

MSM

MAASTRICHT
SCHOOL OF
MANAGEMENT



Education and Examination Regulations 2015-2016

MSc programs in MME

Joint Master Program
RWTH and MSM

Working together for better global management

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Chapter 1 General provisions

Introduction

These are the Education and Examination Regulations 2015-2016 for the MSc programs in Management and Engineering in Production Systems (MME-PS) and Electrical Power Systems (MME-EPS) (hereinafter referred to as MSc programs in MME) in collaboration with RWTH Aachen University.

These regulations have been drawn up by the MSM Examination Board and have been approved and adopted for the academic year of 2015-2016 by the Maastricht School of Management Dean Director. The Education and Examination Regulations are published on the website of Maastricht School of Management (www.msm.nl).

Article 1.1 Applicability of the regulations

Article 1.1.1 Objective scope

These regulations only apply to the teaching and examinations in the MSc programs in MME conducted by Maastricht School of Management (hereinafter referred to as MSM) in collaboration with RWTH Aachen University.

For the teaching and examinations in the MSc programs in MME conducted by RWTH Aachen University, the Education and Examination Regulations of RWTH Aachen University will apply.

For the joint teaching and examination rules not covered by Education and Examination Regulations of either MSM or the RWTH Aachen University the Joint Program Regulations for the MSc program in MME will apply. In case of any discrepancies, these regulations shall prevail.

For the purpose of transparency and clarity, the Education and Examination Regulations of MSM, RWTH Aachen University and the Joint Program Regulations will be distributed as separate documents.

Article 1.1.2 Subjective scope

The Education and Examination Regulations of 2014-2015 will be replaced by this Education and Examination Regulations of 2015-2016.

It is the responsibility of each participant to ensure that (s)he reads and understands these regulations fully and that (s)he complies with them and updates him/herself with those regulations for every new Academic year.

Article 1.1.3 Temporal scope

These regulations are valid and apply to all participants enrolled in the MSc programs in MME for the duration of the academic year of 2015-2016, starting 1 September 2015 and ending 31 August 2016 and are reviewed annually.

Article 1.1.4 Authoritative scope

In the event of discrepancies with oral or written disclosures either from the Dean Director or from the MSM Examination Board regarding these regulations, these regulations shall prevail.

Article 1.1.5 Legal scope

These regulations are in compliance and in conformity with but without prejudice to the Act/WHW and requirements of various accreditation bodies (such as NVAO), where applicable.

In accordance with Article 7.12b, paragraph 3 of the Act/WHW, the MSM Examination Board has set out rules concerning the execution of their tasks and responsibilities and the measures they can take in this respect. The regulations of the MSM Examination Board are published on the website of MSM (www.msm.nl).

Article 1.2 **Definition of terms**

For the purpose of these education and examination regulations, the following terms shall have the following meaning:

- a. **Act (or the abbreviation WHW):** the Dutch Higher Education and Scientific Research Act (*Wet op het Hoger Onderwijs en Wetenschappelijk Onderzoek*).
- b. **Academic member:** experts from in- or outside MSM who have the required expertise and are appointed by the MSM Examination Board.
- c. **Academic Year:** the period from 1 September of a calendar year up to and including 31 August of the following calendar year.
- d. **Board of Appeal for Examinations:** the MSM Board of Appeal for Examinations referred to in Article 7.60 of the Act/WHW.
- e. **Complaints Service Point:** the central contact point within MSM where students can submit their objection, appeal or formal complaint, both for academic and non-academic complaints, as referred to in Article 7.59a of the Act/WHW.
- f. **Course (subject):** a component of the MSc program in MME or educational unit as defined in Article 7.3 of the Act/WHW.
- g. **Course Material:** literature, hardware, software and other sources of information made available to the participant for educational purposes.
- h. **Course Outline:** paper or electronic document outlining the goals and content of a particular course (subject), describing methods of education and examination of that particular course (subject) and prescribing particular regulations and guidelines applicable to that particular course (subject).
- i. **Credit:** the unit expressing the course load of a course component, expressed in European Credit Transfer System (ECTS).
- j. **Dean Director (Dean):** the person who is in charge of the day-to-day running of the foundation following Article 10 of Articles of Association of MSM and referred to in Article 1.1 of the Act/WHW.
- k. **Director Global Education Programs:** the Director Global Education Programs reports to the Associate Dean Global Education Programs and is responsible for leading and facilitating MSM's education programs.
- l. **Examination:** an evaluation of the knowledge, insight and skills of the participant with respect to a particular component of the overall assessment, and an assessment thereof, as referred to in Article 7.10 of the Act/WHW.
- m. **Examination Board:** the MSM Examination Board referred to in Articles 7.12, 7.12a and 7.12b of the Act/WHW.
- n. **Examiner:** the person who in accordance with Article 7.12c of the Act/WHW is authorized to administer and conduct examinations and to assess and determine (final) examination results. Often program lecturers will be the authorized examiner for a particular examination.
- o. **Final Examination:** the overall assessment for the MSc program in MME referred to in Article 7.3 of the Act/WHW.
- p. **Invigilator:** the person appointed by the MSM Examination Board to be present during each examination and who is responsible for supervising the examination and for ensuring the examination proceeds in good order.
- q. **Joint Examination Board:** the Board comprising the Faculties of the RWTH Aachen University involved in the MSc programs in MME and the Maastricht School of Management. The Joint Examination Board is responsible for all examination-related decisions, which are not explicitly regulated by the examination regulations of both academic institutions or the Joint Programme Regulation (JPR).

- r. **Joint Programme Regulations:** the joint education and examination regulations of the MSc program in MME.
- s. **Master Thesis:** a written paper or report of empirical or theoretical research in connection with a practical or theoretical topic of the MSc program in MME.
- t. **MSc program:** the MSc program in Management and Engineering (MME) referred to in Chapter 2 of these regulations and referred to in Article 7.3 of the Act/WHW.
- u. **Moodle:** an electronic learning environment of MSM, which is a web-based environment in which participants can access and exchange information regarding their studies at MSM and for which a username and password are provided to the participant upon enrollment at MSM.
- v. **MSM:** Maastricht School of Management.
- w. **MSM Academic Coordinator:** person who is the scientific and academic head of the program and ensures that its content and delivery is of high quality, in line with market needs, and compliant with all requirements from governments and accreditation bodies, where applicable.
- x. **MSM Global Education Programs department:** the department that is responsible for the operation within the MBA programs, MSc programs and MM programs delivered in Maastricht by MSM or in collaboration with MSM Partner Institutions at different locations.
- y. **Participant:** a person who is registered and enrolled for the MSc program for the purpose of taking courses, and/or (final) examinations or assessments within the MSc program. Can also be referred to as “student”.
- z. **Practical:** an educational unit referred to in Article 7.13, paragraph 2.d of the Act/WHW, carried out in one of the following ways:
 - writing a Research Proposal,
 - writing a Master Thesis,
 - writing a paper, creating a technological design or performing another written assignment,
 - performing a research assignment,
 - participating in field work or a field trip,
 - completing an internship,
 - participating in another educational activity intended to develop particular skills,
 - other, if approved by the MSM Academic Coordinator.
- aa. **RWTH:** RWTH Aachen University.
- bb. **Thesis supervisor:** an academic person responsible for the supervision of participant’s Master Thesis.

The other terms in these Education and Examination Regulations have the meaning conferred to them by law.

Article 1.3 Aims of the MSc programs in MME

(Article 7.13, paragraph 2.c of the Act/WHW)

1.3.1 Aims

The MSc programs have the following objectives:

- To respond to the fast demographic change and the companies’ need for high qualified employees, including young graduates;
- To enhance and develop the knowledge of candidates with a bachelor background in engineering;
- To develop participants’ competences in research and applying this research in an interdisciplinary context that combines production engineering and economic, in particular management, aspects;
- To prepare students for a career in an international environment by offering internationally oriented programs in an international environment comprising two academic institutions in two countries;
- To develop competences not related to any specific discipline, such as presentation skills and skills regarding the development of self-dependent and target-oriented actions;

- To encourage students to continue an academic career at the RWTH Aachen University or the Maastricht School of Management;
- To establish and deepen durable international relations in support of both a systematic recruitment of international, high qualified students, and the development of high quality Anglophone educational programs.

1.3.2 Learning Outcomes

Student who have successfully completed the **management modules** will have achieved the following:

1. Knowledge and Understanding

Students

- 1(a) understand the major theories and concepts in the key areas of business management;*
- 1(b) understand the main economic and social dynamics behind the major global drivers of competitiveness;*
- 1(c) understand the major strategic approaches in employing innovation for business development.*

2. Application of Knowledge and Understanding; problem solving abilities

Students

- 2(a) are business analysts, capable of analyzing complex problems, developing solutions to such problems for companies or industry sectors, and is able, at a junior manager level, to manage the implementation of these solutions both individually and in multidisciplinary, multicultural teams;*
- 2(b) are capable, at a junior manager level, of designing a company strategy that builds on the company resource strengths and is responsive to the new global drivers for competitiveness, particularly in emerging economy business environments;*
- 2(c) are capable of critically considering social and economic impacts of corporate behaviour on particularly emerging economies and developing countries.*

3. Integration of knowledge; handling complexity; making judgments

Students

- 3(a) have an improved competence in using quantitative and qualitative data and research methods, and in judging third reports that are based on such data and methods;*
- 3(b) have learned to act as an autonomous, socially responsible and constructive critical thinker.*

4. Learning Skills and Communication

Students

- 4(a) have shown that s/he is capable of taking responsibility for the continuous development of his or her knowledge and skills, and is able to critically reflect on the newly developed knowledge and skills;*
- 4(b) can make clear written and oral presentations;*
- 4(c) can emphatically communicate written and or complex arguments about sustainable business in emerging economy contexts to both private sector and public sector audiences.*

Chapter 2 Description of the MSc programs in MME

Article 2.1 Content MSc programs in MME

(Article 7.13, paragraph 2.a of the Act/WHW)

2.1.1 Segments

The MSc programs in MME consists of an appropriate mix of teaching, case studies analyses and discussion, study exercises in individual and group context, individual and group assignments, and independent applied research.

The MSc programs in MME comprises of four (4) semesters.

2.1.2 Delivery

Teaching and examinations in the MSc programs in MME delivered by MSM takes place in Maastricht. For an outline of the different semesters and courses contained of the MSc programs in MME, please refer to Appendix I.

Article 2.2 Study Load MSc programs in MME

(Article 7.13, paragraph 2.e of the Act/WHW)

2.2.1 Credits

The total study load of the MSc programs in MME is **120 ECTS**. A total of 30 ECTS apply to the teaching and examinations conducted by MSM.

Students can write their thesis either at MSM or at RWTH Aachen University. For the MSc program in Production Systems, the study load will be 20 ECTS in case the Master Thesis is assigned and supervised by a professor of MSM. For the MSc program in Electrical Power Systems, the study load will be 30 ECTS in case the Master Thesis is assigned and supervised by a professor of MSM.

