

Education and Examination Regulations

Applicable to:

- Executive MBA Programme Business School Netherlands
- Action Learning MBA (Distance Learning)

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1. Preamble

These Teaching and Examination Regulations (TER) provide a clear picture of the teaching and examinations related to the Executive MBA programme offered by Business School Netherlands (BSN). The regulation deals with the conditions regarding knowledge, insight and skills needed to obtain the degree and clarifies the relationship between the aspects: final qualifications, curriculum and testing. The OER thus forms an important guide for students, teachers, examiners, the examination committee and the management of BSN.

In many parts, this OER has the character of a framework regulation and not every aspect of the programme is covered in detail. In addition to this OER, a number of supplementary information and instructional documents are made available to students. These are published on the BSN student website.

Although extreme care has obviously been taken to avoid this, it cannot be ruled out that this OER and the information provided elsewhere may (partially) contradict each other. In the event of such a contradiction, the regulations contained in this OER will in principle prevail.

The starting point of this OER is the "Higher Education and Scientific Research Act" (WHW). In addition, it includes those aspects specifically applicable to Business School Netherlands' Executive MBA programme, thus creating a fully comprehensive and relevant regulation.

2. Definitions

In this OER, the following definitions apply:

ACBSP: Accreditation Council for Business Schools and Programmes. Independent US accreditation body that oversees compliance with and promotion of international quality standards in relation to business education programmes.

Action Learning coach: (AL Coach). Supervisor of Action Learning subset meetings as scheduled. The AL Coach may also serve as chairperson of the Viva committee.

BSN: Business School Netherlands.

CROHO: Central Register of Higher Education Study Programmes. Only programmes accredited by the NVAO are included in the CROHO. Only registered programmes lead to formally recognised degrees and titles.

Tutor: Person contracted by BSN to facilitate one (or more) core course session(s), workshop(s), masterclass(es) or other face-to-face meeting. Lecturers have a long track record in the business world in the field for which they are contracted. In their daily lives, they are mainly active as (senior) managers in SMEs, (independent) consultants or entrepreneurs.

Dissertation: The master thesis to be performed in the final Phase of the MBA programme in which a comprehensive research leads to an actionable implementation plan in respect of a strategic problem. The Dissertation is considered the most important examination of the programme.

Distance learning MBA: The MBA programme offered by BSN, registered in the CROHO under no. 70053. The DL MBA is offered in different forms, being: the ALMBA, the International Action Learning MBA (IAL MBA) and the Action Learning MBA Local Delivery.

EC: also: *study point*. 1 European Credit (EC) represents approximately 28 hours of study-related activities within the ECTS.

ECTS: European Credit Transfer and accumulation System. The European accepted standard according to which the study load of a study (component) is measured and expressed in European Credits.

EduQua: Independent Swiss accreditation body that monitors compliance with international quality standards with regard to training programmes within Europe.

Final qualification: The MBA programme leads to 12 final qualifications (also final attainment levels). These describe the aspects of knowledge, insight and skills that a student must have demonstrably achieved in order to hold the MBA title.

EXMBA: Executive MBA. One of the MBA programmes offered by BSN.

Examination: An examination is attached to each unit of study. These exams are used to determine whether the intended final qualifications of the MBA programme have been achieved. A distinction is made between practical exams (see: *assignments*) and theoretical exams (see: *tests*).

Examination committee: The committee appointed by the BSN management as referred to in Article 7.12 WHW. Before the degree is awarded, the examination committee determines whether a student has met all the conditions set by these education and examination regulations with regard to knowledge, insight and skills.

Examiner: A person appointed by the examination board as referred to in article 7.12c first paragraph of the WHW who is charged with administering examinations. Not being a student or extraneous.

External examiner: An examiner, with no direct, structural connection to BSN (other than conducting examinations), designated as a BSN-independent assessor of the Dissertation.

Phase: The MBA programme is composed of three phases. Phase 1; Introductory, general theoretical education. Phase 2; in-depth training in the core management disciplines. Phase 3; the concluding exams.

Internal examiner: An examiner, normally a lecturer, charged with the individual supervision of the student at the Dissertation stage. Also designated as assessor of the Dissertation.

Intervision group: At the start of Phase 3, so-called intervision groups are formed for the purpose of progress and exchange of ideas; normally a group of 3 - 8 students on the Dissertation track. Intervision groups generally meet 6 times during this phase under the guidance of the Action Learning Coach.

