(ination), or having provided an opportunity for them to be misled;
 - having collaborated on a graded assignment, paper or practical exercise, whereas this was not explicitly allowed (i.e. collusion).
- 8.1.3 Plagiarism means the presentation of ideas or words from one's own or someone else's sources without proper acknowledgment of the sources. Plagiarism is considered to be fraud.

Plagiarism includes but is not limited to a student:

- using or copying their personal or other people's texts, data, ideas or thoughts without adequate reference to the source (and thus passing it off as their own);

- presenting the structure or central body of thought from others without adequate reference to the source and thus passing it off as their own;
- not clearly indicating literal or almost literal quotations in the text, for example via quotation marks or an appropriate layout;
- paraphrasing the content of their own or other people's texts without adequate reference to the source;
- copying video, audio or examination material, software and programme codes from others without adequate reference to the source and thus passing them off as their own;
- submitting work or assignments acquired from or written by a third party (whether or not for payment) and/or (partially) generated by artificial intelligence software, such as ChatGPT, and thus passing them off as their own.

ARTICLE 8.2 MEASURES/SANCTIONS IN CASE OF IRREGULARITIES, FRAUD AND PLAGIARISM

8.2.1

- a. If the Board of Examiners determines that a student has committed an irregularity (including fraud and/or plagiarism) in any examination or part(s) thereof, the Board of Examiners may take appropriate measures/impose sanctions as per paragraph 4 and 5 of this Article.
- b. In derogation from Article 1 section 5 of the General UM Regulation for Fraud and Irregularities of any academic year, if the Board of Examiners determines that an irregularity (including fraud and/or plagiarism) has been established in a group assignment, it may take appropriate measures and/or impose sanctions for all students involved in the group assignment as per paragraph 4 and 5 of this Article.

8.2.2 The Board of Examiners may only (decide to) impose measures/sanctions if an irregularity (including fraud and/or plagiarism) indeed could be established and after having given the student the opportunity to put forward their view on the matter during a hearing.

8.2.3 If an irregularity (including fraud and/or plagiarism) has been established and, if applicable, a sanction has been imposed, the Board of Examiners will include the decision in the student's file. The decision can be taken into account in any future event of this nature and this might lead to a more severe sanction.

- 8.2.4 When an irregularity (including fraud and/or plagiarism) has been established by means of Article 8.1, the Board of Examiners may reach the decision to impose any of the following measure/sanctions, referred to in Article 7.12b of the Act/WHW, or a combination thereof upon the student:
- a reprimand/official warning; and/or
 - complete or partial voidance or annulment of the relevant examination; and/or
 - exclusion from participation or further participation of one or more examinations or exams at the SBE for a period of time to be determined by the Board of Examiners, with a maximum period of one year.
- 8.2.5 In serious cases of fraud, the Board of Examiners can propose the UM's Executive Board that the student(s) concerned should be permanently deregistered from the study programme.

Chapter IX – Time limit for decisions by the Board of Examiners

ARTICLE 9 DECISIONS WITHIN A REASONABLE PERIOD OF TIME

- 9.1 A decision taken by the Board of Examiners shall be made within the time limit prescribed by statutory regulation, or, in the absence of such a time limit, within a reasonable period after receipt of the request.
- 9.2 The reasonable period, referred to in paragraph 1 of this Article, shall in any event be deemed to have expired when the Board of Examiners has not made a decision or given communication, as referred to in Article 4:14 Awb (Dutch General Administrative Law Act), within eight (8) weeks of receiving the request.
- 9.3 If a decision cannot be made within eight (8) weeks, the Board of Examiners shall inform the student, stating a reasonable time limit for the decision to be made (adjournment).
- 9.4 The Board of Examiners will handle and decide on requests in order of priority and the legal time limit. For this reason, it might be possible that students who submitted a request earlier, receive the decision at a later stage than their fellow students who submitted the request at a later date.

