



**Education and Examination Regulations
Nijmegen School of Management
MSc Business Administration**

Academic Year 2025-2026



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Paragraph 1 General provisions

Article 1 Purpose of the regulations

In these education and examination regulations (hereinafter: regulations) the current procedures and rights and obligations have been laid down for tuition and examination of the degree programme Business Administration, RIO (Institutions and Programmes Register) code 60644 (hereinafter: the programme). This programme has been set up by the executive board of Radboud University (hereinafter: RU) and it is offered by Nijmegen School of Management.

Article 2 Scope of the regulations

1. The regulations apply for all students who are registered in the academic year 2025-2026 for the programme referred to in article 1.
2. Units of study taken as part of the programme provided by another programme are subject to the rules that apply to that programme. Units provided by the programme are always subject to these regulations.

Article 3 Definitions

1. The terms in these regulations that are also used in the Higher Education and Research Act (*Wet op het hoger onderwijs en wetenschappelijk onderzoek*; hereinafter to be referred to as 'the Act') have the same meaning as these terms have in the Act.
2. Notwithstanding the provisions in clause 1 of the present article, the following terms have the following meanings:
 - a. Contact hour: a tuition period during which the lecturer is physically present;
 - b. Module test: an examination of the knowledge, understanding and the skills of the student, as well as the assessment of the outcomes of that examination, which, in coherence with one or more other examinations referred to here, constitute the examination as referred to in article 7.10 paragraph 1 of the Act. Where these regulations refer to (interim) examination this term also includes module tests, unless explicitly provided otherwise;
 - c. Interim examination: an examination of the knowledge, understanding and skills of the candidate and an assessment of the results of that examination.
Please note: if a course is concluded with more than one interim examination (for example: a written exam and a paper), then all interim examinations in the course are considered module tests. In these courses, the interim examination is the combined result of the module tests (the final mark).
 - d. Resit: the re-examination of an examination as referred to in article 7.10 paragraph 1 of the Act. Where these regulations refer to interim examination, this term also includes resits, unless explicitly provided otherwise.
 - e. pre-Master: a programme as referred to in article 7.30e of the Act to support students who do not meet the admission requirements.
 - f. Regulations on Fraud: the regulations on fraud of the RU. For further information, these Regulations on Fraud have been attached as appendix I.
 - g. Regulations concerning locations for Interim Examinations RU: the House Rules for the RU exam locations, established by the Dean by separate decision. These regulations have been attached under Appendix V.



- h. Brightspace: The digital learning environment used by the Nijmegen School of Management.
 - i. Student handbook: manual provided by the lecturer with information about the unit of study. This handbook contains as a minimum the following information: Content of the unit of study, exam format, planning, literature and, if applicable, the weighting factors of partial exams.
 - j. Final examination: a review of the student's academic achievements in which the Examining Board assesses whether all interim examinations of the units of study that are part of the Masters's degree programme have been successfully completed, insofar as the Examination Board has not determined that the final examination also includes an assessment by the Examination Board itself of the knowledge, understanding and skills of the student (in accordance with Article 7.10 of the Act).
 - k. Course catalogue or Study Guide: The register of units of study provided by the institution. This register contains the following information as a minimum: content, learning outcomes, recommended prior knowledge, literature, methods and assessment.
 - l. Unit of study: a coherent part of the study programme which is completed by an interim examination.
 - m. Specialisation: variant within the study programme.
 - n. Study choice check: Activity as described in the study check regulation.
 - o. Working day: Monday to Friday, with the exception of public holidays as referred to in the Collective Labour Agreement for Dutch universities and the collectively designated holidays included in the 'holiday and leave scheme Radboud University Nijmegen' established by the Executive Board.
 - p. Paper: a practical exercise (such as a individual/group paper or essay) that determines the interim examination result in addition to or instead of the other examination formats referred to in Article 28.1.
3. Where these regulations refer to 'the student', the prospective student is included, wherever relevant.

Remarks:

In this translation, the word 'bachelor's / master's examination' is used for the Dutch word '*examen*' and the word 'examination' for the Dutch word '*tentamen*'.



Paragraph 2 Admission to the programme

Article 4 Registration for the programme

1. The executive board registers the student who meets the admission requirements and procedures set for registration at Radboud University, as referred to and described in chapter IV of the Registration Regulations of Radboud University.
2. For further information, the requirements and procedures referred to in paragraph 1 have been attached to these regulations as appendix II.

Article 5 pre-Master

1. To enhance a smooth transfer to a programme for a student who has a bachelor's diploma related to this programme but who does not meet the admission requirements, this student is offered the opportunity to do a premaster. The pre-master programme's can be found in the pre-Master regulations.
2. The rules with respect to registration for this premaster have been laid down by the dean, on behalf of the executive board, in a separate decision and these rules have been included in the Registration Regulations of Radboud University. Other rules with respect to the premaster have been laid down by the dean, in a separate decision, in pre-Master regulations.

Article 6 Decision on admission

The Examination Board decides, on behalf of the executive board, on the student's admission to the programme.



Paragraph 3 Admission to tuition and examinations

Article 7 Registration tuition and examinations

1. The student who has enrolled, in due time and in accordance with the applicable procedures, for the tuition and the examinations of the units of study that are part of the programme and who, if applicable, meets the entry requirements laid down in these regulations, is registered for the relevant tuition and the examinations.
2. Registration for tuition and examinations is not made dependent on other financial contributions than tuition fees, unless costs should be involved, to be determined by the dean in a separate decision, in relation to participation in any practical exercises, educational excursions or workshops in the degree programme that follow from the special nature of the degree programme. If any costs referred to in this paragraph should be involved, these costs are listed, for your information, in appendix V. The dean offers an alternative, free of charge, unless the educational facility cannot be replaced.

Article 8 Registration and deregistration for tuition

1. The student registers and deregisters, via Osiris, for tuition of the units of study that are part of the programme. Enrolment for an education period closes at 23:59 pm on the day prior to a period of ten working days before the start of this education period, so that there are always ten full working days between the registration deadline and the starting date of the relevant education period. The day on which the education period starts never counts as part of period of ten working days. Students are actively informed about this. After this date registration can no longer take place, unless the Examination Board decides otherwise, in special cases, on behalf of the dean.
2. Contrary to the provisions in clause 1, enrolment for the first education period closes at 23:59 on the day this education period begins.
3. No later than five working days before the start of a unit of study, a student handbook prepared for the unit in question will be available on Brightspace.

Article 9 Entry requirements for tuition

1. For the tuition of the units of study described in appendix IV, the entry requirements described in that appendix apply.
2. If entry requirements apply, that student cannot be registered for the tuition before these requirements have been met.
3. In special cases, the Examination Board may exempt the student, on behalf of the dean, from the entry requirements set in clause 1, with or without imposing alternative requirements.

Article 10 Registration and deregistration for examinations

1. The student registers and deregisters, via Osiris, for examinations of the units of study that are part of the faculty.
2. Students who have registered for a unit of study are therefore automatically registered for the corresponding first opportunity to take of the interim examination. This does not apply to resits. Students will be registered for the first opportunity to take the interim examination when they enrol in the corresponding unit of study only if they are also correctly enrolled in the degree programme.
3. Registration for an interim examination closes at 23:59 pm on the day prior to a period of five working days



before the date of the interim examination; as a result there are always five full working days between the registration deadline for the corresponding interim examination and the date of that examination. The day on which the interim examination takes place is never counted as one of these five working days. Students are actively informed about this.

- a. The student may deregister from an interim examination via Osiris during this period.
 - b. Notwithstanding the provisions of clause one, the student may deregister by e-mail from the Faculty's Student Information Point after this period. Deregistration is possible until the start of the examination.
4. If the student does not sit the examination he has registered for, the result 'ND' as referred to in article 31 under a is registered.