NVAO: Dutch-Flemish Accreditation Organisation. The body established by the Dutch and Flemish governments to assess the quality of higher education in the Netherlands and Flanders.

OER: Education and Examination Regulations. These regulations as referred to in article 7.13 WHW that apply to the student.

Unit of study: Each of the three Phases of the MBA programme is composed of one or more units of study. A unit of study consists of a combination of study activities, forms of work and an examination. A unit of study can also be a stand-alone assignment. A certain study load is linked to each unit of study.

Practical assignment: A project or research to be carried out independently by the student, usually within the student's own organisation. An assignment is handed in in the form of a written report and assessed with a grade that partly determines the degree.

RFC: Request for Comment. An external agency specialising in marking master's-level examinations in a variety of management disciplines. The examiners working for RFC are appointed by the examination board. BSN outsources the assessment of examinations from Phase 1 and 2 of the programme to RFC examiners.

Set: Participants in a training course are assigned to a group (set). A set generally consists of 15 to 20 participants.

Student: Also: *Participant*. Natural person registered as a student with BSN.

Student site: The main source of information for students enrolled in the MBA programme. The student site provides information regarding individual study results, study materials, assignments to be completed, etc. The student accesses the student site on the day the programme start-up is scheduled.

Study supervisor: Coordinator of the formal processes between student and programme. Also first point of contact in case of questions, suggestions, complaints, problems, etc. The study supervisor may also act as chairman of the Viva committee.

Study load: The standardised time commitment of the MBA programme and/or units of study thereof, expressed in credits (European Credits).

Subset: Participants from a set, are divided into subsets at the start of training. A subset meets regularly to exchange ideas and suggestions in the context of the assignments to be carried out. A subset normally consists of 4 - 8 students. It may happen that BSN changes the composition of the subset during the course (e.g. due to drop-outs, study strikes or (re)entering students).

Theory Test: A written test (theory) to be conducted by the student. It consists of a series of open questions, related to the unit of study to be tested, which the student answers in his/her own time and working environment.

Viva committee: A Viva committee is formed to conduct the oral component of the final examination. It consists of the internal examiner, the external examiner and a chairperson (usually the study supervisor or an Action Learning Coach).

Viva Voce: Oral defence of a student's Dissertation before the Viva committee.

HRA: The Higher Education and Scientific Research Act, as published in Official Gazette 1992 No. 593, including subsequent supplements and amendments.

Paragraph

3. General provisions

Article

3.1. Scope and legal basis

1. These teaching and examination regulations (Article 7.13 WHW), concern for BSN the following Master's programme as referred to in Article 7.3b-b WHW: Executive MBA (CROHO no. 70054. Accredited by: ACBSP, eduQua and NVAO).
2. These teaching and examination regulations are made available to the student at the moment he starts the programme. All provisions contained herein shall remain applicable to him until he has obtained the MBA degree or is deregistered as a student.

Article

3.2. Additional documents

1. This OER refers to other documents under a number of articles. For the sake of clarity, these are provided separately for inspection at www.bsn.nl. This concerns:
 - Professional profile
 - Didactic concept
 - Instructions on the various practical assignments and theory tests
 - Regulations Examinations Committee (Regulations Examinations Committee)
 - BSN's fraud policy (BSN Fraud Policy)

Article

3.3. Admission to the programme

1. Admission requirements
Executive MBA The prospective student:
 - a. is a (senior) manager with at least 3 years of leadership experience;
 - b. Has completed a bachelor's or master's degree or extensive practical experience (guideline: at least 7 years) at undergraduate level;
 - c. Is involved in corporate, strategic decision-making processes; and
 - d. Has permission from his/her employer to carry out practical assignments within the working environment.
2. If BSN deems it necessary, an intake interview between the prospective student and a member of the programme information department will also take place.
3. Based on the documents submitted and their explanation during any intake interview, the programme information department determines whether the candidate can be admitted.
4. The prospective student will receive a decision no later than 2 weeks after the intake interview. This may be:
 - a. Rejection; or
 - b. Admission to Phase 1 of the MBA programme; or
 - c. Admission to Phase 2 of the MBA programme; or
 - d. Admission to Phase 3 of the MBA programme.

For each possibility referred to under b - d, there may also be exemption(s) granted by the examination board for one or more examinations in the programme. (See article 3.4.).

5. If a prospective student submits an exemption request, the period within which a decision on admission is given may be extended to 3 weeks.