Chapter X – Business Consulting Project (BCP)

ARTICLE 10.1 AIM AND REQUIREMENTS

- 10.1.1 All MaastrichtMBA students must write and successfully complete a Business Consulting Project (BCP). The BCP is an independently and individually written essay on a particular subject in the field of business and/or management which is discussed from a theoretical and practical point of view, at a graduate academic level.
- 10.1.2 The aim of the BCP, the learning goals, general information, procedures and the requirements are described in the BCP guide, available via the programme office.

ARTICLE 10.2 EXAMINATION

- 10.2.1 n.a.
- 10.2.2 n.a.
- 10.2.3 The deadline for handing in the BCP in the first and resit are stated in the BCP guide.
- 10.2.4 If the evaluation of the BCP and the defence thereof results in an insufficient or a No Grade (NG), a student gets the opportunity to hand-in and defend a revision of this BCP within six (6) months after the deadline as described in the BCP syllabus and in Chapter IV of this MBA-EER (a resit). If the resit results in an insufficient grade, or if the student fails to hand- in and defend a revision within this time frame, the student has to write a BCP on a new subject, unless the Board of Examiners decides otherwise based on proved personal circumstances (see Article 10.7 of this MBA-EER).

ARTICLE 10.3 N.A.

- 10.3.1 n.a.
- 10.3.2 n.a.

ARTICLE 10.4 N.A.

- 10.4.1 n.a.
- 10.4.2 n.a.
- 10.4.3 n.a.

ARTICLE 10.5 PLAGIARISM CHECK

All BCPs that are correctly handed in according the procedure as stated in the BCP guide, will be checked on plagiarism.

ARTICLE 10.6 DEADLINES

Per academic year there are several graduation workshops scheduled as outlined in the academic calendar. Deadlines for handing in the BCP proposal, draft BCP and final BCP are provided by the MaastrichtMBA programme office.

ARTICLE 10.7 N.A.

ARTICLE 10.8 EXTENSION OF THE DEADLINE BASED ON PERSONAL CIRCUMSTANCES

- 10.8.1 Personal circumstances which will result in not meeting the required deadlines and standards for the BCP, may constitute a motive for the Board of Examiners to extend the time frame set for the BCP, based on a positive advice from the MaastrichtMBA programme office or the Student Advisor/Academic Counsellor.
- 10.8.2 A more detailed explanation of the personal circumstances under paragraph 1 of this Article, can be found in the Rules and Regulations via MySBE Intranet.

ARTICLE 10.9 EXTENDED THESIS INCLUDING BCP

If the BCP is completed as part of a dual degree with the Executive Master of Cultural Leadership (see Chapter 14), the student needs to fulfil advanced requirements, written down in the MBA BCP syllabus.

Chapter XI – Fulfilment of the Master’s exam requirements

ARTICLE 11.1 ASSESSMENT OF THE MASTER’S EXAM

- 11.1.1 The decision of the Board of Examiners that a student has fulfilled all (exam) requirements of the Master’s exam means that the student has given evidence of having obtained the general qualities as set out in the aims listed in Article 3 of the MBA-EER and the specific qualities as specified by the descriptions of the specific courses, examinations and skills trainings.

11.1.2 The Board of Examiners determines the result and date of the fulfilment of the Master's exam requirements of the study programme by the student as set out in section 2 of this Article.

11.1.3 Prior to determining the result of the exam, the Board of Examiners may conduct their own investigation of the student's knowledge regarding one or more components or aspects of the programme.

ARTICLE 11.2 GRADUATION DATE

The last day of the month, in which a student has satisfied all obligations of the SBE Master's study programme will be considered the graduation date.

ARTICLE 11.3 GRADUATION REQUIREMENTS

To pass the Master's exam a student must have obtained at least a grade five-and-a-half (5.5), before rounding, on a 0.0 to 10.0 scale, or a pass, for all courses that are part of the study programme of the MaastrichtMBA exam, with the exception of those courses and other educational units for which an exemption has been granted. In addition, a student must have a valid registration for the MaastrichtMBA study programme.