Article 11 Entry requirements for examinations

1. For the examination of the units of study described in appendix IV, the entry requirements described in that appendix apply. If entry requirements apply, that student cannot be registered for the tuition before these requirements have been met.
2. In special cases, the Examination Board may exempt the student, on behalf of the dean, from the entry requirements referred to in paragraphs 1, with or without imposing alternative requirements.
3. Students are not allowed to take interim examinations from the programme in the other language if this involves units of study with the same content.
4. Unless they have written permission from the Examination Board, students cannot take interim examinations for courses that are intended for other categories of students.



Paragraph 4 Structure and form of the programme

Article 12 Exit qualifications of the programme

The aim of the study programme is to ensure that students:

1. Acquire knowledge, skills and insight in the field of business administration.
2. Can independently conduct scientific research and take responsibility for this research.
3. Are provided with academic training and development.

The Master's programme in Business Administration with the specialisations listed below is based on the following key concepts: *Managing for Stakeholders*, *Responsible Decision Making* and *Intervention and Change*.

At the end of the degree programme, students will be specialised in one of the following fields:

- **Strategic Management:** the development and implementation of strategies for organisations in dynamic and complex environments, as well as the development of essential skills to deal with the diversity and plurality of stakeholders and to create multiple values for organisations and their environment.
- **Organisational Design & Development:** shaping socially responsible business practice by means of change processes and the design of organisation structures.
- **Marketing:** in a from a perspective of relations management responsible way developing, implementing, and evaluating market strategies in dynamic and international markets.
- **Strategic Human Resources Leadership:** developing and implementing effective HRM strategies that focus on positively influencing the motivation and development of people in dynamic and complex business environments, with the aim of optimising the employee- and organisational outcome.
- **Gender Equality, Diversity and Inclusion in Management:** emphasising how gender equality, diversity and inclusion are important parts of responsible organising, mastering state-of-the art insights in internal organisation processes, the relations between multiple stakeholders and the requirements for organisational change.
- **International Business:** emphasising the strategic and structural activities of multinationals and their interactions with market and nonmarket stakeholders to generate economic and social value.
- **Innovation and Entrepreneurship:** mastering knowledge and skills to act as a successful innovator, innovation manager, or entrepreneur; as an agent of innovation within an existing firm, or else ready to start their own company.
- **Business Analysis and Modelling and EMSD:** responsibly designing and supporting decision-making processes within and between organisations, by involving stakeholders in the analysis of the problem in order to access all relevant knowledge and enhance support for change and commitment to the decisions that are made.

Theory

1. autonomously explaining, critically assessing and adequately applying available theories and concepts, current developments and scientific debates to complex, multidisciplinary business administration issues.

Research

2. using autonomously conducted research based on social science research methodology and intervention methodology to provide an innovative contribution to the development of scientific knowledge and to formulate the implications for management practice and society.



Application

3. diagnosing and analysing complex, multidisciplinary business administration issues in organisations, relations with stakeholders and their environment and product-market combinations; designing effective, responsible, sustainable, solution-oriented and research-based interventions and implementing and evaluating these interventions.

Reflection

4. assessing the scientific value of business administration research and reflecting on the implications for management practice and society.

Communication

5. in a scientifically credible and persuasive manner, communicating and reporting on business administration research and interventions and adequately accounting for the research and interventions, in writing and orally, in academia and in a professional environment.

Article 13 Study load of the programme

The programme has a study load amounting to 60 ECs. The programme's study load has been set by the executive board, in a separate decision.

Article 14 Form of the programme

The programme is taught full-time. The programme's form is determined by the executive board, in a separate decision.

Article 15 Language of the programme

The programme is taught in English, which is the programme's language of instruction. The programme's language of instruction is determined by the executive board, in a separate decision.

Article 16 Examination programme

The programme has a bachelor's examination programme which is aimed at realising the exit qualifications described in article 12. This examination programme constitutes a coherent complex of units of study, as described in more detail in appendix III.

Article 17 Incorporating units of study (optional subjects)

1. The Examination Board includes units of study earned outside RU at the student's request.
2. For the incorporation of optional units of study the following conditions apply:
 - a. for units of study taken at a foreign university, the conditions formulated in Article 21 clause 1 apply.
3. A unit of study from a bachelor's programme may not be incorporated as an optional unit of study of a bachelor's programme.
4. Units of study earned at the HBO level cannot be incorporated in the examination programme.
5. The inclusion of a unit of study earned outside RU takes place before the start of the corresponding unit at RU. However, the Examining Board may include units of study afterwards in exceptional cases.
6. In the event the study load units and the study result units of the optional units of study to be incorporated differ from the provisions laid down in these regulations, conversion takes place. The Examination Board



decides on the conversion, on behalf of the dean and with due observance of the memo on conversion: 'Conversion of study load and study results' (*Conversie van studiebelasting en studieresultaten*).

7. Incorporation of units of study from other degree programmes as compulsory optional units of study takes place in accordance with the relevant rules with respect to procedures and rights and obligations referred to in article 7.13 paragraph 2 of the Act, in so far as these procedures relate to that unit of study.

Article 17.1 Internship regulations

In accordance with the internship regulations approved by the Examination Board, students can replace an elective component of 6 ECs with an academic internship.

Article 18 Flexible Master's degree programme

1. The Examination Board of the degree programme decides on a request for permission to follow a flexible educational programme as referred to in Article 7.3d of the Act. The Examination Board assesses whether the proposed flexible programme falls within the domain of the corresponding study programme, whether it is sufficiently coherent and whether it has a sufficiently high academic level based on the learning outcomes.
2. The request in question must be submitted at least two months before the start of the programme.

Article 19 Adding units of study (extracurricular)

1. The addition of units of study from outside the study programme to the examination programme is permitted.
2. On behalf of the Dean, the Examination Board add units of study earned outside RU at the request of the student.
3. Units of study from a Master's programme at a Dutch university cannot be added to the examination programme.
4. Units of study from an HBO degree programme cannot be added to the examination programme.
5. For adding units of study, the provisions in article 17 clause 5 up to and including 7 apply accordingly.

Article 20 Exemptions from units of study

1. The total number of exemptions never exceeds 18 ECs.
2. Upon a student's request, the Examination Board may grant the student an exemption from a specific unit of study and the corresponding examination if this student:
 - a. has completed a relevant unit of study as part of a university or higher professional education programme which is similar both as regards content and as regards level; or
 - b. on the basis of relevant knowledge or skills acquired outside higher education.
3. In the assessment referred to in clause 2 of the present article, the Examination Board checks the current relevance of the knowledge, understanding or skills that were tested in the examination.
4. The exemption referred to in clause 1 does not include the Master's thesis.
5. The Examination Board does not grant exemptions on the basis of results obtained in the period in which the student was barred from sitting examinations because of fraud which was established by the Examination Committee as referred to in the Regulations on Fraud.
6. The examination board does not grant exemptions on the basis of results obtained as part of a bachelor's programme.



Article 21 Replacing units of study

1. If students want to choose a course that is not offered by Radboud University as an elective, then they must request approval in advance from the Examination Board.
2. The Master's thesis cannot be replaced.
3. Students can substitute educational components in the curriculum with components they have passed at a university abroad under the following conditions:
 - a. The relevant student must have signed a completely filled-in agreement in which he or she indicates which educational components will be replaced by educational components from the university abroad;
 - b. This learning agreement is signed – before the stay abroad – by the Examination Committee of the programme in which the student is enrolled;
 - c. After the stay abroad, the student must present a certified document proving that the described components have been passed; this document must specify the study load in ECs and the assessment.
4. If the study load and study results of the courses passed elsewhere deviate from the provisions in these regulations, conversion will take place. The Examination Board decides, taking into account the memorandum 'Conversion of study load and study results', about the conversion.



Paragraph 5 Structure and form of the units of study

Article 22 Units of study organised per study year

Each unit of study is offered once per study year, unless stated otherwise in appendix IV.