For an overview of the ECTS per course (subject) for each semester for the MSc programs in MME, please refer to Appendix I.

2.2.2 Program Unity

Participants can only enroll for the entire MSc program as described in article 2.1 and 2.2. Enrollment per individual course is not possible.

Article 2.3 Duration MSc programs in MME

(Article 7.13, paragraph 2.i of the Act/WHW)

The MSc programs in MME are delivered in collaboration with RWTH Aachen University with duration of two (2) years.

Article 2.4 Language of instruction

The official language of the MSc programs in MME for teaching and examinations is English.

Chapter 3 Examination and Exam Requirements

Article 3.1 Participants Obligations

3.1.1 Participation requirements

A participant is required to attend all classes and is expected to come to class prepared to participate actively in discussions. Given the constraints of time during the course, a participant is urged to conduct their prescribed readings ahead of class, and to arrive on time.

The participant is obliged to participate in the teams designated as part of the courses of the MSc program in MME (team discussions, team presentations and team assignments) and to take part in works visits and guest lectures scheduled as part of the MSc program in MME.

Participation in educational activities may be part of an examination when announced along with its assessment norms in the course outline.

3.1.2 Course Evaluations

At the conclusion of each course, the participant will be required to assess the course through completing an online or hardcopy evaluation form. The course evaluation is confidential and anonymous.

Article 3.2 (Resit) Examinations

(Article 7.13, paragraph 2.l and n and q of the Act/WHW)

The respective examiner is authorized to administer and conduct examinations and to assess and determine (final) examination results. Each examination will involve the examiner testing the knowledge, application (*insight*) and skills of the participant with respect to a particular component of the overall assessment, and an assessment thereof (*Article 7.10, paragraph 1 of the Act/WHW*).

The MSM Examination Board may review the examiner's assessment by taking a random sample from the written and oral examinations and/or assignments (*Article 7.10, paragraph 2 of the Act/WHW*). This may result in the re-assessment of the associated examinations.

An academic member might be assigned by the MSM Examination Board to assess written and oral examinations and/or assignments in cases of grade objection, quality control, course replacement, discontinuation, or similar cases of absence.

3.2.1 Written and Oral Examinations (First attempt)

Examinations will be conducted orally, in writing, or otherwise as announced in the course outline, without prejudice to the MSM Examination Board competence to determine otherwise in exceptional cases (*Article 7.13, paragraph 2.l of the Act/WHW*).

Written examination:

The subject matter of the written examination of the course is defined in detail in the course outline, which shows what material covered in lectures, self-study and other parts of the course form the object of examination as well as the design and nature of the examination and the level of knowledge the participant is required to possess when participating in the exam.

The examiner will prepare a three (3) hour final written examination and model answers with grading guidelines. The duration of the examination will be such that participants can be reasonably expected to have sufficient time to answer the questions. Unless stated otherwise in the course outline of the subject, all examinations are closed book and notes examinations.

Examination questions shall be clear and unambiguous and such that participants can correctly judge how extensive and detailed their answer should be. The subject of the questions shall be representative of the whole of the course content.

Model answers with grading guidelines will either be distributed simultaneously after the examination or upon request of the participant or during the examination review, unless decided otherwise by the examiner (Article 7.13, paragraph 2.q of the Act/WHW). Model answers consist of sample answers to examination questions, the weighting of marks of each question with regard to the overall examination score and determine the cut-off mark.

The invigilators appointed for each examination are responsible for supervising the examination and for ensuring the examination proceeds in good order. Each participant must comply with the regulations during examinations. Please refer to Appendix II, Part 1. Failure to do so will lead to failing the respective part of the course. The participant consequently loses any rights with respect to clauses on examination scores.

Oral examination:

The MSM Examination Board could decide (in exceptional cases) that an oral examination may take place as method of examination (*Article 7.13, paragraph 2.l of the Act/WHW*).

Besides the respective subject examiner and the participant, a second examiner will be present during the oral examination.

Oral examinations are taken individually and open to the public, without prejudice to the MSM Examination Board competence to determine otherwise in exceptional cases (*Article 7.13, paragraph 2.n of the Act/WHW*).

3.2.2 Course assignments

Usually course assignments (including but are not limited to individual or group assignment, case study, presentation and/or class participation) form a part of the examination for each course. Detailed information about the nature of these assignments and their grading is provided in the course outline for each course, which will be provided to the participant before the beginning of the course.

Without indications otherwise, assignments have to be submitted to the MSM Global Education Programs department between 4:00 and 5:00 PM on the due date. Individual course examiners (lecturers) or other (MSM) staff members have no authority to relax deadlines, vary or waive (exemption) the course requirements for individual participants. Only the MSM Academic Coordinator has the authority to do so.

Unapproved late submissions of course assignments (first attempt), after the scheduled submission deadline, will be considered as a re-submission after a "No Pass". Unapproved late submissions of resit course assignments (second attempt), after the scheduled re-submission deadline, will imply a "Fail" for the course.

At the beginning of each academic year, a participant is requested to sign a declaration, which applies for all submitted assignments during the MSc program in MME. The declaration states that:

- The participant is aware of and understands the MSM principles and procedures with regard to academic misconduct (specifically the policy with regard to fraud, plagiarism, forgery and academic outsourcing) and the consequences of acting against them,
- The work submitted had not previously been submitted for a degree at MSM or any other school or university,
- It is own work in design and execution and that all materials used for the work have been fully acknowledged,
- The work submitted is free of any kind of plagiarism, forgery or academic outsourcing,
- The participant understands the school's research ethics and plagiarism, forgery and academic outsourcing policies.

3.2.3 Resit Examinations (Second attempt)

A resit of an examination entails the second (2) attempt for a participant to take an examination facilitated for all examinations or parts thereof, with the exception of the examination requirements of course assignments, presentations and practicals.

A third (3) attempt is considered by the MSM Examination Board only with respect to special personal circumstances. The MSM Examination Board delegated this task to the MSM Academic Coordinator.

3.2.4 Taking written or oral examinations and course assignments

A participant is obliged to take the examinations as scheduled for the MSc program in MME and to write the assignments and hand them in as scheduled for the MSc program in MME. If due to a valid reason beyond his or her control the participant is unable to take the scheduled examination or hand in an assignment, a 'written' statement setting forth the reasons for this plus any supporting documents e.g. medical certificate must be promptly submitted to the MSM Academic Coordinator. If the compelling reason exists in advance, the written statement must be submitted at the latest one (1) day before the examination takes place or before the submission deadline of the assignment.

The MSM Academic Coordinator will approve or disapprove the matter. A first unapproved omission to take a scheduled examination will be recorded as a grade of "No Pass". A definite grade of "Fail" will be recorded if the participant, after receiving a "No Pass" grade, fails to take the resit examination of the course. The same holds for (re-take) assignments and their (re-)submission deadlines. Any case of an unapproved omission to take an examination or hand-in an assignment will be reported to the MSM Examination Board.

Article 3.3 Special examinations for disabled participants

(Article 7.13, paragraph 2.m of the Act/WHW)

3.3.1 Applicability

For the purpose of creating equal opportunities regarding examination possibilities, the MSM Examination Board may decide to adopt and apply individual examination regulations, suited to the individual situations of the following categories of participants:

- Physically or otherwise impaired participants;

3.3.2 Requirements

If applicable at the time of admission, it is required that an applicant submits a written statement by their home university or college, or doctor at the time of applying for the program. The statement should specify the disability and the necessary adjustments.

In the case of examination a participant needs to submit a written request in order to be eligible for the appliance of individual examination regulations as mentioned in clause 1 of this article.

3.3.3 Consultation of experts

Before reaching a decision, the MSM Examination Board may consult an expert on the matter of the case.

Article 3.4 Examination periods and dates

(Article 7.13, paragraph 2.h and j of the Act/WHW)

3.4.1 Course and examination amount periods

In the MSc programs in MME courses are taught once (1) a year and (resit) examinations are organized once (1) a year.

The written or oral examination of a course (first attempt) will be conducted at the end of the course. After each course, as a rule within one (1) week the examination takes place.

3.4.2 Resit examination (second attempt)

A resit examination of a course will be arranged as required in conformity with the examination stipulations. A period of at least two (2) to eight (8) weeks is reserved (*after the participants are notified about the examination results of the first attempt*) before the resit examination takes place. The resit examinations will be duly announced to the participants.

Article 3.5 Master Thesis

Students can write their thesis either at MSM or at RWTH. The objective is to complete an interdisciplinary Master's Thesis at the interface between engineering aspects and management concepts. For this reason the thesis should be supervised by one professor of the Faculty of Mechanical Engineering or one of the Maastricht School of Management.

Students can choose between the two (2) options below:

Option A: Internship & Thesis

According to prior agreements with their professors, participants may complete their thesis during or after the participation within a research project or an internship.

Option B: Desk Research & Thesis

Students complete their thesis based on fundamental desk-research work, which means in the majority of cases that the previously agreed topic will be worked out by using desk research techniques, in particular by collecting data from existing resources and the interpretation of these data according to the defined research question. Hence, libraries, online databases and the Internet will be important sources for the students.

3.5.1 Master Thesis

The Master Thesis is a written paper or report of empirical or theoretical research in connection with a practical or theoretical topic of the MSc program in MME. The research is to result in a written paper, in which the specific problem formulation is elaborated following the MSM MSc Thesis Guidelines, methodologically worked out by means of adequate research data and a relevant framework.

- a. The thesis supervisor needs to approve the final Master Thesis by filling out and submitting the Thesis Evaluation form with the MSM Global Education Programs department, before the participant is allowed to submit the final Master Thesis. The participant, and not the thesis supervisor, is responsible for the content of the Master Thesis. Any approval from a thesis supervisor is no guarantee for a successful thesis defense.
- b. The participant is required to submit the (approved) Master Thesis before the submission deadline scheduled by the MSM Academic Coordinator.

- c. Upon handing in the Master Thesis, a participant is requested to sign a declaration stating that:
- The participant is aware of and understands the MSM principles and procedures with regard to academic misconduct (specifically the policy with regard to fraud, plagiarism, forgery and academic outsourcing) and the consequences of acting against them,
 - The work submitted had not previously been submitted for a degree at MSM or any other school or university,
 - It is own work in design and execution and that all materials used for the work have been fully acknowledged,
 - The work submitted is free of any kind of plagiarism, forgery or and academic outsourcing,
 - The participant understands the school's research ethics and plagiarism, forgery and academic outsourcing policies,

3.5.2 Research Progress Reports

During the thesis writing process, the participant and the thesis supervisor will both fill out and sign the research progress report form (twice). The objective of these research progress reports is to detect and resolve any difficulties (between the thesis supervisor and the participant or related processes) during the thesis writing process. Should any difficulties emerge during the writing process, the supervisor or participant will inform the MSM Global Education Programs department, which then considers the matter and proposes and implement a solution.