ARTICLE 11.4 MASTER'S EXAM DEGREE AND CERTIFICATE

11.4.1 An Executive MBA Degree is awarded to students who have fulfilled all requirements of the MaastrichtMBA study programme.

11.4.2 The certificate can only be issued when a student meets all (exam) requirements (of the MaastrichtMBA study programme) in order to graduate, including a valid registration and having fulfilled all payment requirements (the tuition fee) for the study programme concerned.

ARTICLE 11.5 CERTIFICATE

11.5.1 The certificate and the accompanying supplements will state all required information as stated in Article 7.11 paragraph 2 of the Act/WHW.

11.5.2 The Board of Examiners includes a supplement to the certificate, in accordance with Article 7.11 paragraph 4 of the Act/WHW.

11.5.3 The certificate is signed by the Dean of the SBE, the Chair of the Board of Examiners and the UMIO Executive Director.

ARTICLE 11.6 GRADUATION PROCEDURE AND CEREMONY

Students will automatically graduate when all exam requirements of the Master's study programme concerned are met. The certificate will be issued during the graduation ceremony. More information regarding the graduation procedure is provided by the MaastrichtMBA programme office.

ARTICLE 11.7 POSTPONEMENT OF GRADUATION

Students who are entitled to graduate may request the Board of Examiners to postpone the graduation. More information regarding a postponement of graduation is provided by the MaastrichtMBA programme office.

Chapter XII – Cum Laude

ARTICLE 12.1 APPLICABILITY

This article is applicable to students who first started the MaastrichtMBA programme in the academic year 2023/2024.

ARTICLE 12.2 GENERAL

The Board of Examiners may decide to award the degree classification Cum Laude and have this degree classification stated on the Degree certificate if students meet the Cum Laude requirements as stated in article 12.3 of the MBA-EER.

ARTICLE 12.3 REQUIREMENTS CUM LAUDE

The MaastrichtMBA Master exam is passed with Cum Laude if the candidate has obtained a weighted and not rounded average numerical score (GPA) of at least 8.0 for all final grades within the Master's exam on condition that no-resit examinations have been taken and no fails or a 'no grade' (NG) have been obtained. The minimum requirement for the BCP is a grade of 8.0. The weighting is based on the credits of these educational units.

ARTICLE 12.4 N.A.

ARTICLE 12.5 N.A.

ARTICLE 12.6 FRAUD/PLAGIARISM AND CUM LAUDE

Students who committed fraud/plagiarism and whose examination is completely or partially declared void or annulled are excluded from the Cum Laude degree classification.

ARTICLE 12.7 EXEMPTIONS AND CUM LAUDE

12.7.1 Any exemptions granted are not taken into account in determining whether the exam is passed cum laude. The minimum credits required in order to determine whether a Master's exam is passed cum laude are 57.0 credits.

12.7.2 For students completing the MaastrichtMBA Master exam as part of a dual degree with the Executive Master of Cultural Leadership, paragraph 1 of this Article does not apply, and grades of educational units for which exemptions were granted will need to meet the requirements as stated in article 12.3 of the MBA-EER.

Chapter XIII – Appeal Procedure

ARTICLE 13.1 THE RIGHT OF LODGING AN APPEAL AND DEADLINE

A party involved can lodge an appeal, by means of a notice of appeal within six (6) weeks starting from the day after the date the decision was procedurally correctly announced, with the Complaints Service Point (CSP) for the attention of the Board of Appeal for Examinations. More information regarding the appeal procedure and the requirements is stated in the Rules and Regulations and on MySBE Intranet.

ARTICLE 13.2 SUBJECTS OF APPEAL

Students may lodge an appeal with the Board of Appeal for Examinations of the UM against:

- decisions of the Board of Examiners or examiners;
- decisions not of a general nature regarding admission, as mentioned in Chapter I of this MBA-EER.