Article 23 Number of opportunities to sit an examination per unit of study; resits

1. Per unit of study one examination can be sat, being the first examination, and one resit, unless provided otherwise in appendix IV.
2. For each interim examination (=final mark) that consists of partial examinations, the sum of the resits offered is at least 75%. In addition, in the following cases the opportunity to resit the partial examination:
 - a. If the result of a partial examination counts for 25% or more of the result of the interim examination.
 - b. If a passing mark for a partial examination is required for passing the interim examination.
 - c. If a passing mark for a partial examination is required for admission to another partial exam.
 - d. The provisions under b and c do not apply to partial examination which examine the (active) participation in educational activities.
3. If the interim examination referred to in clause 1 consists of partial examinations, it will be announced in the student handbook whether an opportunity for resits will be offered.

Article 24 Timetable for tuition and examinations

1. Per academic year, the units of study are organised in two semesters, to be set by the executive board. Appendix IV at least arranges in which semester and in which period the opportunity is provided to attend tuition and to sit examinations.
2. The scheduled periods for interim examinations, with the exception of partial exams, will be announced before the start of the academic year.
3. If module tests or interim examinations are given outside the scheduled interim examination periods, the dates must be announced before the start of the unit of study and at least one month before the interim examination date.
4. In exceptional cases it is possible to deviate from previously scheduled dates for interim examinations, but rescheduling to an earlier date is not permitted.

Article 25 Language of tuition and examinations

1. In view of the provisions of article 15, the tuition and examinations of the units of study are offered in the programme's language of instruction.

Article 26 Learning objectives

Each unit of study is aimed at realising the well-defined learning objectives described in the course catalogue.

Article 27 Format of tuition

The course catalogue specifies the teaching form for each unit of study.



Article 28 Number of contact hours

The number of contact hours per unit of study has been laid down in the student handbook.

Article 29 Format of examination

1. The course catalogue specifies the type of interim examination for each unit of study. The programme has the following examination formats:
 - a. written examinations, whereby 'written' is meant to include writing in digital form;
 - b. take-home interim examinations;
 - c. oral interim examinations;
 - d. papers;
 - e. presentations;
 - f. skills tests;
 - g. active participation in educational activities.
2. In special cases, the board of examiners may decide that the format of the relevant examination described in the course catalogue will be departed from.
3. Written examinations are administered in Radboud University examination rooms.
4. Oral examinations are, in principle, not held in public. An oral examination is one individual test in which not more than one person is tested at the same time. Oral examinations are to be administered in the presence of a second examiner. In special cases, the oral examination can be recorded instead of having a second examiner present.
5. Upon the student's request, the Examination Board may decide, on behalf of the dean, that a student with an impairment, by way of special examination facilities, to sit an examination in a format adapted to his individual impairment. Prior to taking a decision in this matter, the Examination Board may seek expert advice. In so far as facilities in the context of a 'digital test' are concerned, the Examination Board, when formatting the facility, may also seek advice from the faculty's digital testing coordinator.
6. Upon request, the Examination Board may decide that students covered by the RU flexible study scheme are entitled to special provisions. Before making a decision on this, the Examination Board can obtain expert advice.
7. The weighting factors for the various components that count towards the result of the interim examination are announced in the student handbook before the start of a unit of study.



Paragraph 6 Testing and administering examinations

Article 30 Rules when examinations are administered

1. For the proper course of events during examinations the dean has adopted House Rules in a separate decision. For further information, these rules have been attached to these regulations as appendix V.
2. During written interim examinations it is permissible to use dictionaries that translate from the language of the student to the language of the interim examination and the reverse. English-English and Dutch-Dutch dictionaries are not permitted. The dictionaries must not contain any notes attached by persons other than the publisher.

Article 31 Establishing examination results and their registration

1. The examiner determines the result of an examination in writing and is responsible for registering this result in Osiris.
2. The result of an examination is rounded to and expressed in full or half points. If the result of an interim examination is determined in a different way, this is specified in the course catalogue.
3. Contrary to the provisions of paragraph 2 of the present article, the result of an examination is not set at 5.5 points. An arithmetical score lower than 5.5(0) is rounded to 5 and a score equal to or higher than 5.5(0) is rounded to 6.
4. If the result of an examination equals or is more than 6.0 points, the examination is considered to have been passed. If the result of the examination equals 5.0 or is less than 5.0 points, the examination is considered not to have been passed.
5. Contrary to the provisions of paragraph 2, the examiner may, if necessary, express the result of an examination in a qualification 'requirements (not) met' (*'(niet) voldaan'*) rather than in points. If the result of an examination should be established in this way, this is specified in the course catalogue.
6. If an examination that has already been sat is resat, in all cases, the highest assessment determines the result.
7. The provisions in clauses 1, 2, 3 and 4 do not apply to partial examinations.
 - a. If the result of the interim examination is determined entirely by a single mark (for example, by a written interim examination that is taken during the examination period), then clauses 2, 3 and 4 apply to the determination of this mark.
 - b. If the result of the interim examination is determined by several marks (for example, by a written examination and a paper), then clauses 2, 3 and 4 apply only to the determination of the final mark, and the student handbook describes how the marks for the partial examinations are determined.

Article 32 Non-numeric results

1. Without prejudice to the provisions of article 30, the following alphanumeric results are established and registered in Osiris in the following cases:
 - a. 'ND' – not participated (*'niet deelgenomen'*), if the student has registered for a unit of study or for an examination but has failed to participate;
 - b. 'VR' – exemption (*'vrijstelling'*), if the board of examiners has granted an exemption, with due consideration for the provisions in these regulations, for a unit of study from the examination programme.



- c. 'VD' – satisfactory ('voldaan') if the student has met the requirements to complete the examination.
- d. 'NVD' – not satisfied ('niet voldaan') if the student has not met the requirements to complete the interim examination.
- e. 'V' – pass ('voldoende') if the student has completed the interim examination with a satisfactory result.
- f. 'ONV' – insufficient ('onvoldoende') if the student has completed the interim examination with a unsatisfactory result.

Article 33 Publication of the examination results

1. Immediately after the result of an examination has been established, the examiner provides the student administration office with the data required for the publication of this result.
2. The examiner publishes the result of a written examination within fifteen working days after the date the examination was administered. Immediately following an oral examination, but no later than fifteen working days after it was administered, the examiner informs the student about the result. With respect to an examination other than a written or oral examination, the examiner decides, prior to the relevant examination, in which way and within which period of time the student is informed of the result. In that case the term of fifteen working days may not be exceeded.
3. In exceptional cases, the Examination Board can, if requested, extend the time period referred to in clause 2 to a maximum of 20 working days or shorten it to a maximum of five working days.
4. When a result of an examination is published, the student is informed about the perusal and inspection rights as meant in these regulations. The provisions in this article do not apply to partial examinations.
5. When the result of an examination is published, the student is informed about the possibility to appeal at the 'College van Beroep voor de Examens' within the applicable appeal period. However, it is desirable that the student first contacts the examiner or the examination board before lodging an official appeal.
6. If the correction period is exceeded, the following regulation ('Exceeding the correction period') will take effect:
 - a. If the period between the day on which the results are announced on Osiris and the day on which the resit takes place is less than 15 working days due to the correction period having been exceeded, another opportunity to take the resit will be provided. This second opportunity will be scheduled at least 15 and no more than 20 working days after the results have been announced.
 - b. Students can take either the regular opportunity to resit or the extra opportunity. In the latter case, they must cancel their registration for the regular resit and be allowed to register in the usual fashion for the extra opportunity.
 - c. The results of the regular resit and the extra opportunity will be announced simultaneously.
7. Contrary to the provisions in clause 2, the following time limits apply to interim examinations taken in the defined examination period of period 4. The Examiner announces the result of an interim examination in the first year of study within five working days after the day on which the interim examination was taken. The Examiner announces the results of an interim examination for the other years of study within nine working days after the day on which the interim examination was taken.
8. Contrary to the provisions in clause 2 the Examiner announces the result of a resit of a period 4 examination in the first year of study within ten working days of the day on which the resit was taken.
9. The possibilities for exceeding the correction period referred to in clauses 3 through 6 above are not in force during the interim examinations and resits taken in the defined examination period in the fourth period.
10. The time period from the day on which the results of a written interim examination taken in the defined exam period in the fourth period are announced to the day of the resit for this examination must be at least nine



working days.