3.5.3 Master Thesis Defense

After approval of the Master Thesis by the thesis supervisor, the Master Thesis must be presented and defended by the participant at the scheduled thesis defense date viva voce in front of a Thesis Examination Board. Two (2) external evaluators are appointed by MSM for the Thesis Examination Board. The participant's supervisor(s) has an advisory role in this Thesis Examination Board. The final decision on the grade for the Master Thesis and defense is with the external evaluator appointed by MSM.

Thesis defense sessions are organized at the end of each MSc program in MME. The MSM Academic Coordinator may schedule additional defense sessions for those who have deferred and/or not passed, and paid the corresponding additional fees. Please refer to Appendix III: Financial Conditions.

The Master Thesis shall be assessed and documented through the completion of a thesis evaluation form. All external evaluators need to complete each facet of the thesis evaluation form with a specific grade and justifying comments. The assessment will take place in such a way that participants will be able to verify how their Master Thesis results were determined. Further detailed guidelines and grading issues are laid down in the MSM MSc Thesis Guidelines.

The MSM Examination Board may review the Master Thesis and thesis evaluation form (assessment) of the external evaluator by taking a random sample from defended theses, in cases of grade objection and the purpose of quality control. This may result in the re-assessment of the associated Master Thesis. (*Article 7.10, paragraph 2 of the Act/WHW*).

- a. In case the participant misses the submission deadline, (s)he is not allowed to defend and (s)he is considered to have received a "No Pass" for the Master Thesis (including defense).
- b. If for some compelling reason beyond his or her control the participant is unable to hand in the Master Thesis before the submission deadline or defend the Master thesis on the proposed day, a written statement setting forth the reasons must be promptly submitted to the MSM Academic Coordinator. If the compelling reason exists in advance, the written statement must be submitted at the latest one (1) day before the submission deadline or proposed defense date. The MSM Academic Coordinator will approve or disapprove the request.

- c. In case the thesis was handed in before the submission deadline, but does not receive an approval by the supervisor, the participant is not allowed to defend, but considered to have received a “No Pass” for his Master Thesis (including defense). This decision can be contested with the MSM Examination Board within one (1) week by stating the reasons for disagreement in writing.
- d. Once the Master Thesis is handed in on time and approved by the supervisor, a participant is obliged to defend the Master Thesis scheduled at the proposed date for his or her program of study or within three (3) months counting from the day the Master Thesis was submitted.
- e. A participant obliged to defend, who does not show up at defense or who is not willing to defend the Master Thesis, is considered to have received a “No Pass” for the Master Thesis (including defense).
- f. If a participant receives a “No Pass” for the Master Thesis he (s)he has to re-submit an improved Master Thesis after incorporating the recommendations from the panel members or go through the whole thesis process again (entirely new Master Thesis).
- g. The re-submission deadline for the Master Thesis is usually within six (6) months after the first Master Thesis submission deadline or the thesis defense date (first attempt) of the attending program.
- h. After having received a “No Pass” for the Master Thesis, the participant is required to re-submit the Master Thesis before the re-submission deadline scheduled by the MSM Academic Coordinator.
- i. In case the participant misses the re-submission deadline, (s)he is not allowed to defend and (s)he is considered to have received a “Fail” for the Master Thesis (including defense).
- j. If for some compelling reason beyond his or her control the participant is unable to hand in the Master Thesis before the re-submission deadline or defend the Master Thesis on the proposed day (resit defense), a written statement setting forth the reasons must be promptly submitted to the MSM Academic Coordinator. If the compelling reason exists in advance, the written statement must be submitted at the latest one (1) day before the re-submission deadline or proposed defense date (resit defense). The MSM Academic Coordinator will approve or disapprove the request.
- k. In case the thesis was handed in before the re-submission deadline, but does not receive an approval by the supervisor, the participant is not allowed to defend, but considered to have received a “Fail” for the Master Thesis (including defense). This decision can be contested with the MSM Examination Board within one (1) week by stating the reasons for disagreement in writing.
- l. After receiving a “No Pass” for the Master Thesis only one (1) re-submission of the Master Thesis is allowed. Hence after a “Fail” for the Master Thesis the participant is considered to have failed the entire MSc program in MME.

Article 3.6 Prerequisites Master Thesis

(Article 7.13, paragraph 2.s of the Act/WHW)

In principle, a participant is only allowed to submit (provided the Master Thesis is approved by the thesis supervisor) and defend the Master Thesis, after all courses of the program have been successfully completed. Only the MSM Academic Coordinator can deviate from this rule.

Article 3.7 Personal Circumstances

Personal circumstances (distress) leading to non-compliance with these regulations (including but are not limited to any form of absenteeism from class, not meeting the submission deadline of course assignments or Master Thesis, not taking examinations as scheduled for the MSc program in MME, exceeding the maximum number of resits and failed courses etc.) should be reported to the MSM Academic Coordinator, by submitting a written “motivated” statement, including the supporting documents e.g. medical certificate or other evidence, as soon as they occur.

Personal circumstances leading to not meeting the required deadlines and standards for the Master Thesis, may constitute a precondition for the MSM Examination Board to extend the time frame set for the Master Thesis with a maximum of three (3) months, based on a positive advice from the MSM Academic Coordinator.

Article 3.7.1 Definition

Personal circumstances that may qualify are (a) a participant's illness, (b) extraordinary family circumstances, (c) the participant's physical, sensorial or other functional disorder; (d) the participant's pregnancy.

a. Participant's illness

In order for the participant's illness to be regarded as the aforementioned precondition:

- the illness must have occurred during the academic year which influenced to comply with these regulations; and
- the participant must have notified the MSM Academic Coordinator, as soon as the illness occurred or at the latest one (1) day before a deadline, as the cause of failing to comply with these regulations for the MSc program in MME; and
- the participant must have submitted a statement from the attending physician with the date of diagnosis and, if applicable, the date of recovery.
- if the participant cannot meet the final requirement, the participant is required to contact the MSM Academic Coordinator.

b. Extraordinary family circumstances

In order for extraordinary family circumstances to be regarded as the aforementioned precondition:

- the participant must have notified the MSM Academic Coordinator, as soon as his/her extraordinary family circumstances occurred or at the latest one (1) day before a deadline, as the cause of failing to comply with these regulations for the MSc program in MME; and
- the participant must have provided proof of or means of the occurrence of extraordinary family circumstances.
- if the participant cannot meet the final requirement, (s)he needs to contact the MSM Academic Coordinator.

c. Participant's physical, sensorial or other functional disorder

In order for the participant's physical, sensorial or other functional disorder to be regarded as the aforementioned precondition:

- the participant must have reported the physical, sensorial or other functional disorder to the MSM Academic Coordinator at the start of his/her studies, or as soon as the physical, sensorial or other functional disorder occurred or at the latest one (1) day before a deadline.
- if the participant cannot meet the final requirement, the participant is required to contact the MSM Academic Coordinator.

d. Participant's pregnancy

In order for the participant's pregnancy to be regarded as the aforementioned precondition:

- the participant must have reported her pregnancy to the MSM Academic Coordinator; and
- the participant must have submitted a statement from the attending physician or midwife with a confirmation of her pregnancy or a birth certificate.
- if the participant cannot meet the final requirement she needs to contact the MSM Academic Coordinator.

Article 3.8 Assessment and notification of (resit) examination results
(Article 7.13, paragraph 2.o of the Act/WHW)

3.8.1 Assessment Written (resit) examination

A written (resit) examination in any form will be assessed and graded by an examiner appointed by the MSM Examination Board (Article 7.12c of the Act/WHW). Before assessing and grading the examination scripts these will be anonymized.

For every written (resit) examination, an assessment norm is determined and stated on the examination paper. The assessment will take place in such a way that participants will be able to verify how their examination results were determined.

3.8.2 Assessment Oral (resit) examination

An oral (resit) examination (*only in exceptional cases*) will be assessed and graded by an examiner appointed by the MSM Examination Board (Article 7.12c of the Act/WHW).

For every oral (resit) examination an assessment norm is determined and made available by the examiner. The oral (resit) examination shall be assessed and documented through a short report written by the examiner with the questions asked by the examiner, a summary of the answers given by the participant and the way in which grades are calculated (given marks per question).

3.8.3 Assessment Course (resit) assignment

A course (resit) assignment in any form will be assessed and graded by an examiner appointed by the MSM Examination Board (Article 7.12c of the Act/WHW).

For every course (resit) assignment, an assessment norm is determined and made available by the examiner. The assessment will take place in such a way that participants will be able to verify how their results were determined.

3.8.4 Examination Scores (first attempt)

Usually written and oral examinations account for 60% of the final grade for a subject and course assignments (including presence and participation) account for 40% of the final grade for a subject. At the consent of the MSM Academic Coordinator other weights or evaluation methods may be used for written and oral examinations and course assignments. If applicable, class participation may be considered as part of the course assignment (as long as the assessment of the participation in class is transparent). A maximum of 40% of the course assignment could be allocated to class participation. The highest grade obtained, either in the first or the resit written or oral examination is final. Similar considerations apply to the course assignment.

Grades are given on a scale from 0.0 to 10.0, accurate to one (1) decimal place or qualified as a "No Pass" or "Fail" in accordance with this article. For all Examinations (written and oral examinations, course assignments and Master Thesis), a grade of 5.5 or higher is considered a "Pass".

The written or oral examination and the course assignment will be graded separately and will both require a minimum grade of 5.5 apart from having a final grade for a subject of 5.5 or above, as a requirement to obtain a final pass grade.

The grading scale from 0.0 to 10.0, as applied by MSM, is to be interpreted as below.

MSM Mark	MSM Mark	German Mark	RWTH Mark	Description
10.0-8.9	10	1,0000	1,0	Very good
	9.0	1,0000		Very good
	8.9	1,0857		Very good
8.8-8.4	8.8	1,1714	1,3	Very good
	8.7	1,2571		Very good
	8.6	1,3429		Very good
	8.5	1,4286		Very good
	8.4	1,5143		Very good
8.3-8.1	8.3	1,6000	1,7	Good
	8.2	1,6857		Good
	8.1	1,7714		Good
8.0-7.7	8.0	1,8571	2,0	Good
	7.9	1,9429		Good
	7.8	2,0286		Good
	7.7	2,1143		Good
7.6-7.2	7.6	2,2000	2,3	Good
	7.5	2,2857		Good
	7.4	2,3714		Good
	7.3	2,4571		Good
	7.2	2,5429		Good
7.1-6.9	7.1	2,6286	2,7	Satisfactory
	7.0	2,7143		Satisfactory
	6.9	2,8000		Satisfactory
6.8-6.5	6.8	2,8857	3,0	Satisfactory
	6.7	2,9714		Satisfactory
	6.6	3,0571		Satisfactory
	6.5	3,1429		Satisfactory
6.4-6.1	6.4	3,2286	3,3	Satisfactory
	6.3	3,3143		Satisfactory
	6.2	3,4000		Satisfactory
	6.1	3,4857		Satisfactory
6.0-5.7	6.0	3,5714	3,7	Sufficient
	5.9	3,6571		Sufficient
	5.8	3,7429		Sufficient
	5.7	3,8286		Sufficient
5.6-5.5	5.6	3,9143	4,0	Sufficient
	5.5	4,0000		Sufficient
< 5.5	<5.5	5,0000	5,0	Not Sufficient

Unless stated otherwise, in standard written and oral examinations and course assignments, MSM has defined the following criteria for “**Pass**” and “**No Pass**”:

- **Pass:** The final grade for a subject is 5.5 or higher and the written or oral examination and course assignment are 5.5 or higher.
- **No Pass:** The final grade for a subject is under 5.5 or the written or oral examination or course assignment is under 5.5 (after first attempt).