PART 3 – THE MAASTRICHTMBA STUDY PROGRAMME

Chapter XIV – SBE MaastrichtMBA study programme

ARTICLE 14 REQUIREMENTS OF THE MAASTRICHTMBA MASTER’S STUDY PROGRAMMES

ARTICLE 14.1 ECTS CREDITS

14.1.1

- a. The MaastrichtMBA exam represents a total study load of 70.0 ECTS credits and has two specialisations:
 - On-Campus MBA; provided face to face and consisting of eight educational weeks, the leadership development trajectory and the Business Consulting project
 - Online MBA provided in a blended format and consisting of ten online courses, three educational weeks, the leadership development trajectory and the Business Consulting project
- b. MaastrichtMBA is also awarded as a dual degree for students who complete the MaastrichtMBA exam in combination with the exam of the Executive Master in Cultural Leadership (EMCL) offered by Maastricht University School of Business and Economics and the Royal Academy in London (see also Article 14.3.4).

14.1.2 n.a.

ARTICLE 14.2 CONTENT AND STRUCTURE

The content and detailed structure of the (individual) Master’s study programmes are timely announced by the programme office, in the Outline study programme, and are included in this Chapter (Article 14.3) of this MBA-EER.

ARTICLE 14.3 MASTER’S EXAM OF THE MAASTRICHTMBA PROGRAMME

14.3.1 The Master’s exam for the study programme MaastrichtMBA is composed of compulsory courses and educational units scheduled over a two-year period. The credits per course / educational unit are announced in the course outline. The total number of credits for the programme is 70.0 ECTS credits.

14.3.2 n.a.

14.3.3

- a. The MaastrichtMBA On-Campus MBA specialisation has two elective tracks consisting of the following compulsory educational units (the number of ECTS credits are mentioned in brackets behind each unit):

Track: Sustainability and Responsible Leadership	Track: Digital Business
<ul style="list-style-type: none"> ▪ Ethics and Sustainability (6) ▪ Leading Strategic Change (6) 	<ul style="list-style-type: none"> ▪ Digital Management (6) ▪ Digital Strategy (6)
<ul style="list-style-type: none"> ▪ Sustaining Competitive Advantage (6) ▪ Entrepreneurship & New Business Development (6) ▪ Corporate Finance & Accounting (6) ▪ The International Environment of Business (6) ▪ Managing Organisations in Times of Change (6) ▪ International week (6) 	
<ul style="list-style-type: none"> ▪ Leadership Development Trajectory (4) 	
<ul style="list-style-type: none"> ▪ Business Consulting Project (16), including preparatory workshops (2) 	

- b. The MaastrichtMBA Online MBA specialisation has no electives and consists of the following compulsory educational units:

- Online courses
 - Corporate Finance (3)
 - Digital Business (3)
 - Entrepreneurship & Innovation (3)
 - Human Resource Management (3)
 - International Marketing (3)
 - Strategic Management (3)
 - Sustainability (3)
 - Leadership & Change Management (3)
 - Managerial Economics (3)
 - Management Accounting (3)

- Face-to-face educational week 1 (6)
- Face-to-face educational week 2 (6)
- Face-to-face educational week 3 (6)
- Leadership Development Trajectory (4)
- Business Consulting Project (16) including preparatory workshops (2)

c. The following pairs of online courses in the MaastrichtMBA Online MBA can be swapped with the respective educational units in the MaastrichtMBA On-Campus MBA:

Online course		Educational unit
<ul style="list-style-type: none"> ▪ Strategic Management (3) ▪ International Marketing (3) 	↔	<ul style="list-style-type: none"> ▪ Sustaining Competitive Advantage (6)
<ul style="list-style-type: none"> ▪ Leadership & Change Mgt (3) ▪ Human Resource Mgt (3) 	↔	<ul style="list-style-type: none"> ▪ Managing Organisations in Times of Change (6)
<ul style="list-style-type: none"> ▪ Corporate Finance (3) ▪ Management Accounting (3) 	↔	<ul style="list-style-type: none"> ▪ Corporate Finance & Accounting (6)