Article 34 Perusal and inspection rights

1. Within 26 working days after the examination date, the student is entitled, upon his request, to peruse and inspect the work assessed.
 - a. In special cases, the Examination Board may, if requested, extend the time limits referred to in clause 1 to a maximum of 31 working days or shorten them to a maximum of 21 working days.
2. For the period referred to in clause 1, any interested party is entitled to inspect, during the perusal, both the questions asked and the assignments set for the relevant examination and the standards applied for the assessment.
3. Notwithstanding clause 1 and 2, the examiner may decide that perusal will take place for all students at the same time, on a date and at a time and place set in advance. Attendees must adhere to the instructions of the Examiner regarding registration for and the course of affairs during the post-inspection of the examination. If a student should not be able to attend this perusal because of circumstances demonstrably beyond his control, a separate perusal can be arranged, upon the student's request, preferably within the period of time referred to in paragraph 1 of the present article.
4. If a collective post-inspection of the examination is held, a student can request the Examiner to provide an individual inspection only if he or she has attended the collective inspection and explains his or her request. This request must be submitted to the Examiner no later than five working days after the collective post-inspection of the exam. In case of a dispute between the Examiner and student about whether individual inspection is warranted, this should be referred as soon as possible to the Examination Board.
5. In no event, the opportunity for perusal is offered fewer than fifteen working days prior to the first following opportunity to sit the examination.
6. Notwithstanding the provisions in clause 1 above, the post-inspections of written interim examinations and resits taken in the defined exam period of period 4 of the first year of study are held no more the two working days after the results of a written interim examination are announced. The provision (in clause 5) concerning the minimum number of working days between the post-inspection of the exam and the first subsequent resit does not apply to interim examinations and resits that are taken during the examination period of period four.
7. The Examination Board ensures the retention of (interim) examinations that are counted for the assessment for at least two years after the interim examination has taken place. Bachelor's theses and the corresponding assessment forms must be retained in the study programme administration for at least seven years.

Article 35 Validity term of examinations

1. The validity term of an examination that has been passed is indefinite.
2. The period of validity of the result of a partial examination ends when the result of the interim examination for the relevant unit of study (i.e. the final mark) becomes irrevocable, unless the Examiner determines otherwise. If the result of a partial examination (i.e. a partial mark) from the previous academic year remains valid, this will be stated in the course catalogue.

Article 36 Masters's examination and examination date

1. The programme is finalised by the Masters's examination.
2. The Examination Board establishes the result of the bachelor's examination in writing as soon as the student has passed all the examinations corresponding to the units of study in the examination programme pertaining



to the programme in question. In that case, the final examination date is the date on which the final interim examination has been taken. If the final unit of study is the Master's thesis, the submission date of the final version of the thesis counts as the examination date. If a formal defence takes place as part of the Master's thesis, the date of the defence counts as the examination date.

- a. Contrary to the provisions in clause 2, the following applies: if the most recently passed interim examination (including a thesis defence) has been taken in July or August, the last day of the month in which the exam was taken will count as the examination date.
3. Students must submit the request described in clause 2 within 15 working days after the announcement of the result for the last interim examination that was passed. If students do not submit this request on time, contrary to the provisions in clause 2 the final examination date can be set on the first day of the month in which the request is submitted.
4. Students who participate in education must be enrolled in the study programme.
5. Students must be enrolled in the study programme when they request the final examination.

Article 37 Degree and distinction

1. The student who has passed the programme's Master examination is awarded the degree of Master of Science.
2. The Examination Board may award a distinction to the student who has successfully completed the Master's examination of the programme. The rules that apply for awarding distinctions have been laid down in a guideline. The guideline for degree designations is included for information purposes as Appendix VI of these Regulations.
3. The degree that is awarded for completing the Master's programme, which is referred to in clause 2, shall be awarded only if the student has earned at least 42 ECs for interim examinations and other components required for this degree at RU, including the Master's thesis.
4. The results of the passed interim examinations will be listed on the supplement to the certificate.
5. In the Dutch-taught programme, students receive Dutch and English versions of the list of marks. In the English-taught programme, students receive an English version of the list of marks.
6. In all cases, the specialisation that the student has completed is listed on the supplement to the certificate.



Paragraph 7 Study progress, counselling and recommendations

Article 38 Registration of study progress

The dean is responsible for the registration of the study results in such a way that the board of examiners can provide every student, upon his request and within a reasonable period of time, with an updated overview of the results obtained.

Article 39 Student counselling and study facilities

1. The dean is responsible for providing adequate student counselling.
2. Apart from the student counselling provided by RU, the student can in any case make use of:
 - a. Study advice and guidance from the study advisor.



Paragraph 8 Evaluation of tuition

Article 40 Tuition evaluation method

With due observance of the quality assurance system of the university, as laid down in the Handbook Quality Assurance System Degree Programmes RU (*Handboek Kwaliteitszorg Onderwijs Radboud Universiteit*), the dean ensures that the tuition in the programme is systematically evaluated.



Paragraph 9 Transitional provisions

Article 41 Transitional regulations

1. Students qualify for the transitional regulations if a course is no longer being offered.
2. The transitional regulations comprise in any case two additional opportunities to take the interim examination of the course and (if applicable) the option to take a replacement course with two opportunities to take the interim examination; this course replaces the course no longer offered. During each academic year, students can take advantage of no more than two of the possible four interim examination opportunities that result from such a transitional regulation.

Specialization	Course Code	Transition Regulation
GEM	MAN-MOD008	The course unit <i>Intervention in Organizations</i> will no longer be part of GEP from the academic year 2025–26. Students who started before 2025–2026 and have not yet completed this course unit can either participate in <i>Intervention in Organizations</i> or participate in the replacement course unit <i>Organizational Change</i> (MAN-MOD002A).



Paragraph 10 Final provisions

Article 42 Safety net scheme and hardship clause

1. In cases not covered by these regulations, or insufficiently covered by these regulations, the dean decides.
2. In individual cases and on the basis of exceptional circumstances, the Examination Board is authorised to make a decision that deviates from these Regulations. This decision must not limit the rights of the student as set down in these Regulations and should not conflict with the applicable legal provisions.
3. In the event these regulations differ from those in the applicable statutory stipulations, the provisions in the Act prevail.

Article 43 Adoption, participation and amendments

1. These regulations are laid down or amended by the dean, after the programme committee (*opleidingscommissie*) has delivered its opinion on them and after the faculty joint assembly (*facultaire gemeenschappelijke vergadering*) has consented to them.
2. Amendments to these regulations do not take effect in the current academic year, unless the interests of the student are not disproportionately compromised by it.

Article 44 Implementation

1. These regulations enter into effect on 1 September 2024.
2. The education and examination regulations laid down previously cease to have effect as from that date.

Article 45 Publication

1. The dean is responsible for the appropriate publication of these regulations and of any amendments of them.
2. Any interested party is entitled to inspect a copy of these regulations at the Student Information Point (STIP) of the faculty.
3. The regulations will be published in both Dutch and English. In case of a conflict between the two versions, the Dutch version takes precedence.

Article 46 Evaluation

The dean ensures that these regulations are evaluated on a regular basis.

These regulations were adopted by the dean on 31 August 2024.



Appendix I Regulations on Fraud

Paragraph 1 Introductory provisions

Article 1 Purpose and scope of these regulations

To prevent fraud during examinations and bachelor/master examinations, as referred to in article 7.12b WHW, relating to the education and examination in the programmes of Radboud University (hereinafter: RU), the dean of Nijmegen School of Management adopts the following regulations.