In the event a resit written or oral examination is taken as first attempt, for example due to approved absence (with prior written notification to the MSM Academic Coordinator) the examination score will be considered as the first written or oral examination. The same holds for course assignments.

3.8.5 Examination Scores Resit Examination and Re-submissions (second attempt)

When a participant obtains a “No Pass” (a score less than 5.5), (s)he is required to improve his/her grade by taking a resit written or oral examination and/or by redoing and re-submitting a (new) course assignment.

- When a participant obtains a “No Pass” and the course assignment was lower than 5.5, (s)he is required to re-submit a new course assignment.
- When a participant obtains a “No Pass” and the written or oral examination was lower than 5.5, (s)he is required to resit the written or oral examination.

The participant is only allowed to resit or re-submit that (those) part(s) of the subject, for which (s)he obtained a score less than 5.5. It is not allowed to take a resit examination or re-submit a course assignment when the participant has already obtained a passing final grade for the subject.

Only one (1) resit written or oral examination attempt and one (1) re-submission of the course assignment per subject is allowed. This is considered as second (2) attempt.

3.8.6 Failing Resit Examination and Re-submissions (after second attempt):

The participant has failed the course (“Fail”) if the final grade for a subject is less than 5.5 after a resit examination or/and re-submitted course assignment, and/or if the grade for the resit examination or re-submitted course assignment is under 5.5 (after second attempt).

Unless stated otherwise, in standard written and oral examinations and course assignments, MSM has defined the following criteria for “**Fail**”:

- **Fail:** The final course grade is under 5.5 or the written or oral examination or course assignment is under 5.5 (after second attempt).

A participant who obtains a “Fail” grade for a subject is expected to repeat the course. A participant is allowed to take a first and second attempt of the written or oral examination and course assignment. A participant is allowed to repeat two (2) different courses in the entire MSc program in MME, and a same course is only allowed to be repeated once (1).

3.8.7 Notification of Results (Article 7.13, paragraph 2.0 of the Act/WHW)

The MSM Global Education Programs department will notify each participant of his or her results in writing within six (6) weeks after the examination, unless communicated otherwise by the MSM Global Education Programs department. The overall grade list will be updated in case new examination results are known. This information is considered personal and confidential.

3.8.8 Procedure in case of grade differences

In case of administrative mistakes in grading after notification of the results, the following procedure will be followed:

- Increase: In case of an increase in a grade, the grade will be adjusted in favor of the participant and (s)he will be informed.
- Decrease: In case of a decrease in a grade, the grade will not be adjusted if the grade is already communicated to the participant. Otherwise, the grade will be adjusted according to the correct grading.

Article 3.9 Validity of the results

(Article 7.13, paragraph 2.k of the Act/WHW)

3.9.1 Basic requirement MSc programs in MME

To graduate from the MSc program in MME a participant should have completed and earned a total of **120 credits** in the particular curriculum set for the program. This implies that the participant must pass all subjects of the program and defend his or her Master Thesis successfully.

3.9.2 Validity Examination results

Positive final and partial examination results and exemptions remain valid for a period of five (5) years from the date of the participants first registration for the MSc program in MME, without prejudice to the competency of the MSM Examination Board to extend this period and provided that the results are not substituted by other results.

Article 3.10 Right of Inspection

(Article 7.13, paragraph 2.p of the Act/WHW)

3.10.1 Right of Inspection

Within four (4) weeks after notifications of results and/or the MSM Global Education Programs department received the graded examination script and/or course assignment script back from the examiner, participants will be given the opportunity to inspect their assessed written examination or course assignment, the questions and assignments posed and given within the framework thereof, and the norms applicable to the assessment thereof.

Examination and Course Assignment scripts will not be returned to a participant, but will be available for review in the MSM Global Education Programs department, on the basis of a fixed timing and schedule (appointment basis). A participant is not allowed to make a copy of the examination and course assignment papers, nor remove it from the office, nor make changes in the original exam and course assignment script.

3.10.2 Executive authority

The MSM Global Education Programs department will provide for the opportunity mentioned in clause one (1) of this article and with regard thereto will timely announce the details regarding time, date, location and identification of the participant.

3.10.3 Unforeseen circumstances

Within the given period of time a participant will be given a second (2) opportunity to exercise the right of inspection, provided that the participant can demonstrate the inability to exercise this right in the first instance due to circumstances beyond the participant's control. The participant may file a (written) request with the MSM Global Education Programs department for another inspection opportunity.

3.10.4 Complaints and comments regarding written examinations

Comments and complaints regarding open and/or closed questions for written examinations or parts thereof have to be submitted to the MSM Examination Board within five (5) days after the examination in order for them to be reviewed.

Article 3.11 Failure and Continuation of the MSc programs in MME

- a. A participant who obtains a "Fail" grade for a subject is expected to repeat the course. The MSM Academic Coordinator will decide and usually schedule such a course with a next intake. The MSM Examination Board is authorized to deviate from these regulations in exceptional and individual cases. Additional fees may be applicable. Please refer to Appendix III: Financial Conditions. A participant is allowed to take a first and second attempt of the written or oral examination and course assignment. A participant is allowed to repeat two (2) different courses in the entire MSc program in MME, and a same course is only allowed to be repeated once (1).
- b. A participant who obtains a "Fail" after (s)he redid a particular course (as a result of a "Fail") will be considered as having failed the MSc program in MME. The MSM Examination Board will decide upon "motivated" written request to continue the MSc program in MME by the participant, a proposal by the MSM Academic Coordinator whether or not, and - if so - under which conditions, a participant who has failed the MSc program in MME will be allowed to continue the MSc program in MME on academic probation. In this case no refund policy will be applicable.
- c. A participant who fails the Master Thesis (the re-submitted Master Thesis and second defense session resulted in "Fail") will be considered as having failed the MSc program in MME. The MSM Examination Board will decide upon "motivated" written request to continue the MSc program in MME by the participant, a proposal by the MSM Academic Coordinator whether or not, and - if so - under which conditions, a participant who has failed the MSc program in MME will be allowed to continue the MSc program in MME on academic probation. In this case no refund policy will be applicable.
- d. "Motivated" appeals against final decision in a, b, c taken by the MSM Examination Board can be filed with the Board of Appeal for Examinations. Please refer to Article 6.7.2 Right of appeal.
- e. In case a Participant wishes to defer a single course, or the Master Thesis (Master Thesis deferment implies that the thesis process, including supervision, is postponed) (s)he is required to apply for authorization presenting a valid reason to the MSM Examination Board. The deferment needs to be approved by the MSM Examination Board and shall not exceed the maximum duration of one (1) year. Usually an additional fee must be paid. Please refer to Appendix III: Financial Conditions. Single course and/or Master Thesis deferment will be considered and decided upon on a case-by-case basis.

Article 3.12 Exemptions

(Article 7.12b, paragraph 1d and Article 7.13, paragraph 2.r and Article 7.28 of the Act/WHW)

The exemption requirements below apply only for courses taught in the MSc program in MME by MSM in Maastricht. RWTH Aachen University has her own exemption requirements for the courses taught in the MSc program in MME by RWTH in Aachen.

3.12.1 Authority

The MSM Examination Board is authorized to grant full or partial exemption from a particular examination provided that the participant can demonstrate the successful completion of substitutable examinations at an institution of higher education other than MSM or of the acquisition of appropriate skills elsewhere.

3.12.2 Procedure

Exemption requests will be considered and decided on upon a case-by-case basis.

In order to assess possible exemptions (waivers) MSM requires the following:

- Official request from the participant or RWTH Aachen,
- Name of the MSM course to be exempt (waived),
- Name of the university where the credits were obtained,
- Official transcript with grades (Properly validated documentation proving the successful completion of the examination),
- A course syllabus with detailed description,
- The acquisition of the skills equivalent to the examination.

3.12.3 Credits

No credits will be awarded for the examination from which the participant has been granted exemption. The credits awarded to the exempted examination are fictive and exist for the purpose of fulfilling the requirements for the MSc program in MME only.

3.12.4 Grades

No grades will be awarded for the examination from which the participant has been granted exemption. The exemption is indicated on the transcript with "waiver".

Article 3.13 Rules of Procedure and Academic Conduct

3.13.1 Authority

A separate section attached to these Education and Examination Regulations has been drawn up by the MSM Examination Board and stipulates the rules and guidelines regarding proper conduct with regard to academic practices and regarding the procedural aspects during examination, including non-compliance with these rules. Please refer to Appendix II: Rules of Procedure and Academic Conduct.

3.13.2 Non-compliance

The MSM Examination Board may impose sanctions following a participant's non-compliance with the Rules of Procedure and Academic Conduct as irregularities in an examination or part(s) thereof, fraud, plagiarism, forgery or academic outsourcing as meant in Article 3.14 Academic Misconduct of these regulations. These also include possible sanctions regarding non-compliance with these rules.

Article 3.14 Academic Misconduct

3.14.1 Authority

In case of irregularities in an examination or part(s) thereof, preventing the MSM Examination Board from assessing the participant's knowledge, or in case of the participant committing academic misconduct or creating the opportunity to commit academic misconduct (including but are not limited to fraud, plagiarism, forgery or academic outsourcing), the MSM Examination Board is authorized to impose sanctions upon the participant.

The MSM Examination Board can only decide to impose sanctions after having given the participant the opportunity to put forward his/her views on the matter. If academic misconduct is established, this is included in the participant's file. The participant will be placed on probation immediately.

If a participant is found guilty of serious academic misconduct, the MSM Examination Board may recommend the participants immediate expulsion from the MSc program in MME to the Joint Examination Board (*Article 7.12b, paragraph 2 of the Act/WHW*). More information regarding the MSM academic misconduct policy and procedure is published on the MSM website (www.msm.nl).

3.14.2 Fraud

The MSM Examination Board may impose a sanction if it establishes that a participant has committed fraud in any examination or part(s) thereof, including that a participant:

- a. Has had any unauthorized aids, texts or notes at his or her disposal, or has used unauthorized electronic aids and/or communication devices,
- b. Has communicated or tried to communicate with another participant, either verbally or through gesture, without permission from an exam invigilator, examiner, or a member of the MSM Examination Board,
- c. Has copied or tried to copy another participant's answers, or has given another participant the opportunity to copy his/her own answers,
- d. Has posed as someone else or let someone else pose as him/her,
- e. Has deliberately misled or tried to mislead an exam invigilator, an examiner, a corrector or the MSM Examination Board with respect to the exam, or has provided an opportunity for them to be misled.