14.3.4

a. MaastrichtMBA is also offered as a dual degree with the EMCL programme (60 ECTS credits). The Dual Degree (92 ECTS credits) consists of the following components:

- The following eleven (11) educational units of EMCL:
 - i. Critical Perspectives of Art & Culture (5); and
 - ii. Art & Law (5) ; and
 - iii. Exhibitions & Events (4) ; and
 - iv. Technology and Innovation (4) ; and
 - v. Art Business and Cultural Management (5) ; and
 - vi. Negotiation & Persuasion Skills (1) ; and
 - vii. Collecting and Collections Management (4) ; and
 - viii. Personal Leadership (2) ; and
 - ix. Study Trip (2) ; and
 - x. Cultural Leadership Development Trajectory (7) ; and
 - xi. Research Methods (5) ; and

- The following four (4) educational modules of MaastrichtMBA:
 - i. International week (6); and
 - ii. Corporate Finance and Accounting (6); and
 - iii. The International Environment of Business (6); and
 - iv. Understanding Organisations in Times of Change (6); and
 - The extended Thesis including Business Consulting Project of 24 ECTS credits, meeting the requirements from both MaastrichtMBA and EMCL. The requirements of the BCP for Dual Degree students are specified in article 10 of this EER.
- b. The extended Thesis including Business Consulting Project is only possible when students have entered the Dual Degree before they started their EMCL thesis.
- c. The application for the MaastrichtMBA programme is separate from the one to the EMCL programme, with additional tuition fees charged per module.
- d. When a student successfully completes all components in paragraph 1 of this article, they will be awarded the Dual Degree of MaastrichtMBA and EMCL.

Chapter XV – n.a.

Chapter XVI – n.a.

PART 4 – FINAL PROVISIONS

Chapter XVII – Final provisions

ARTICLE 17.1 EVALUATION

The SBE Board is responsible for regular evaluation of the education and study programmes for monitoring purposes and if necessary adjustment of the study load of the study programme. The SBE Board will, in any case, take the workload for students into consideration.

ARTICLE 17.2 AMENDMENTS

- 17.2.1 No amendments will be made that apply to the academic year this MBA-EER is valid to, unless the proposed amendments in all fairness do not affect the students' interests.
- 17.2.2 Amendments to these MBA-EER are laid down by a separate decision of the SBE Board and will be published on MySBE Intranet.
- 17.2.3 Amendments will not negatively affect a decision, regarding a student, made under the existing regulations, by the Board of Examiners.

ARTICLE 17.3 PUBLICATION OF THE MBA-EER AND OTHER REGULATIONS

- 17.3.1 The SBE Board ensures the publication of the MBA-EER and other regulations and of all amendments to the MBA-EER.
- 17.3.2 Up-to-date digital versions of the regulations, rules and guidelines mentioned in section 1 of this Article will be made available on MySBE Intranet.

ARTICLE 17.4 UNFORESEEN CIRCUMSTANCES

The Board of Examiners shall decide on cases which are not provided in these regulations. No rights can be derived from information provided by the SBE which is contradictory to the MBA-EER, unless the Board of Examiners explicitly decides otherwise.

ARTICLE 17.5 HARDSHIP

- 17.5.1 The Board of Examiners is authorised to deviate from the MBA-EER in individual cases if strict adherence to these regulations would result in inequitable circumstances for the student.
- 17.5.2 The Board of Examiners will take the following personal circumstances into account when deciding:
- a. Illness of the student concerned;
 - b. Physical, sensory or other impairments of the student concerned;
 - c. Pregnancy of the student concerned;
 - d. Special family circumstances;
 - e. The status of a top-class sportsman or sportswoman (Topsport Limburg or NOC*NSF statement required);
 - f. Administrative activities as referred to in Article 2.1(1) under (e), (f) and (g) of the Implementation Decree for the Act 2008 (Uitvoeringsbesluit 2008 of the Act/WHW); and
 - g. Other personal circumstances, not mentioned in paragraphs a to f, that, if not taken into account by the SBE Board, would lead to manifestly unreasonable results.