Article 2 Definitions

The terms that are used in these regulations – in so far as these terms are also used in the Higher Education and Research Act (Wet op het Hoger onderwijs en Wetenschappelijk onderzoek (hereinafter: the Act)) or the Education and Examination Regulations of the degree programme (hereinafter: the EER) – have the same meaning that is given to these terms in the Act and the EER.

Paragraph 2 Definition fraud, procedure and sanctions

Article 3 Definition of fraud

1. At RU, fraud is understood to mean any act or omission by a student which, in its nature, is intended to have as an effect that proper assessment of the knowledge, understanding and skills of that student, or another student, is made fully or partially impossible.
2. Fraud is in any case understood to mean:
 - a. fraud when sitting written examinations, including
 - i. having materials available which are not permitted under the House Rules Examinations Rooms RU Regulations (Regeling Huisregels Tentamenruimten RU);
 - ii. copying or exchanging information;
 - iii. passing oneself off as someone else, or being represented by someone else during examinations or bachelor/master examinations;
 - b. fraud when producing theses and other papers, including
 - I. plagiarism in the sense of using or copying someone else's texts, data or ideas without complete and correct source references, plagiarism in the sense of copying the work of another student and presenting this as one's own work and other specifically academic forms of plagiarism;
 - II. fabricating (making up) and/or falsifying (distorting) research data;
 - III. submitting a thesis or any other paper that was written by someone else.
 - c. other forms of fraud
 - I. taking possession of assignments, answer keys and the like, prior to the time the examination or bachelor/master examination is to take place;
 - II. changing answers to assignments in an examination or a bachelor/master examination after it has been handed in for assessment;
 - III. providing incorrect information when applying for an exemption, extension of validity period, and the like, of an examination or a bachelor/master examination.
3. For the purpose of these regulations, an attempt to commit fraud will also be seen as fraud.



Article 4 Procedure establishing fraud

1. When fraud is suspected, the board of examiners or the examiner immediately informs the student of this suspicion. If the suspicion of fraud is established when the examination is administered, the board of examiners or the examiner will allow the student to complete the examination.
2. The board of examiners or the examiner may order the student to make any material related to the suspicion of fraud available to them.
3. For the purposes of the provisions in paragraphs 1 and 2 of the present article, examiner is also understood to mean the invigilator or any other RU member of staff.
4. The board of examiners or the examiner drafts a report of the suspicion of fraud. The report drafted by the examiner will be sent to the board of examiners without delay.
5. The board of examiners makes the report referred to in paragraph 4 available to the student without delay and then starts an investigation into the matter. The board of examiners provides the student with the opportunity to respond to the report in writing. The board of examiners hears both the examiner and the student.
6. Within four weeks following the date the report was made available to the student, the board of examiners decides whether fraud was actually committed. The board of examiners informs both the student and the examiner of their decision in writing. The four-week period may be extended by two weeks.

Article 5 Remedial action

If the board of examiners has established fraud:

- a. the board of examiners declares the relevant examination invalid, and
- b. the board of examiners includes a statement in the student's student file that it has established fraud and, if applicable, which sanctions have been imposed.

Article 6 Sanctions

1. If the board of examiners has established that fraud has been committed, the board of examiners may:
 - c) determine that the student may not sit one or more examinations during a period to be set by the board of examiners, which period amounts to a maximum of one year;
 - d) determine that no distinction will be awarded on the degree certificate;
 - e) propose to the Dean of the Honours Academy that the student not be admitted to the honours programme of the university or the faculty or that the student's participation in the honours program of the university or the faculty be terminated.

If severe fraud has been established by the Examining Board, it can also

- f) propose to the Executive Board that the student's enrolment in a study programme is definitively terminated.
2. After severe fraud has been established by the Examining Board, the Executive Board can definitively terminate the student's enrolment in a study programme upon the proposal of the Examining Board.
3. The sanctions as referred to in this provision are imposed as of the day following the date on which the student is notified of the decision to impose the sanctions.

Paragraph 3 Transitional provisions

No transitory regulations

Paragraph 4 Final provisions



Article 7 Decisions and legal protection

1. Decisions based on these Regulations can be sent to the student digitally and/or by e-mail.
2. The student can appeal against decisions on the basis of these Regulations to the Examination Appeals Board (CBE) within six weeks of the date of the decision in question.

Article 8 Adoption and amendment

1. These regulations are adopted and amended by the dean.
2. In so far as the content of these regulations relates to the duties and powers of the programme's board of examiners, the content must also be confirmed by that board of examiners.

Article 9 Effect

These regulations take effect on 1 September 2019. These regulations then replace any previous regulations.

Article 10 Publication

1. The dean ensures the appropriate publication of these regulations and any amendments of these regulations.
2. For the purpose of proper and clear provision of information to students and prospective students, the dean includes these regulations as an appendix to the Education and Examination Regulations (Onderwijs- en Examenreglement (OER)). The board of examiners includes these regulations accordingly as appendix to the rules and guidelines of the programme that are to be laid down by that board.

Thus adopted by the dean on 1 July 2019 and ratified by the board of examiners on 12 July 2019



Paragraph 1 Admission requirements and procedures

Article 1 Scope of the regulations

These regulations apply to students who register for enrollment in the academic year 2025-2026 for the degree programme Business Administration (MSc).

Article 2 Admission requirements

1. Those who passed the final examination of the preceding Bachelor's programme Bedrijfskunde (Business Administration) at Radboud University can enrol in the degree programme.
2. Those who hold a Bachelor's degree from a similar study programme can also enrol in the degree programme.
 1. The Examination Board of the programme determines whether the programme followed is similar.
3. Students from the pre-Master's programme for university transfer students are admitted to the degree programme if they have passed the pre-Master's programme and have earned a Bachelor's or Master's degree in the academic programme of first enrolment.
 1. Students will only be admitted if the pre-Master's programme they have completed is relevant to the Master's specialisation.
4. Students from the pre-Master's for HBO transfer students or the bridging programme that have passed the pre-Master's programme are admitted to the degree programme if they have met all the requirements as described in the pre-Master's regulation.

Article 3 Specific admission requirements BA Economics (RU)

1. The following regulations apply to students with a Bachelor's degree in Economics and Business Economics at Radboud who have successfully completed the specialisation in Business Economics.
 - a. To enrol in the Master's specialisations in Marketing, Strategic Management, International Business (Business Administration) and Innovation and Entrepreneurship, they must take a minor consisting of three units of study:
 1. Marketing;
 2. Strategy;
 3. Organisation and Environment.
 - b. To enrol in the master specialisation Organisational Design and Development they must take four units of study:
 1. Marketing;
 2. Strategy;
 3. Organisation and Environment;
 4. Introduction to Organisation Design.
 - c. To enrol in the master specialisations Strategic Human Resources Leadership and Strategic Human Resource Management the following units of study should be obtained:
 1. Marketing;
 2. Strategy;
 3. Organisation and Environment;
 4. Strategic Human Resource Management.



2. The following regulations apply to students with a Bachelor's degree in Economics and Business Economics who have passed the International Economics and Business programme.
- a. To enrol in the Master's specialisations in Marketing, Strategic Management and International Business (Business Administration) and Innovation and Entrepreneurship, while studying abroad or as a corresponding elective, they must take the following units of study:
 1. Marketing;
 2. Strategy;
 3. Organisation and Environment.
 - b. To enrol in the Master's specialisation Organisational Design & Development the following units of study are required:
 1. Marketing;
 2. Strategy;
 3. Organisation and Environment;
 4. Organisational Design.
 - c. To enrol in the Master's specialisations Strategic Human Resources Leadership and Gender Equality, Diversity and Inclusion in Management the following units of study are required.
 1. Marketing;
 2. Strategy;
 3. Organisation and Environment;
 4. Strategic Human Resource Management.
 - d. To enroll in the Master's specialisation Business Analysis and Modelling, the following units of study are required.
 1. Marketing;
 2. Strategy;
 3. Organisation and Environment;
 4. Business Analysis for Responsible Organisations.