3.14.3 Plagiarism

The MSM Examination Board may impose a sanction if it establishes that a participant has committed plagiarism in any examination (including Master Thesis) or part(s) thereof, including:

- a. Using or copying his/her personal or other people's texts, data, ideas or thoughts without adequate reference to the source,
- b. Presenting the structure or central body of thought from others without adequate reference to the source and thus passing it off as his/her own,
- c. Not clearly indicating literal or almost literal quotations in the text, for example via quotation marks or a certain layout,
- d. Paraphrasing the content of his/her own or other people's texts without adequate reference to the source,
- e. Copying video, audio or test material, software and program codes from others without adequate reference to the source and thus passing them off as his/her own,
- f. Copying work from fellow participants and thus passing it off as his/her own.

MSM has zero tolerance for plagiarism. The MSM Examination Board has drawn up an Academic Misconduct Policy and Procedure. The Policy and Procedure are published on the website of MSM (www.msm.nl).

Policy in case of plagiarism in group assignment:

In principle, all group members are responsible for all parts of the assignment in case of a group assignment and not only the part they have written. There is a group responsibility for the whole document and a participant is not only responsible for ensuring that his or hers own part is not plagiarized. Group work will be judged as group work and not as several pieces of individual work, except when a group assignment is formulated in such a way that group members are obliged to identify which pieces of the assignment they wrote and that the submitted group assignment clearly indicates the individual contributions. However, if that is not the case, then the MSM Examination Board can't verify which specific part is written by which participant and all group members are equally responsible for all parts of the assignment and not only the part they have written (this is a practice that is also applied in other schools). Then, the MSM Examination Board can only evaluate if the group assignment itself has been plagiarized.

Policy in case only one (1) group member objects to detected plagiarism in a group assignment:

An individual objection to a group assignment grade or detected plagiarism in a group assignment will be rejected. The MSM Examination Board will judge an objection in case of a group assignment only on group level and not individual level.

To guarantee that all group members agree with filing the objection, the MSM Examination Board will only consider an objection if all group members are mentioned in the written motivated objection and are copied in the email send to the MSM Examination Board.

3.14.4 Forgery

The MSM Examination Board may impose a sanction if it establishes that a participant has committed forgery in any examination (including the Master Thesis) or part(s) thereof or with any documentation, including:

- a. Fabricating, adapting, or imitating data, statistics, or documents with the intent to deceive,
- b. Producing false information or false evidence,
- c. Fraudulent documents, such as forgery with a degree or transcript.

Forgery can be present written, graphic and visual form, (such as tables and figures), including electronic data, and oral presentation.

To avoid a possible accusation of forgery the participant must be able to give evidence of the reliability of his/her data collection method, and must be able to show the (data)files that contain the primary data used for examinations or the Master Thesis research.

3.14.5 Academic Outsourcing

The MSM Examination Board may impose a sanction if it establishes that a participant has committed academic outsourcing in any examination (including Master Thesis) or part(s) thereof, including:

- a. Submitting work or assignments acquired from or written by a third party (whether or not for payment) and thus passing them off as his/her own,
- b. Letting others produce (parts of) the analysis or (parts of) the writings to be used for a course assignment or Master Thesis. These others can be an organization or a group of individuals, or even an individual (whether or not for payment),
- c. Asking a thesis supervisor, examiner or anybody else to write part of a course assignment or Master Thesis.

3.14.6 Sanctions
(Article 7.12b, paragraph 2 of the Act/WHW)

Regarding clause 1 of this article, the MSM Examination Board may reach the decision to impose any of the following sanctions or a combination thereof upon the participant, depending on the gravity of the academic misconduct:

- a. Reprimand/official warning,
- b. Place on probation,
- c. Complete or partial voidance or annulment of the relevant examination,
- d. Exclusion/ Suspension from participation or further participation of one or more examinations or other school activities for a period of time to be determined by the MSM Examination Board, with a maximum period of one (1) year,
- e. Propose immediate expulsion from the MSc program in MME to the Joint Examination Board.

Regarding clause 1 of this article, the Dean Director may reach the decision to impose any of the following sanctions or a combination thereof upon the participant:

- a. Expulsion on an either temporary (one (1) cycle) or permanent basis,
- b. Payment of repairs and damage costs,
- c. Reports to sponsors, employers and other relevant stakeholders,
- d. Legal actions, if the offence would require that.

3.14.7 Unsuitability (Iudicium Abeundi)

In exceptional circumstances and after carefully weighing the interests at stake, the MSM Examination Board may, stating reasons, ask the Dean Director to terminate or deny a participant's registration for a MSc program in MME if, through his/her conduct or statements, the participant shows that (s)he is unsuitable to practice one or more professions for which the MSc program in MME enrolled in is training him/her or is unsuitable for the practical preparation for the profession.

Article 3.15 Awarding credits
(Article 7.12, paragraph 2 of the Act/WHW).

3.15.1 Awarding credits

Each subject carries a number of credits, to which a grade is attached by examinations, tests, and project work.

The number of credits representing the full study load (credits) of a course will only be awarded in full. It is not possible to award part of the credits.

3.15.2 Requirements

Course credits are awarded by decision of the MSM Examination Board upon the participant's fulfillment of all requirements of the MSc program in MME.

Article 3.16 Fulfillment of all requirements
(Article 7.12, paragraph 2 of the Act/WHW)

The decision of the MSM Examination Board that a participant has fulfilled all requirements of the exam means that the participant has given evidence of having obtained the general qualities as set out in the aims listed in Article 1.3 of these regulations and the specific qualities as specified by the descriptions of the specific courses, (final) examinations and practicals.

The participant is required to complete all degree requirements within five (5) academic years of his or her admission to the program. Failure to fulfill the requirements will result in an incomplete program. In such a case the participant may receive, upon his or her request, a certificate indicating the courses that have been completed/ successfully passed.

Article 3.17 MSc Degree and Transcript

3.17.1 Degree

Upon successful completion of the MSc program in MME according to the standards and requirements of the RWTH Aachen University and Maastricht School of Management, students will receive a Master degree from RWTH Aachen University.

3.17.2 Transcript

Participants will receive a separate transcript from MSM indicating the courses conducted by MSM that have been completed/ successfully passed. The transcript will state:

- the name Maastricht School of Management
- the name of the MSc program in MME,
- the subjects of the exam,
- the degree that is awarded,
- the last accreditation date of the MSc program in MME,
- a transcript of the participant's list of grades (*with "Resit" indicated if applicable*).

The MSM Examination Board includes a diploma supplement, in accordance with Article 7.11, paragraph 4 of the Act/WHW.

3.17.3 Signature

The transcript is signed by the Dean Director and by the Chairman of the MSM Examination Board.

Chapter 4 Admission to the MSc programs in MME

Article 4.1 General

The assessment whether the admission requirements are fulfilled will be done by the Registrar's Office of the RWTH Aachen University, in cases of foreign applicants in consultation with the International Office (IO) of the RWTH Aachen University.

It is the responsibility of the participant to ensure before applying, that they satisfy the admission requirements. Illegally obtained admission to the program (i.e. based on fraudulent information or documents) will not entitle a person to continue participating or to receive a Master degree.

The application deadline regarding the MSc programs in MME for each admission cycle will be announced on the website of MSM (www.msm.nl).

Article 4.2 Requirements

Admission to the MSc program in MME takes place on a competitive basis. In order to be eligible for admission to the MSc program in MME, an applicant needs to fulfill the following requirements:

a. First Degree

Bachelor of Engineering or Science in Mechanical Engineering or a related discipline, covering the fundamentals of engineering sciences, mathematics, physics and production technology, awarded by an internationally recognized university-level institution.

Fundamental knowledge in the fields of engineering, mathematics and natural science that should be covered within the following modules: Mathematics, Mechanics, Material Sciences, Thermodynamics, Informatics/Programming/Computer Science, Physics, Technical Drawing and CAD.

Furthermore knowledge in the following courses is requested: Fluid Dynamics, Automatic Control, Design Engineering, Production Management, Machine Tools, Manufacturing Technology, Electrical Drives, Quality Management.

Basic knowledge in business administration is requested as an admission requirement. Students with no previous knowledge in management have to participate in a preparatory online courses conducted by the school of business and economics at the RWTH Aachen University prior to the beginning of the course (July-Sep).

b. Language requirement

Applicants who are non-native English speakers and who received their academic qualifications from non-English-speaking universities must prove sufficient fluency in English.

The following evidence of language proficiency is recognized:

- a. Test of English as Foreign Language (TOEFL) 'Internet-based' Test (iBT) with a result of at least 90 points or,
- b. TOEFL 'Paper-based' Test (PBT) with a result of at least 577 points or,
- c. IELTS-Test with a result of at least 5.5,
- d. Cambridge Test-Certificate in Advanced English (CAE).

c. Work experience

Moreover, practical professional experiences of as a rule not less than one year is required. This can be completed in whole or in part as practical training or in form of work experience in relevant areas for the master's course of study during or after the first recognized university degree.

Chapter 5 Advice and Guidance

(Article 7.13, paragraph 2.u of the Act/WHW)

Article 5.1 Progress records

On behalf of the MSM Examination Board, the MSM Global Education Programs department keeps records of examination results of all participants and provides participants with an updated overall grade list in case new examination results are known.

Article 5.2 Advice and guidance

The MSM Academic Coordinator of the MSc program in MME acts as study advisor for the purpose of giving advice and guidance to participants enrolled in the MSc program in MME regarding their individual progress and any options for study within and outside the MSc program in MME in Maastricht.

Chapter 6 Final provisions

Article 6.1 Amendments

6.1.1 Competent Authority

Amendments to these regulations are laid down by a separate decision of the Dean Director.

6.1.2 General effect

No amendments will be made that apply to the current academic year, unless the proposed amendments in all fairness do not affect the participants' interests.

6.1.3 Individual effect

Amendments made by the MSM Examination Board or the Dean Director under the existing regulations will not negatively affect any decision about a participant.

Article 6.2 Announcement

6.2.1 Announcement

MSM ensures appropriate announcement of these regulations, of the rules and guidelines as established by the MSM Examination Board and of all amendments to these regulations, rules and guidelines.

6.2.2 Availability

Up-to-date digital versions of the regulations, rules and guidelines mentioned in clause 1 of this article will be made available on the website of MSM (www.msm.nl) and thus accessible by the participant.

Article 6.3 Validity

The regulations will supersede any preceding regulations or arrangements between parties with regards to the courses taught by the Maastricht School of Management.

These regulations have been acknowledged and approved of by the Dean Director after a proposal by the MSM Examination Board. In all questions of interpretation of the regulations, the decision of the Dean Director shall be final.

The participant receives a copy of the regulations at the beginning of the MSM courses and the participant acknowledges that with the signing of the Participant's Agreement.