Article

3.4. Exemptions

1. Exemption for (exams from) Phase 1, 2 and/or 3 of the programme is granted by the examination board.
2. The examination committee will assess a request for exemption on the basis of the evidence of previous courses and/or other relevant (learning) experiences submitted by the prospective student. These will be measured against the objectives of the examinations for which exemption is requested.

3. Previous courses and/or other relevant (learning) experiences should have been completed or demonstrably occurred no more than 5 years prior to the intended start date of the MBA programme.
4. A prospective student who wishes to be exempted from (examinations from) Phase 1, 2 and/or 3 of the programme shall petition the examination board. (See Art. 5.2 for contact details). This petition is submitted *in English* and contains at least:
 - a. name, address, phone number and email address of the prospective student;
 - b. for which Phase(s) and/or units of study exemption is requested;
 - c. A brief description of the grounds on which the exemption is sought;
 - d. evidence of prior successful completion of studies, examinations and/or a description of knowledge and experience acquired outside higher education; and
 - e. if applicable, other additional documents
5. Contrary to the previous paragraph, a request for exemption can also be submitted via the programme information department (e.g. during an intake interview). The programme information department transfers such requests, including the argumentation and evidence, to the examination board.
6. No later than 3 weeks after a request is received by the examination board, the decision will be communicated to the person concerned.
7. To students whose request for exemption is granted, the ECs representing the exempted unit of study are automatically awarded upon successful completion of the entire programme.
8. The unit of study / units of study for which exemption has been granted shall be disregarded in the final assessment (art. 4.10 and 4.11).

Article

3.5. Language of education

1. Education is given in Dutch. Exams are conducted in Dutch.
2. Notwithstanding the previous paragraph, another language may be used if:
 - a. the [international] nature of the unit of study in question justifies (part of) the teaching in another language;
 - b. it involves teaching by a foreign-language lecturer as part of a guest lecture; and/or
 - c. a particular part of the education, necessary in its contribution to achieving the final qualifications, is not available in Dutch.

Article

3.6. Form of training

1. The course is provided on a part-time basis only.

Article

3.7. Duration of training, extension, postponement and re-enrolment

1. The planned study duration of the programme is 24 to 26 months (lead time from the start date).
2. If the study is not completed within 36 months, additional tuition fees of €2,000 per academic year or part thereof will be charged.
3. If the 48-month duration is expected to be exceeded, a student can apply for an extension of up to 9 months. Additional tuition fees are payable.
4. Students wishing to avail themselves of postponement should address the study supervisor. The grounds on which the student believes he can invoke this additional postponement must be clearly explained. A sound planning is also expected, based on which it is made plausible how the remaining units of study will be completed within the period of (maximum) 9 months.
5. The study supervisor decides, in consultation with the examination committee and/or the Action Learning coach if desired, whether this request will be complied with. This will take into account, among other things, the reasonable chance of successful completion of the study within this period according to the planning given by the student.

6. If at the end of the maximum study period of 48 months (possibly increased by 9 months of postponement) the programme has not been successfully completed, the student will be deregistered and can therefore no longer take examinations from that moment onwards. Deregistration does not release the person concerned from any outstanding payment obligations towards BSN.
7. Deregistered students as referred to in the previous paragraph may re-enrol as a student. They will thus be subject to the OER applicable at the time of re-enrolment.
8. In cases as referred to in the previous paragraph, the examination committee will consider whether/to what extent the route already taken entitles to exemptions for certain examinations. As a guideline, exemptions will only be granted for exams that were passed no longer than 5 years ago.
9. Re-enrolment fees are borne by the student. These will depend on the period for which a student wishes to re-enrol, the number of units of study that remain to be completed, any updated literature to be purchased and the fee currently charged by BSN for a full MBA programme.

Article

3.8. Units of study, study load and ECs

1. The programme is structured so that the total study load represents 65 European Credits (ECs) within the European Credit Transfer and Accumulation System (the ECTS). Table 01 shows this distribution.
2. Completion of each teaching unit requires a certain number of hours of study effort. This is the sum of all study hours attributable to the unit concerned (self-study, attending meetings, carrying out assignments, preparing for and taking theory tests, etc.).
3. These study hours are converted to ECs according to the ECTS where 1 credit represents about 28 hours of study.
4. The hours allocated to each unit of study assume an average student.
5. Credits for each unit of study are awarded once the corresponding test or assignment is completed with a satisfactory result. Subject to the attendance requirements being met.
6. The programme schedule includes all dates and times of plenary meetings. Attendance at these meetings is mandatory.
7. In addition to the previous paragraph, in case of force majeure or compelling circumstances, a student may be allowed to be absent without consequences. The following regulations apply to this:
 - a. per core course, a student may be absent for a maximum of 1 day; and
 - b. throughout the programme, a student may be absent for a maximum of 3 days.