Article 4 Admission requirements Dutch language

[not applicable]

Article 5 Admission requirements English language

1. Students participating in a degree programme or specialisation that is taught in English must have sufficient command of the English language. This requirement has been satisfied when the student meets one of the following conditions: the student
 - a. has passed a three-year Bachelor's degree programme at a Dutch university, or
 - b. has passed a Master's or Bachelor's degree programme at a Dutch HBO institution and a pre-Master's programme for HBO transfer students, or
 - c. has passed a Bachelor's degree programme that is offered entirely in English in one of the Member States of the EU/EEA, Australia, Canada (excluding Quebec (province)), New Zealand, the United States, or the United Kingdom.
2. Students who do not meet one of the above conditions must:
 - a. have earned a TOEFL certificate (iBT; not TOEFL at Home Edition) with a total score of at least 90, with subscores of not less than 22;



- b. have earned an IELTS Academic certificate (not IELTS Online) with a total score of at least 6.5, with subscores of not less than 6.0, and a subscore on writing of at least 6.5;
 - c. have earned an Cambridge C1 Advanced certificate with at least the following scores: Overall minimum score 176, minimum component score 169, minimum writing component score: 176;
 - d. have earned an C2 Proficiency certificate with at least the following scores: Overall minimum score 180, minimum component score 169, minimum writing component score: 176.
3. Other certificates are not accepted.
 4. Certificates must not be older than two years.

Article 6 Proof of admission

Those who meet the admission requirements as set out in these regulations on the start date of the academic year determined by the institution's board are eligible for a proof of admission.

Article 7 Time of admission

1. In September, it will be determined whether students on the beginning date of the academic year as established by the administration of the institution have complied with the requirements concerning admission to the degree programme. Students who have not complied with the requirements at that time cannot take exams from the degree programme for that academic year.
2. Contrary to clause 1, in the case of special circumstances the Examination Board may, determine at a later date whether students met the requirements for admission by 31 August at the latest.
 - a. These students are conditionally admitted to educational activities of the degree programme;
 - b. These students may not participate in examinations until it has been definitively established that students had met the admission requirements at the latest by 31 August.

Appendix 3 Examination programme

1. The master's programme offers the following specialisations: Marketing

1. Strategic Management
2. Organisational Design & Development
3. Strategic Human Resources Leadership
4. Gender Equality, Diversity and Inclusion in Management
5. International Business
6. Innovation and Entrepreneurship
7. Business Analysis and Modelling
8. Responsible Digitalisation

A variant of the Business Analysis and Modelling master's specialisation programme can also be taken as part of the European Master System System Dynamics double degree programme.

2. Students of the first four specialisations and Business Analysis and Modelling follow the first semester courses of one of the Master's specialisations and then write their Master's thesis. They supplement their programme with two of the electives offered within the Master's programme in Business Administration (see electives in Appendix III). Notwithstanding this, students of Innovation and Entrepreneurship choose one of the elective courses offered. Students of International Business choose one of the courses offered by the Master's programme in Business Administration in period 2 or one of the other specified elective courses. Students of Gender Equality, Diversity and Inclusion in Management choose one of the courses offered by the Master's programme in Business Administration in period 2. In afwijking van lid 2 kunnen studenten ook een ander keuzevak volgen dan is aangegeven.
3. Notwithstanding paragraph 2, students may also take an elective course other than those indicated. They must obtain permission from the Examination Board to do so.

Marketing

Coursecode	Name	EC	Period
MAN-MMA024	Consumer Behaviour	6	1
MAN-MMA025	Marketing Performance	6	1
MAN-MMA032A	Methodology in Marketing and Strategic Management Research	6	1 and 2
MAN-MMA035A	International Brand Management	6	2
MAN-MMA026	Marketing and Innovation	6	2
	Bound electives: electives Business Administration	12	
MAN-MMATH	Master's Thesis in Marketing	18	3 and 4
MAN-CAMABA	Career Management Training	0	1, 2, 3, 4

Strategic Management

Coursecode	Name	EC	Period
MAN-MST014	Corporate Strategy	6	1
MAN-MST025	Strategy and Nonmarket Environment	6	1
MAN-MMA032A	Methodology in Marketing and Strategic Management Research	6	1 and 2
MAN-MST023	Strategic Change	6	2
MAN-MST021	Strategic Decision Making	6	2
MAN-MIM408	Innovation in Emerging Markets of	6	3
MAN-MST020	Business Model Innovation		3
	Gebonden keuzeruimte; electives Business Administration	6	
MAN-MSTTH	Master's Thesis in Strategic Management	18	3 and 4
MAN-CAMABA	Career Management Training	0	1, 2, 3, 4

Organisational Design & Development

Coursecode	Name	EC	Period
MAN-MOD002A	Organisational Change	6	1
MAN-MOD004	Organisations and Society	6	1
MAN-MOD012	Advanced Research Methods	6	1 and 2
MAN-MOD008	Intervention in Organisations	6	2
MAN-MOD001	Organisation Design	6	2
	Gebonden keuzeruimte; electives Business Administration	12	
MAN-MTHODA	Master's Thesis in Organisational Design & Development	18	3 and 4
MAN-CAMABA	Career Management Training	0	1, 2, 3, 4

Strategic Human Resources Leadership

Coursecode	Name	EC	Period
MAN-MHR015	A Critical Approach to SHRL	6	1
MAN-MOD012	Advanced Research Methods	6	1 and 2
MAN-MHR005A	Gender and Diversity in Organisations	6	1
MAN-MHR002A	HRM and Performance	6	2
MAN-MHR013	SHRL and the Flexible Workforce	6	2
	Gebonden keuzeruimte; electives Business Administration	12	
MAN-MTHHRA	Master's Thesis in Strategic Human Resources Leadership	18	3 and 4
MAN-CAMABA	Career Management Training	0	1, 2, 3, 4

Gender Equality, diversity and Inclusion in Management

Coursecode	Name	EC	Period
MAN-MOD012	Advanced Research Methods	6	1 and 2
MAN-MHR005A	Gender and Diversity in Organisations	6	1
MAN-MOD002A	Organisational Change	6	1
MAN-MPOL027A	Power and Diversity	6	2
	Gebonden keuzeruimte; electives Business Administration	12	
MAN-MPOL053	Gender, Violence and War	6	2
MAN-MTHGEM	Master's Thesis in Gender Equality, Diversity and Inclusion in Management	18	3 and 4
MAN-CAMABA	Career Management Training	0	1, 2, 3, 4

International Business

Coursecode	Name	EC	Period
MAN-MOD012	Advanced Research Methods <i>of</i>		1 and 2
MAN-MMA032A	Methodology in Marketing and Strategic Management Research	6	1 and 2
MAN-MST025	Strategy and Nonmarket Environment	6	1
MAN-MIB001	Multinational Corporation and Sustainability	6	1
MAN-MEC050	Culture and Institutions	6	2
MAN-MEC051	International Business and Trade	6	2
	Gebonden keuzeruimte; electives Business Administration	6	3
MAN-MIM408	Innovation in Emerging Markets	6	3
MAN-MTHIB	Master's Thesis with a focus on International Business	18	3 and 4
MAN-CAMABA	Career Management Training	0	1, 2, 3, 4

Innovation and Entrepreneurship

Coursecode	Name	EC	Period
MAN-MOD012	Advanced Research Methods <i>of</i>		1 and 2
MAN-MMA032A	Methodology in Marketing and Strategic Management Research	6	1 and 2
MAN-MIE004	Business Development	6	1
MAN-MIE001	Innovation and Entrepreneurship in Context	6	1
MAN-MIE002	Entrepreneurship & Finance	6	2
MAN-MMA026	Marketing and Innovation	6	2
	Gebonden keuzeruimte; electives Business Administration	12	3
MAN-MTHMIE	Master's Thesis in Innovation and Entrepreneurship	18	3 and 4
MAN-CAMABA	Career Management Training	0	1, 2, 3, 4