Article 6.4 Unforeseen circumstances

In cases not provided for by these regulations, the MSM Examination Board shall decide. No rights can be derived from decisions, announcements and advice from others than the MSM Examination Board if these decisions, announcements and advices are in contradiction or not in accordance with these regulations, unless the MSM Examination Board explicitly decides otherwise.

Article 6.5 Hardship

The MSM Examination Board is authorized to deviate from these regulations in individual cases if strict adherence to these regulations would result in inequitable circumstances for the participant.

Article 6.6 Time constraint for decisions of the MSM Examination Board

- a. A decision shall be made within the time constraint prescribed by statutory regulation, or, in the absence of such a time constraint, within a reasonable period after receipt of the application.

The MSM Examination Board aims to take a final decision and responds in writing within six (6) weeks after receipt of the written “motivated” reaction of the participant.

- b. The reasonable period referred to in clause one (1) of this article shall in any event be deemed to have expired when the MSM Examination Board 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 application.
- c. If, in the absence of a time constraint prescribed by statutory regulation, a decision cannot be made within six (6) weeks, the MSM Examination Board shall inform the participant, stating a reasonable time constraint for the decision to be made (adjournment).

The MSM Examination Board may extend the decision period by at most four (4) weeks. Written notice of the extension will be provided.

A further extension is possible, insofar as the appellant consents to this, and the interests of the other interested parties will not be prejudiced or the other interested parties consent to this.

- d. The time constraint for making a decision shall be suspended with effect from the day on which the MSM Examination Board requests the applicant to amplify the participant pursuant to article 4:5 Awb until the day on which the participant has been amplified or the time constraint set for this purpose expires without having been used.

Article 6.7 Right of objection and right of appeal

6.7.1 Right of objection

A participant may object his or her assessment grade if there is sufficient justification to do so. This means that the participant should give specific grounds related to the grading. In case of a written examination or written assignment, the participant is advised to first review the examination or the assignment on appointment basis. Next (s)he should discuss the work with the respective examiner. The examiner will evaluate and inform the MSM Global Education Programs department.

In case the examiner is not available for the review and the participant has objections to the given grade, the participant may fill out the “grade objection form” (which will replace the review with the examiner). The participant motivates clearly, for each question on a separate form, why (s)he objects to the assessment. Only “motivated” objection arguments are taken into consideration. The MSM Global Education Programs department further processes the grade objection form and the examiner will evaluate and answer the MSM Global Education Programs department, so that the participant can receive the result within three (3) weeks from the review appointment.

In case of Master Thesis (review not possible), the participant is advised to object the grade in writing to the MSM Examination Board stating the reason(s) for disagreement.

If the participant has “motivated” grounds for further action, (s)he may object the grade in writing to the MSM Examination Board stating the reasons for disagreement. A “motivated” written objection should be filed, on a separate form, no later than six (6) weeks after the timings scheduled for exam and/or assignment review and four (4) weeks after notification of the Master Thesis grade.

The MSM Examination Board may reject or accept the grade objection, based on the “motivated” objection arguments of the participant. If the grade objection is accepted, the MSM Examination Board can ask a second evaluator to re-assess the grading. Finally the MSM Examination Board decides on the grade, based on the Re-assessment of the second evaluator. This can result in the same or different (higher or lower) grade than originally obtained.

Policy in case only one (1) group member submits a grade objection:

An individual objection to a group assignment grade will be rejected. The MSM Examination Board will judge an objection in case of a group assignment only on group level and not individual level. It is the opinion of the MSM Examination Board that an examiner will have enough possibilities to judge the individual addition of participants in a group assignment (and course) before a final grade is set.

To guarantee that all group members agree with filing the objection, the MSM Examination Board will only consider an objection if all group members are mentioned in the written motivated objection and are copied in the email send to the MSM Examination Board.

6.7.2 Right of appeal

(Article 7.60, 7.61 and 7.62 of the Act/WHW)

The “right of appeal” and associated bodies and procedures have been described in detail in the “Regulations of the Board of Appeal for Examinations” which are published on the website of MSM (www.msm.nl). The text below is an excerpt only.

a. Subjects of appeal

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

- decisions by the MSM Examination Board regarding the acquisition of credits and the passing of exams;
- decisions regarding exemptions and transfer among programs as mentioned in these regulations;
- decisions not of a general nature regarding admissions as mentioned in these regulations;
- decisions of the MSM Examination Board or of examiners.

b. Legality of decisions

An appeal may be lodged regarding the legality of a decision.

c. Term for lodging appeals

The term for lodging an appeal is six (6) weeks, starting from the date the decision was procedurally correctly announced.

d. Resolution

Before deciding on an appeal, the Complaints Service Point will send the appeal to the body to which the appeal is directed, inviting it to ascertain, in consultation with party (parties) concerned whether the dispute can be settled. If the appeal is lodged against an examiner, the previous sentence applies to the MSM Examination Board. Within three (3) weeks the body concerned informs the Board of Appeal in writing of the result of the discussions. If an amicable settlement was not possible, the notice of appeal will be taken up by the Board of Appeal for Examinations.

Article 6.8 Coming into force

These regulations will take effect on 1 September 2015 and remain in force for the academic year 2015-2016, up to and including 31 August 2016.

Appendices

Appendix I Outline MSc programs in MME

Part 1: Curriculum Outline MSc programs in MME

MSM

MSM has its roots in the Research Institute for Management Science at the Technical University in Delft dating back to 1952. The Research Institute introduced a MBA programme in 1984 and in 1989 relocated to the city of Maastricht. In addition to its MBA, the institution continued to expand its portfolio by offering Master and Doctoral level programs. In 1993, the name changed to the Maastricht School of Management (MSM). MSM continued its strong involvement in emerging and developing economies as one of five formal 'international' specialized higher education institutions for international education in the Netherlands where the language of instruction is English.

Over time MSM has evolved into a modern business school with a strong focus on applied research based management education. The latter is characterised by unique multicultural, multidisciplinary setting with a deep alumni base in emerging and developing countries.

MSM's applied research-driven approach to management education, combined with extensive consultancy support and capacity development of business schools makes for a unique experience at MSM. Research, capacity building and management education are the three core activities.

MSc programs in MME

The MSc programs in MME delivered in collaboration with RWTH Aachen University have a duration of two (2) years. The MSc curricula consists of 120 ECTS in total, divided in four (4) semesters. Official tests, written examinations and course assignments are part of the semesters.

Program Setup of the MSc programs in MME in Maastricht

The MSc programs in MME are targeted towards International students with an excellent performance in their undergraduate studies but not necessarily with professional experience.

MSM offers MSc programs in Management and Engineering in Production Systems and Management and Engineering in Electrical Power Systems.

Courses conducted by MSM in Maastricht

Global Transformations and Sustainable Competitiveness

Companies and governments need to understand the main transformations in global, socio-economic environment. These transformations are the new drivers of competitiveness that will make or break firms in the next decade. This course discusses and explains these new 'rules of the game' in the global business environment in two ways. First, the course provides a thorough overview of theories that explain state-business relations. Second, students will be introduced to institutional theory, particularly to the role of institutions in regulating individual and collective action of companies and governments.

Organizational Development and Change

In order to adapt to changing environmental circumstances and requirements and new strategic directions, organizations need to be adaptive and flexible. This course discusses the fundamentals of organizational behavior, organizational (re)design and development, as well as of structural and cultural issues related to organizational change and performance improvement. Throughout the course special emphasis will be given to how diverse political environments in Asia, Africa and Latin America interfere with corporate policies. Cross-cultural comparisons are made to illustrate the differences in the role and influence of culture in determining corporate strategy, change and development.

International Project Management

Project Management is increasingly becoming popular among organizations to achieve their goals. Today, projects have a wider, global scope, involve partners across the world, from other societal sectors, and require a collaborative attitude in order to achieve their objectives. The key challenge is to plan and coordinate activities to satisfy the (often changing) needs of a diversity of stakeholders, under constraints of time and financial and other resources. This course will teach the relevant approaches, theories, and methodologies for project management in an international context. Case studies will highlight the factors for project success and failure. Participants will adopt analytical models and so learn how to monitor and evaluate projects, formulate options and give solid recommendations. Participants will be trained on writing a project charter, developing a project management plan and on selecting and using relevant project management software.

Business Economics

This course introduces economics and seeks to study the functioning of markets, both on micro and macro level. On the microeconomic level, we shall discuss the behavior of consumers, producers or firms, and try to understand the process of price formation and output determination in various market structures, and seek to understand how costs influence a firm's profitability. On the macroeconomic level, we seek to understand the causes and consequences of economic fluctuations and economic growth and try to understand how the government might influence the economy such as to stimulate economic growth and to stabilize inflation and unemployment at acceptable levels.

Responsible Supply Chain Management

The lengthening of supply chains is an illustration of globalization. Next to local and regional supply chains, producers and buyers from different parts of the world are now connected through global supply chains. This requires lead firms in the chain to manage relationships with stakeholders across the globe. The objective of this course is to introduce students into the main theories of managing integrated flows of goods and services from suppliers to customers and the continuous flows of information (principally) from the customers to the suppliers. Throughout the course there is special attention for relevance of 'responsible' supply chain management in view of buyers, suppliers and other stakeholders in emerging and developing economies.

Human Resource Management

The HRM-course is concerned with the effective and efficient use of human resources in the organization, with HRM seen as an important asset for all organizations, in emerging as well as developed economies. The course involves three elements: First, human resources management, including recruitment, selection, performance evaluation and compensation, concepts and theories in the areas of job design, motivation, labor markets, contracts and employee participation. Second, leading high performance teams, involving developing skills in teamwork, negotiation and conflict handling. Third, managing intercultural diversity, that helps participants to understand the processes organizations can use to manage their culturally diverse workforces most effectively.

Master Thesis

Students can write their thesis either at MSM or at RWTH. The objective is to complete an interdisciplinary Master's Thesis at the interface between engineering aspects and management concepts. For this reason the thesis should be supervised by one (1) professor of the Faculty of Mechanical Engineering or one (1) of the Maastricht School of Management.

Students can choose between the two (2) options below:

Option A: Internship & Thesis

According to prior agreements with their professors, participants may complete their thesis during or after the participation within a research project or an internship.

Option B: Desk Research & Thesis

Students complete their thesis based on fundamental desk-research work, which means in the majority of cases that the previously agreed topic will be worked out by using desk research techniques, in particular by collecting data from existing resources and the interpretation of these data according to the defined research question. Hence, libraries, online databases and the Internet will be important sources for the students.