A more detailed explanation of the personal circumstances under paragraph 2 of this Article, can be found in the Rules and Regulations via MySBE Intranet.

ARTICLE 17.6 FORCE MAJEURE

If unforeseen and exceptional circumstances, occurred beyond the student's and/or UM's control and which are solely a result of force majeure; such as situations of crisis or war, humanitarian problems, geopolitical factors/tensions, the outbreak and control of contagious diseases (such as epidemics/pandemics), etc., hinder students from being able to fulfill (the) exam and/or other requirements stated in this MBA-EER, the Board of Examiners, the Faculty Board and/or the UM Executive Board may deviate from the MBA-EER and may decide to prescribe and/or provide (an) appropriate alternative(s).

ARTICLE 17.7 UNSUITABILITY (IUDICIUM ABEUNDI)

- 17.7.1 In exceptional cases and after careful consideration of the interests involved, the Board of Examiners may, stating reasons, ask the Dean of the SBE to request that the Executive Board of the UM terminates or refuses the enrolment of a student in a programme if the student, through their behaviour or opinions ventured, has demonstrated their, unsuitability to practice one or more professions for which they will be trained by the programme they follow, or is unsuitable for the practical preparation for the (practice of the) profession.

Examples of aforementioned inappropriate behaviour can be found in the SBE Code of Conduct, to be consulted via MySBE Intranet.

- 17.7.2 If the Dean of the SBE is asked by the Executive Board of the UM for a recommendation on a proposed termination or refusal of registration based on the reasons stated in section 1, the Dean will in turn ask for a recommendation from the Board of Examiners. The recommendation to the Dean will be supported by reasons.

Maastricht, 21 June, 2023

Thus laid down by the SBE Board, after having obtained consent, where applicable, from the SBE Board of Examiners in Maastricht in June 2023.

APPENDIX I – LANGUAGE OF INSTRUCTION

In the Master's study programmes, the language of instruction is English or another language.

The appropriateness of English or another language as language of instruction is determined by the international orientation of the programme in terms of its academic field of study and/or the fact that it prepares students for a specific field of activity or professional career in an international setting.

Master's study programmes

The choice for the language of instruction of the programme is in line with the UM Code of Conduct on language in accordance with the Dutch Higher Education and Research Act (WHW) art. 7.2.

Because of the specific educational nature and profile of the programmes, teaching and examinations are conducted in English. This guarantees the quality of education, because:

1. The content of the programme has an international orientation and focus. Besides the learning goals
 - i) "Knowledge and insight" (Our graduates are able to develop insights based on academic knowledge in a self-directed manner) and
 - ii) "Academic Attitude" (Our graduates are able to demonstrate an academic attitude), the following two learning goals, which explicitly imply an international focus, apply explicitly to the programme:
 - iii) "Global Citizenship" (Our graduates are able to actively engage in the global community in a globally responsible manner) and
 - iv) "Interpersonal Competences" (Our graduates are able to demonstrate excellent interpersonal competences in an international professional setting).

These four learning goals are characteristic for all SBE Master's study programmes. They are translated into programme specific programme

objectives, which are offered and measured in obligatory as well as elective courses of the programme.

In line with the goals and content of the programme, all course material is based on international research and literature, which is in English.

2. The academic community is internationally oriented, and the staff is international: Aligned with the learning goals and objectives an international classroom setting is a core element of the educational concept of the programme, where English is the common international language.

In order to make the concept work optimally, an internationally diverse student population as well as an internationally diverse group of teachers/staff, which are able to communicate in a common language (English), is indispensable.

3. The labour market demand is internationally oriented (English speaking) alumni. The graduates of the programme are well prepared to work in and with internationally oriented companies, such as the "big 4" consultancy companies, multinationals, banks, but also medium small enterprises, and national or international public institutions, in majority operating on international settings and in international markets.
4. The student intake and current population is internationally diverse, and English is the common language.

On average (all programmes) Master's study programmes have an intake of 40% Dutch and 60% non- Dutch students.