Samenstelling masterspecialisatie Business Analysis and Modelling

Coursecode	Name	EC	Period
MAN-MBAM006	Systems thinking for systemic change	6	1
MAN-MBAM002	Modelling for stakeholder engagement I	6	1
MAN-MBAM005	Research Methodology	6	1 and 2
MAN-MBAM003	Modelling for stakeholder engagement II	6	2
MAN-MST021	Strategic Decision Making	6	2
	Gebonden keuzeruimte; electives Business Administration	12	3
MAN-MTHBAM	Master's Thesis in Business Analysis and Modeling	18	3 and 4
MAN-CAMABA	Career Management Training	0	1, 2, 3, 4

Samenstelling masterspecialisatie Responsible Digitalisation

Coursecode	Name	EC	Period
MAN-MRD001	Introduction to Digital Management	6	1
MAN-MRD002	Digital Technology @Work	6	1
MAN-MOD012	Advanced Research Methods	6	1 and 2
MAN-MRD003	Managing the Platform Economy	6	2
MAN-MOC009	Data-driven analytics for responsible business solutions (DARBS)	6	2
MAN-MMA038	Gebonden keuzeruimte; electives Business Administration bij voorkeur Digital Marketing	12	3
MAN-MTHRD	Master's Thesis in Responsible Digitalisation	18	3 and 4
MAN-CAMABA	Career Management Training	0	1, 2, 3, 4

Electives Business Administration

Coursecode	Name	EC	Period
MAN-MMA038	Digital Marketing	6	3
MAN-MOD011	Forms of Responsible Organising	6	3
MAN-MHR009	International Human Resource Management	6	3
MAN-MOC006	Social, Sustainable and Technological Innovation	6	3
MAN-MST017	Strategic Alliance and network Management	6	3
MAN-MST020	Business Model Innovation	6	3
MAN-MOC007	WEconomy: Exploring Transitional Business and Society Trends	6	3
MAN-MOC008	Current Perspectives on Responsible Organisation	6	3
MAN-MHR016	Advanced Justice, Equality, Diversity and Inclusion	6	3
MAN-MBA100	Internship	6	3 and 4

International Business Dual Degree programma met University of Glasgow

The faculty offers the following dual degree programme in collaboration with the University of Glasgow. Completion of this programme entitles students to a master's degree from both Radboud University and the University of Glasgow. This EER applies to the components of the programme that are followed at this faculty.

Year 1, Radboud Universiteit

Coursecode	Name	EC	Period
MAN-MST014	Corporate Strategy	6	1
MAN-MST025	Strategy and Non-Market Environment	6	1
MAN-MMA032A MAN-MOD012	Methodology in Marketing and Strategic Management of Advanced Research Methods	6	1 and 2
MAN-MEC050	Culture and Institutions	6	2
MAN-MEC051	International Business and Trade	6	2
MAN-MIM408	Innovation in Emerging Markets	6	3
MAN-CAMABA	Career Management Training	0	1, 2, 3, 4
	Keuzeruimte	6	
	Preparing the Master's Thesis		3 and 4

Year 2, University of Glasgow

Name	EC	Period
Studie aan UoG		1, 2, 3
Master Thesis	18	3 and 4

Dual degree European Master System Dynamics

The faculty offers a dual degree programme in collaboration with the University of Bergen (Norway), the Università degli Studi di Palermo (Italy) and Universidade Nova de Lisboa (Portugal). Completion of this programme entitles students to a master's degree from both Radboud University and the partner universities. This EER applies to courses taken at Radboud University.

Year 1, Studie aan partner universiteit

Name	EC	Period
Study at partner universities		1, 2, 3, 4

Jaar 2, Radboud Universiteit

Coursecode	Name	EC	Period
MAN-MBAM006	Systems thinking for systemic change	6	1
MAN-MBAM002	Modelling for stakeholder engagement I	6	1
MAN-MBAM005	Research Methodology	6	1 and 2
MAN-MBAM003	Modelling for stakeholder engagement II	6	2
MAN-MST021	Strategic Decision Making	6	2
	Joint Master Thesis in System Dynamics	30	3 and 4
MAN-CAMABA	Career Management Training	0	1, 2, 3, 4

Appendix 4 Course-specific information

Coursecode	Name	Lang- uage	Entry requirements education	Entry requirements exam	Re- marks
MAN-MHR015	A Critical Approach to SHRL	EN			
MAN-MHR016	Advanced Justice, Equality, Diversity and Inclusion	EN			
MAN-MOD012	Advanced Research Methods	EN			
MAN-MIE004	Business Development	EN			
MAN-MST020	Business Model Innovation	EN	Capacity restriction		
MAN-MMA024	Consumer Behaviour	EN			
MAN-MST014	Corporate Strategy	EN			
MAN-MEC050	Culture and Institutions	EN			
MAN-MOC008	Current Perspectives on Responsible Organisation	EN	Capacity restriction		
MAN-MOC009	Data-driven analytics for responsible business solutions (DARBS)	EN	Capacity restriction	Successfully complete group assignments	
MAN-MMA038	Digital Marketing	EN	Capacity restriction		
MAN-MIE002	Entrepreneurship & Finance	EN			
MAN-MOC011	European HRM	EN	A maximum of 6 students can be selected to participate. The selection is based on a motivation letter, CV, and a selection interview. This procedure takes place in September–October. An important selection criterion is full-time availability from mid-April to early July. Enrollment in MSc Business Administration: SHRL, OD&D of IB.		
MAN-MOD011	Forms of Responsible Organising	EN	Capacity restriction		
MAN-	Gender and Diversity in	EN		Participation in	

MHR005A	Organisations			assignments and lectures	
MAN-MPOL053	Gender, Conflict and Security	EN			
MAN-MHR002A	HRM and Performance	EN			
MAN-MIE001	Innov. and Entrepreneurship in Context	EN	Inschrijving MSc Business Administration: Innovation and Entrepreneurship		
MAN-MIM408	Innovation in Emerging Markets	EN	De onderwijseenheid MAN-MST025 moet zijn behaald.		
MAN-MMA035A	International Brand Management	EN	Inschrijving MSc Business Administration: Marketing		
MAN-MEC051	International Business and Trade	EN			
MAN-MHR009	International HRM	EN	Capacity restriction		
MAN-MBA100	Internship	EN			
MAN-MOD008	Intervention in Organisations	EN		Assignments serve as an entry requirement for participation in the exam	
MAN-MMA026	Marketing and Innovation	EN	Inschrijving MSc Business Administration: Marketing of Innovation and Entrepreneurship		
MAN-MMA025	Marketing Performance	EN			
MAN-MTHIB	Master's Thesis International Business	EN			
MAN-MTHMIE	Master's Thesis Innov&Entrepreneurship	EN			
MAN-MMATH	Master's Thesis in Marketing	EN			
MAN-MSTTH	Master's Thesis in Strategic Management	EN			
MAN-MTHEMSD	Master's Thesis in EMSD	EN			
MAN-MTHODA	Master's Thesis in OD&D	EN			
MAN-MTHHRA	Master's Thesis SHRL	EN			