Appendix I Curriculum overview MSc programs in MME

Part 2: Curriculum Structure MSc program in MME in Production Systems

Course	ECTS
Semester 1 at RWTH, Aachen	33
<i>Engineering</i>	26
Manufacturing Technology I	5
Industrial Engineering	5
Production Management A	5
Quality Management	6
Machine Tools	5
<i>Management</i>	5
Entrepreneurial Strategy	5
<i>Language Centre</i>	2
German Language Course A1	2
Semester 2 at RWTH, Aachen	31
<i>Engineering</i>	16
Manufacturing Technology II	5
Production Management B	5
Welding & Joining Technologies	6
<i>Management</i>	15
Innovation Management	5
Finance & Accounting	5
Marketing Management	5
Semester 3 at MSM, Maastricht	30
<i>Management</i>	30
Global Transformations & Sustainable Competitiveness	5
Organizational Development & Change	5
International Project Management	5
Business Economics	5
Responsible Supply Chain Management	5
Human Resource Management	5
Semester 4	26
<i>Engineering</i>	6
Industrial Logistics	6

Management or Engineering	20
Master Thesis	18
Master's defense colloquium	2
Total for the Program	120

*1 One (1) credit corresponds with eight (8) face-to-face teaching hours.
This is not applicable for the Master Thesis.*

Part 2: Curriculum Structure MSc program in MME in Electrical Power Systems

Course	ECTS
Semesters 1 &2 at RWTH, Aachen	60
<i>Engineering</i>	45
Module "Electrical Machines" (IEM)	8
I Module "High Voltage Engineering" (IFHT)	8
Module "Automation of Complex Power Systems" (ACS)	6
Module "Battery Storage Systems" (ISEA / PGS)	5
Module "Power Electronics" (ISEA)	5
Module "Power Systems" (IAEW)	8
Laboratory Exercise on "Power Engineering" (ALL)	5
<i>Management</i>	15
Entrepreneurial Strategy (Semester 1)	5
Innovation Management (Semester 1)	5
Finance & Accounting (Semester 2)	5
Semester 3 at MSM, Maastricht	30
<i>Management</i>	30
Global Transformations & Sustainable Competitiveness	5
Organizational Development & Change	5
International Project Management	5
Business Economics	5
Responsible Supply Chain Management	5
Human Resource Management	5
Semester 4 at RWTH Aachen or MSM Maastricht	30
<i>Engineering or Management thesis</i>	30
Master Thesis Master thesis preparation, internship, thesis defense colloquium	30
Total for the Program	120

*1 One (1) credit corresponds with eight (8) face-to-face teaching hours.
This is not applicable for the Master Thesis.*

Appendix II Rules of Procedure and Academic Conduct – part 1

Part 1: Regulations during examinations

Each participant must comply with the regulations during examinations. Failure to do so will lead to failing the respective part of the course. The participant consequently loses any rights with respect to clauses on examination scores.

- a. A participant is obliged to follow all instructions from the MSM Examination Board, the examiner or invigilators and to comply with the following rules during the examination:
 - A participant has to be in time to be seated by the invigilators and cannot enter the examination room more than 10 minutes after the commencement of the examination.
 - A participant who enters the examination room 10 minutes after the commencement of the examination will not be allowed to take the final examination and leads to failing (zero “0” mark) for the respective examination. The participant is required to take the resit examination.
 - Seats will be assigned ad random by the invigilators.
 - Bags, coats or electronic communication devices must be stored in the front of the exam venue.
 - During the exam it is not allowed to communicate to a fellow participant, nor to ask additional paper sheets or exchange any other material.
 - A participant may not communicate with anyone inside or outside the classroom, including exam administrators, about the content of the course exam while the exam session is in progress or during breaks.
 - A participant will not be permitted to leave the exam venue premises during the exam session for whatever reason. It is therefore essential to prepare accordingly and to be able to stay in the exam venue for the maximum examination duration of 3-hours.
 - All writing during the examination must be in black or blue ink (not pencil).
 - It is not allowed to bring books or course materials on any media into the examination room unless specifically authorized to do so;
 - Unless stated otherwise in the course outline of the subject, all examinations are closed book and notes examinations.
 - In case of an open book exam, the textbooks are collected and redistributed among the participants by the invigilators at the beginning of the exam.
 - A participant may not remove draft/scratch paper from the exam room at any time. All draft/scratch paper must be returned after the exam session. Only paper sheets issued by the invigilators during the examination may be used (stamped by the school).
 - A participant must turn in all examination sheets, questions, drafts, and answer sheets, to the invigilators when they leave the room at the end of an exam. All pages of the answer sheets must show the name of the subject and the (unique) student number of the participant.
 - Under no circumstances may examination questions or any part of them be removed, reproduced, and/or disclosed by any means (e.g., hard copy, verbally, electronically) to any person or entity, unless permitted to do so.
 - Disruptive behavior in any form will not be tolerated. The invigilators have sole discretion in determining what constitutes disruptive behavior.
 - Scientific or computer calculators are not allowed during the examination. A participant will be provided with a calculator by the MSM Global Education Programs department.
 - Regular dictionaries (in book form) and electronic dictionaries are not allowed during the examination.
 - A participant may not use electronic communication devices during the exam session: the usage of smartphones, iPhones, mobile phones, iPads, iMacs, palmtops, laptops, etc. in the exam venue is not allowed. The invigilators have the authorization to remove any electronic communication devices present in the exam venue.

- The invigilators are authorized to dismiss a participant from an exam session for:
 - Attempting to take the examination for someone else, misrepresentation,
 - Disruptive behavior during the examination,
 - Giving unauthorized help to other participants or receiving unauthorized help from other participants,
 - Eating or drinking (except water) during the examination,
 - Leaving the exam venue without permission,
 - Attempting to remove scratch paper from the exam room,
 - Attempting to remove examination questions (in any format) from the exam room,
 - Failing to adhere to any of the other procedures and regulations,
 - Refusing to follow invigilator's directions.
 - In case of unethical behavior; the invigilator will draw up a report providing a description of the incident. The report will be sent to the MSM Examination Board.
 - Any reported cases of unethical behavior, including cheating or attempts to cheat will result in a "Fail" (zero "0" mark) for the respective examination or may result in a removal from the program. The participant will be informed by the MSM Examination Board about the sanction within six (6) weeks after the misconduct.
- b. At the beginning of each exam, the invigilators will provide information to the participants on the following:
 - Number of questions to be answered
 - Duration of the examination
 - Subject/category of the examination
 - Access to books/notes (open book examination)
 - c. If possible, the examiner or a designated colleague will be available at the beginning of the examination in order to answer questions concerning the examination.
 - d. At the end of the examination, the invigilators will count the number of examination paper sheets submitted by each participant and confirm the total number of submitted examinations, which number should equal the number of participants taking the examination. Any difference in the count should be reconciled immediately. This count should be submitted to the MSM Global Education Programs department.
 - e. When the participant completes the examination, the participant is obliged to sign a form stating that (s)he has turned in the examination sheets. A participant who does not sign the form will be considered as not present at the examination.
 - f. Examination sheets/paper (stamped by the school) will be provided by the invigilators in sufficient quantity at the start of the exam.

Appendix II Rules of Procedure and Academic Conduct – part 2

Part 2: Participant Code of Conduct

The participant Code of Conduct provides the principles and procedures for ensuring an educational environment conducive to peaceful study and attempts to establish these ideals in practice. By accepting admission to the Maastricht School of Management, the participant accepts the corresponding Code of Conduct, the Education & Examination Regulations and acknowledges the right of MSM to take disciplinary action.

A participant has the obligation to behave in an orderly and proper manner, and any breach to the Code of Conduct or to the Education & Examination Regulations will render a participant liable to disciplinary action. Any participant who intentionally damages the MSM property or the personal property of members of MSM must pay for its repair and will be subject to disciplinary action, decided by the Dean Director.

A participant who obstructs teaching, study, the administration of MSM, or the performance of a member of MSM, will be liable to disciplinary action decided by the Dean Director.

1. Academic Misconduct

Dishonesty and unfair practices may include deceit or misrepresentation in attempting to influence one's admission into the MSc program in MME, or obtain a particular grade, or gain an improper advantage in an academic evaluation, representing another person's work or idea as one's own (plagiarism), unauthorized assistance in coursework and assignments, failure to comply with the examination rules, academic outsourcing, use of any services of professional organizations and individuals for producing a Master Thesis or data, examination and thesis mal-practices, falsification of documents, improper research practices, cheating (exam fraud), forgery in research, fabrication of data, and purposefully evading or assisting other participants to evade accepted academic policies.

2. Non-Academic Misconduct

Non-academic misconduct includes but is not limited to the following: vandalism or destruction of property, disorderly conduct, violence and threat of bodily harm, theft and stolen property, misuse of information technology and MSM Intranet facility, using unlicensed programs or copying software without proper authorization, interfering with the MSM computer equipment, network and programs, falsification and misrepresentation, tampering with safety alarms, disobedience, false identification, possession of drugs or narcotics, possession of weapons in the building, harassment, sexual harassment, racial and religious harassment, sexual assault, hazing, stalking, and misuse of the MSM name.

3. Respect for Others

A participant has an obligation to maintain a learning and community aware environment that is humane, fair, and socially responsible. This includes behavior that is consistent with equal treatment without regard to age, citizenship status, color, disability, marital or parental status, national origin, sex or sexual orientation, race, or religion. This has been clearly indicated in part 1 of the constitution of The Netherlands. Conduct that interferes with the rights of another or creates an atmosphere of intimidation or disrespect is inconsistent with the environment of learning and cooperation that MSM requires. (Sexual) harassment, which includes all types of inappropriate (sexual) advances, verbal or physical, will not be tolerated.

4. Disciplinary Actions

Academic or non-academic misconduct will have one or more of, but is not limited to, the following consequences. The MSM Examination Board may reach the decision to impose any of the following sanctions or a combination thereof upon the participant, depending on the gravity of the academic misconduct:

- a. Reprimand/official warning,
- b. Place on probation,
- c. Complete or partial voidance or annulment of the relevant examination,
- d. Exclusion/ Suspension from participation or further participation of one or more examinations or other school activities for a period of time to be determined by the MSM Examination Board, with a maximum period of one (1) year,
- e. Propose immediate expulsion from the MSc program in MME to the Joint Examination Board.

The Dean Director may reach the decision to impose any of the following sanctions or a combination thereof upon the participant:

- a. Expulsion on an either temporary (one (1) cycle) or permanent basis,
- b. Payment of repairs and damage costs,
- c. Reports to sponsors, employers and other relevant stakeholders,
- d. Legal actions, if the offence would require that.

If a participant is found guilty of serious academic misconduct, the MSM Examination Board may recommend the participants immediate expulsion from the MSc program in MME to the Joint Examination Board (*Article 7.12b, paragraph 2 of the Act/WHW*).

4.1 Reporting Academic Misconduct

Any Examiner (Lecturer), Thesis Supervisor and External Evaluator reviews exam scripts, presentations, written assignments, Master Thesis (drafts), not only for their “quality”, but also for plagiarism and any other form of academic misconduct such as data forgery and academic outsourcing.

In case any form of academic misconduct is observed by the Examiner, Thesis Supervisor or External Evaluator (s)he has the obligation to report the case in writing to the MSM Examination Board (ExaminationBoard@msm.nl) immediately by filling out the attached “Reporting Academic Misconduct Form” (and copy the MSM Global Education Programs officer in the email).

Cases of academic misconduct can be brought to the attention of the MSM Examination Board by any interested party. The party is expected to report the case in writing.

4.2 Procedures after reporting Academic Misconduct

The MSM Examination Board will then officially inform the participant and the MSM Global Education Programs officer about the detected academic misconduct. The participant will be immediately placed on academic probation for academic misconduct after being reported to the MSM Examination Board. A record of the notification will be kept in the participant’s record file.

Before deciding on any sanction the participant will be informed and gets the opportunity to submit a written “motivated” reaction within two (2) weeks.

The MSM Examination Board aims to take a final decision and responds in writing within six (6) weeks after receipt of the written “motivated” reaction of the participant.

The possibility exists to appeal the final decision taken by the MSM Examination Board, (in writing) with the MSM Board of Appeal for Examinations.

4.3 Reporting Non-Academic Misconduct

The Dean Director can delegate authority with respect to non-academic misconduct to an *Ad Hoc* Committee or to the Director Global Education Programs. Non-academic misconduct can be brought to the attention by any interested party.

The *Ad Hoc* Committee or Director Global Education Programs can decide to give a reprimand to the participant and/or to put the participant on probation for non-academic misconduct and/or to propose the Dean Director to consider legal actions and/or temporary or definite suspension or expulsion from the program.

4.4 Legal actions and/or expulsion from the program

Only the Dean Director can ultimately decide on legal actions.

The MSM Examination Board will bring the written “motivated” reaction by the participant to the attention of the Joint Examination Board, in case of recommendation of immediate expulsion from the MSc program in MME.

Appendix III Financial Conditions

- a. All invoices must be paid within 30 days of the indicated deadlines. The Director Global Education Programs may approve payment in installments in exceptional cases. Interest can be added to the amount due.
- b. The Tuition Fee includes up to **120 credits** of graduate coursework.
- c. Additional fees for repeating courses, for deferment of a course and/or Master Thesis:
 1. If the participant's credit hours go above **120 credits**, because the participant has to repeat a course, any additional credits will be paid for by the participant at 100% of the full credit price.
 2. Single course and/or Master Thesis deferment will be considered and decided upon on a case-by-case basis by the MSM Examination Board. The deferment shall not exceed the maximum duration of one (1) year.
 - a. Approved deferment of any single course (above one) requires a fee of 50% of the course/credit price, provided that the corresponding fee had already been paid for.
 - b. Approved deferment of the Master Thesis process (including research paper supervision and evaluation) requires a fee of EUR 900,-, provided that the corresponding fee had already been paid for. Master Thesis deferment implies that the thesis process, including supervision, is postponed.
- d. Administration Fee:
 - a. The applicant shall pay to MSM an Administration Fee of € 200,-.
 - b. The Administration Fee is non-refundable and will cover all application-processing expenses.

Appendix IV Diverse Matters

Work Visits and Guest Lectures

Work visits and guest lectures will be scheduled throughout the program. Attendance is mandatory for work visits and guest lectures and attendance records will be taken. Work visits and guest lectures may be an integral part of a particular course. Like for class sessions, adequate preparation and participation is of utmost importance. The participant is usually expected to submit a report.

Internships

Requests for internships will be handled by Career Center on a case-by-case base and, in mutual agreement, since they usually need to be scheduled during periods where class attendance is not required.

Appendix V Core Values

The mission of the Maastricht School of Management is to advance world-enriching management through high-quality education, research and mentoring so that managers can become leaders in the innovative creation of value for their organizations, in a manner that promotes sustainable social and environmental prosperity, particularly in emerging and developing economies.

Achieving this mission requires an environment of trust and mutual respect, as well as commitment to truth, the pursuit of intellectual and academic excellence and freedom of expression.

The MSM community has agreed upon the following core values to accomplish this mission:

- Respect and courtesy towards others,
- Honesty towards yourself and others,
- Acting responsibly at all times,
- Recognition of the value of different opinions,
- Recognition and celebration of the diversity of the MSM community and rejection of any form of discrimination against others on the basis of their skin, color, religion, age, gender, sexual orientation, marital status, disability, ethnic origin or nationality,
- Observing established standards of professional conduct,
- Adherence to the law and commitment to uphold the highest standards of academic integrity,
- Valuing and respecting the natural environment,
- Individual accountability for actions inconsistent with these core values.

The core values hold for all members of the MSM community: staff, (visiting) faculty and program participants. If a participant has a complaint with respect to the conduct of a member of staff or faculty, and it is not possible to address/resolve this directly to/with this member of staff or faculty, (s)he is expected to report the matter to the MSM Academic Coordinator, or, if this is not possible, to the Dean Director.

Appendix VI Regulations for the use of IT Facilities at MSM in Maastricht

Definitions:

User: any participant or visitor granted authorized access to the IT Facilities at Maastricht School of Management;

IT Administrator: the member of staff at MSM responsible for monitoring the use of IT facilities and authorized in this respect to give instructions and advice;

The IT team is responsible for the accessibility, configuration, continuity and security of any IT Facility;

IT Facilities: the facilities made available by or on behalf of MSM for communication of electronic messages, including the Intranet, Internet, World Wide Web, electronic learning environment, email, Email Address, and all facilities whether or not accessible by means of a user name/password, as well as (wireless) connection facilities for laptop computers, PDAs. These include hardware, software, data and connectivity technology.

The definition of IT Facilities is not exhaustive and may be supplemented with facilities as may be provided by MSM in the future;

Access Code: the combination of user name or login name and corresponding password;

Email Address: the unique code allocated to a User by MSM indicating his or her electronic mail;

Mailbox: any space allocated on a computer storage medium exclusively available to the User for receiving, storing and sending electronic mail;

Scope:

These regulations apply to all employees, participants and visitors at MSM who use the IT Facilities at Maastricht School of Management.

General:

IT Facilities may only be used in accordance with the purpose for which they were made available by Maastricht School of Management.

Notwithstanding the provisions regarding intellectual property rights, Users shall comply with and observe the license terms provided by Maastricht School of Management.

Users are obligated to follow the Administrator's instructions regarding the use of these facilities.

Users must observe due care when using the IT Facilities and refrain from activities that may negatively affect the proper functioning of the facilities or the interests of Maastricht School of Management.

IT Facilities:

Without the consent of the Administrator, Users are not permitted to:

- a. change the settings of the hardware;
- b. change, disconnect or remove the hardware;
- c. add or change system software or applications;
- d. grant third parties access to the IT Facilities;
- e. keep the IT Facilities occupied without being physically present;
- f. use, leave or abandon the IT Facilities in such a way as to allow unauthorized access by third parties;
- g. unnecessarily overload the (wireless) network;
- h. use the IT Facilities for commercial purposes.
- i. Users must log off after using the network.

User Names and Passwords:

- a. The user names and passwords allocated by MSM are personal.
- b. It is not permitted to disclose a password to third parties.
- c. Users are not permitted to use other user names and passwords, or to try to obtain such user names and passwords.
- d. Users must change their password regularly.
- e. Users are responsible for all actions performed under their user name and password, unless they evidence that the user name and password were wrongfully obtained by a third party.
- f. Users are obligated to keep the user name and password assigned to them in a safe place.
- g. If the User suspects that a user name and/or password has been disclosed to third parties, s/he must immediately notify the Administrator and take appropriate measures to prevent further unauthorized use.
- h. Any additional physical items for purposes of more secure authentication (tokens, smart cards, etc.) will remain the property of MSM and may only be used for obtaining access to the facilities for which these items were distributed.

Email:

The Email Address provided to the User is personal and cannot be transferred to third parties. Email traffic will be monitored automatically in the context of system and network security in order to prevent viruses, other damaging programs and spam.

Without the Administrator's consent, Users are not permitted to:

- a. obtain access to emails of other Users;
- b. to read, copy, change or delete emails addressed to another User without the express consent of this other User;
- c. sign emails using a different name;
- d. send messages of an indecent, discriminating, commercial, intimidating or threatening nature using the email facilities of Maastricht School of Management;
- e. send messages that contain software, viruses or any other computer code, files or programs developed to interrupt, destroy or limit the functionality of any computer software, hardware or telecommunication facility;
- f. change email headers or any other information that identify an email;
- g. make any other unauthorized use of email and email facilities.

Internet:

It is not permitted to visit websites of pornographic, sexual, racist, discriminating, offensive or provoking nature, or websites with any other objectionable content, or to download or upload such content from or to a website using the IT Facilities of Maastricht School of Management.

Without the Administrator's consent, it is not permitted to obtain access to non-public sources.

Data Storage Facility:

Users may only store information that was rightfully obtained.

Users are aware that only information stored on a central location will be copied by the Administrator for back-up purposes.

Users are not permitted to access another User's data without the consent of this other User.

Intellectual Property:

Users will respect, at all times, the rules on intellectual property and refrain from infringing such intellectual property rights.

In the event of infringement, MSM will, in all cases, recover all damage ensuing from this from the party responsible.

Logging and Monitoring:

MSM logs and monitors the IT Facilities and network traffic using automated processes. The purposes of monitoring network use are as follows:

- system and network security;
- preventing negative publicity;
- combating discriminating, racist, pornographic, sexist and other abusive messages;
- combating unauthorized use;
- safeguarding technical integrity and the availability of the infrastructure and services;
- processing data for the purposes of trend analyses of network use.

Monitoring will, in principle, be carried out at the level of individual data, which will be totalized so that they can no longer be traced to private individuals. If a User or groups of Users are suspected of violating the regulations, specific monitoring may also take place at an individual level for a definite period.

Monitoring activities will, in principle, be limited to traffic data on network use; the content of messages may only be examined in the event of serious reasons.

Users will immediately notify the Administrator in the event of security breaches.

Sanctions:

Any User who violates these regulations will immediately be logged off by the Administrator and denied access to the IT Facilities.

Documentation and Publication:

These regulations may be referred to as the 'Regulations for the Use of IT Facilities at Maastricht School of Management'.

Users will take cognizance of and agree with these regulations when they first log on to the IT infrastructure at Maastricht School of Management.

Appendix VII Access to the MSM Information Center Portal

For registered students, MSM offers access to the MSM Information Center Portal:

- V-smart (Information Center catalogue),
- Business Source Complete (EBSCO),
- Regional Business News (EBSCO),
- ScienceDirect (Business, management and accounting package),
- Emerald Management Extra 125,
- EBSCO Discovery Service (including the Electronic Title List).

By requesting the user ID and password, one fully agrees with this policy and is aware of the consequences in case of any misuse.

1. The user ID and password is **STRICTLY PERSONAL**, so you are not allowed to give it to others,
2. The penalty for any misuse is exclusion from the program you are enrolled in,
3. Interlibrary loan is not applicable for students from outreach locations,
4. The validation of your registration is mentioned in the confirmation mail. The maximum number of renewals is 2,
5. Send an e-mail to ICportal@msm.nl, stating your name, student number, intake, the program you are enrolled in and the name of your counterpart institute,
6. After verifying your information, Maastricht School of Management will e-mail the user ID and password, provided the person is not in arrears on any payments due to MSM or the outreach counterpart.



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