MAN-MTHBAM	Masterthesis BAM	EN			
MAN-MTHGEM	Masterthesis in Gender Equality	EN			
MAN-MTHRD	Thesis in Responsible Digitalisation	EN			
MAN-MMA032A	Methodology Marketing & Strategic Mgmt	EN			
MAN-MBAM002	Modelling for Stakeholder Engagement I	EN			Mandatory attendance and submission of partial assignments
MAN-MBAM003	Modelling for Stakeholder Engagement II	EN	Enrollment in Modelling for stakeholder engagement I		
MAN-MIB001	Multinational Corporation and Sustainability	EN			
MAN-MOD001	Organisation Design	EN			
MAN-MOD002A	Organisational Change	EN	Enrollment in MSc Business Administration		
MAN-MOD004	Organisations and Society	EN			
MAN-MPOL027A	Power in Political Theory	EN			
MAN-MBAM005	Research Methodology	EN			
MAN-MHR013	SHRL and the Flexible Workforce	EN			
MAN-MOC006	Social, Sustainable and Techn.Innovation	EN	Capacity restriction		
MAN-MST017	Strategic Alliance and Network Management	EN	Capacity restriction		
MAN-MST023	Strategic Change	EN			
MAN-MST021	Strategic Decision Making	EN	Enrollment in MSc Business Administration: Strategic Management, International Business, BAM, of EMSD		
MAN-MST025	Strategy and Nonmarket Environment	EN			
MAN-MBAM006	Systems thinking for systemic change	EN			
MAN-MOC007	WEconomy: Exploring Transitional Business and Society Trends	EN	Capacity restriction		
MAN-MRD001	Introduction to Digital	EN			

	Management				
MAN-MRD002	Digital Technology @Work	EN			
MAN-MRD003	Managing the Platform Economy	EN			
MAN-CAMABA	Career Management Training	EN			



Appendix V Regulations on House Rules Examination Rooms

Paragraph 1 Introductory provisions

Article 1 Purpose of the regulations

For the proper course of events during examinations and bachelor/master examinations relating to the education and the examination of the programmes that are administered in examination rooms at Radboud University (hereinafter: RU), the dean of the Nijmegen School of Management of RU adopts the following regulations

Article 2 Definitions

The terms that are used in these regulations – in so far as these terms are also used in the Higher Education and Research Act (Wet op het Hoger onderwijs en Wetenschappelijk onderzoek (hereinafter: the Act) or the Education and Examination Regulations of the degree programme (hereinafter: the EER) – have the same meaning that is given to these terms in the Act and the EER.

Article 3 Examiners and invigilators

1. For the administration of examinations the board of examiners in question has appointed one or more examiners.
2. The examiners appointed as referred to in paragraph 1 are responsible for the supervision and execution of the provisions in these regulations. On behalf of the examiner(s) appointed, one or more invigilators may be present in the examination rooms, assigned by or on behalf of the executive board.
3. When invigilators have been assigned, at least one appointed examiner is also present in the examination room or, as appropriate, available on call.

Article 4 Instructions by the executive board

1. These regulations include instructions in the sense of article 7.57h of the Act. In view of the executive board's mandating decision dated 15 May 2019, the dean is authorised to adopt these instructions on behalf of the executive board. The student is obliged to comply with the instructions laid down in these regulations.
2. A student who fails to comply with any instructions under these regulations may be denied access to the examination room by or on behalf of the examiner. Non-compliance with the instructions may also lead to a suspicion of fraud in the sense of the Regulations on Fraud (Regeling Fraude).

Article 5 Guidelines for examiners

These regulations include instructions in the sense of article 7.12b of the Act. The examiner is obliged to comply with the instructions laid down in these regulations.

Article 6 Instructions by examiners for students

1. The examiner may give instructions, in the context of the instructions described in these regulations, to a student in the RU examination room if a concrete situation should be cause for this. The student is obliged to comply with these instructions.
2. The student who fails to comply with the instructions referred to in paragraph 1 may be denied access to the examination room by or on behalf of the examiner. Non-compliance with the instructions may also lead to a



suspicion of fraud in the sense of the Regulations on Fraud (Regeling Fraude).

Paragraph 2 House Rules

Article 7 Admission to the examination room and leaving it

1. With respect to entering and leaving the examination rooms, the following applies:
 - a. the examination room is accessible for the student at least 15 minutes before the examination starts;
 - b. except in the circumstances described in paragraphs c and d, the student is no longer admitted into the examination room after the examination has started;
 - c. the student who arrives too late at the examination room is given the opportunity, 15 minutes following the start of the examination, to be as yet admitted into the examination room;
 - d. the student is permitted to use the toilet during the examination;
 - e. the student is not allowed to leave the examination room within the first 30 minutes following the start of the examination.
2. In special circumstances the examiner may act contrary to the provisions in paragraph 1. If the provisions in paragraph 1 are departed from, the student will be informed of this in due time.

Article 8 Student ID

1. In the examination room the student must be able to furnish proof of identity, at any time, by producing a valid identity document.
2. The student who cannot furnish proof of identity as laid down in the first paragraph of the present article will not be admitted into the examination room or can as yet be denied access to that room.

Article 9 Start and duration of the examination

The examiner starts the examination at the time scheduled. If the examination starts at a later moment in time because of relevant circumstances, the examiner ensures that the scheduled duration of the examination can be fully used by the student.

Article 10 Materials permitted in examinations

1. When taking the examination, the student is not allowed to have materials available that serve or could serve as auxiliary materials for the examination paper, unless the use of that material has been explicitly permitted by the examiner before the start of the examination.
2. Materials for the purpose of these regulations include, amongst other things: textbooks and dictionaries, notes and lecture notes, and watches, laptops, tablets, telephones and other smart devices and/or wearables.

Article 11 Handing in examination papers

1. When the examination ends, the student is obliged to hand in the examination paper.
2. The student may also be required to hand in other examination materials, such as examination question papers and/or note paper used during the examination.

Article 12 Peace and order, furniture and fixtures in the examination room

1. Coats, satchels, bags, etc. must be put away in compliance with the examiner's instructions.
2. In order to prevent interference with the WIFI signal, any devices that are present in the examination room, such as watches, laptops, tablets, telephones and any other devices or smart devices and/or wearables, must



be switched off in compliance with the examiner's instructions.

3. Without prejudice to the provisions in the previous paragraphs, the examiner ensures, both during and after completion of the examination, that any measures are taken as required for appropriate surveillance and for maintaining the necessary peace and order in the examination room.
4. Whenever an examination is administered, the examination room has at least one clock which is clearly visible for every student.
5. Eating and drinking is allowed during the examination, unless this should prevent appropriate surveillance and/or maintaining the necessary peace and order.

Paragraph 3. Transitional provisions

No transitory regulations

Paragraph 4. Final provisions

Article 13 Departure from rules and house rules

In special circumstances the examiner may depart from the provisions in these regulations.

Article 14 Adoption and amendment

1. These regulations are adopted and amended by the dean.
2. In so far as the content of these regulations relates to the duties and powers of the programme's board of examiners, the content must also be confirmed by that board of examiners.

Article 15 Effect

These regulations take effect on 1 September 2019. These regulations then replace any previous regulations.

Article 16 Publication

1. The dean ensures the appropriate publication of these regulations and any amendments of these regulations.
2. For the purpose of proper and clear provision of information to students and prospective students, the dean includes these regulations as an appendix to the Education and Examination Regulations (Onderwijs- en Examenreglement (OER)). The board of examiners includes these regulations accordingly as appendix to the rules and guidelines of the programme that are to be laid down by that board.

Thus adopted by the dean on 3 June 2019 and ratified by the board of examiners on 27 June 2019.



Appendix VI Judicium guideline

Article 1. Awarding judicium

1. Subject to the provisions in this article, the Examination Committee is the body that determines whether any, and if so what, degree classification (judicium) is awarded.
2. The degree classification (judicium):
 - a. “cum laude” is awarded if the weighted average of the final assessment of the components referred to in clause 3 is 8,00 or above, or
 - b. “summa cum laude” is awarded if the weighted average of the final assessment of the components referred to in clause 3 above is 9,00 or above.
3. The degree classification is based on all components of the final examination programme for which a mark is given on a scale from 0 through 10, with the exception of the extracurricular components.
4. As a weighting factor in the calculation of the weighted average result, the number of ECs of the component referred to in clause 3 are taken into account.
5. The degree classification is not awarded if resits are taken for more than 10 percent of the total study load of the final examination programme (being one or more components) and if exams are resat more than once, unless the Examining Board decides otherwise with substantiation.
6. The Examining Board may decide not to award a degree classification if fraud is ascertained in any component of the entire degree programme.