Table 01: Overview of study load distribution per unit of study

Phase	Educational unit	Key / Assignment	Abbreviation	ECs
Phase 1	Action Learning development	Action Learning Literature Research	ALLO	2.5
	Management fundamentals	Organisation Analysis	OA	4.5
Phase 2	Strategic management theory	Theory test Strategy	TH SM	2.0
	Human resources management theory	HRM theory test	TH HRM	2.0
	Operations management theory	Operations theory test	TH OM	2.0
	Financial management theory	Finance theory test	TH FM	2.0
	Marketing management theory	Marketing theory test	TH MM	2.0
	Information management theory	Theory test Information	TH IM	2.0
	International management theory	Theory test International	TH IntM	2.0
	Management practice 1	Action Learning Project 1	ALP 1	5.0
	Management practice 2	Action Learning Project 2	ALP 2	5.0
	Management practice 3	Action Learning Project 3	ALP 3	5.0
International management practice	Group assignment Int. Management	IntM opdr	5.0	
Phase 3	Master's test	Dissertation	Diss.	19.5
	Analysis and evaluation	Evaluation Management Learning Experiences	EML	4.5
			Total	65.0
3.9.	Article 3.9. Support and Guidance Article 3.9. (optional, supplementary. Art. 4.2.)	Personal Effectiveness Paper	PEP	2.5

1. The following people within BSN are directly responsible for supporting and guiding the student:
 - a. Action Learning Coach
 - b. Study supervisor
 - c. Teacher
 - d. Internal examiner

Article

3.10. Examination board

1. The examination committee is the independent body appointed by the management that objectively and expertly determines whether a student meets the conditions set by these education and examination regulations with regard to knowledge, insight and skills required to obtain the MBA degree.
2. The document *Regulations Examinations Committee* describes in detail all rules regarding the creation, duties and powers of the examination committees. These regulations are available at www.bsn.nl.

Paragraph

4. Content, structure and review

Article

4.1. Programme content

1. The first Phase of the MBA programme covers the basic knowledge and skills that every manager is expected to master the following subjects:
 - Action Learning
 - Research methodology
 - Leadership and Motivation
 - Interpersonal skills training
 - Team building
 - Information Management
 - Organisational structures
 - Organisational culture and power
 - Marketing Management
 - Financial Management
 - Human Resource Management
 - Strategic Management
 - Legal Aspects of Management
 - Smart Reading

2. The second phase of the MBA programme focuses on the in-depth and practical application of seven management disciplines. These are grouped into so-called core courses:
 - Operational Management
 - Human Resources Management
 - Marketing Management
 - Financial Management
 - Information Management
 - Strategic Management
 - International Management

In addition, the following management support topics are offered

 - Management skills
 - Current Management themes

3. The third Phase of the MBA programme is dedicated to completing the following assignments largely independently:
 - Dissertation
 - Evaluation Management Learning Experiences

Article

4.2. Majors and master classes

1. Subject to the provisions of paragraph 2 of this article, each participant may study a specific management subject in greater depth by opting for a so-called Major. A Major refers to a specialisation in a particular direction.
2. With regard to certain Major subjects, BSN may decide to grant them only to students whose daily work is directly related to them.
3. A maximum of one Major endorsement can be obtained per student. The study load involved in obtaining a Major (2.5 ECs) is additional to the total study load (65 ECs) of the MBA programme.
4. To obtain a major, BSN regularly offers master classes.

5. Master classes are also open to participants who are not registered as students at BSN.
6. To qualify for the Major endorsement on the MBA degree, the following conditions apply. The student:
 - a. attended the respective master class;
 - b. completed the assignment associated with the respective master class with a passing grade;
 - c. incorporated the Major topic as a guiding theme in the Dissertation; and
 - d. is - if applicable - actively involved in the relevant Major subject in his daily work. (See art. 4.2.2.).
7. Masterclasses will generally take place at least once a year. BSN is authorised to cancel a scheduled Masterclass in case of insufficient interest. Any registration fees already paid will be refunded.
8. Each master class has a maximum number of participants. Registrations are processed in order of receipt. If the maximum number of participants has been reached, one can register for the next scheduled master class.

Article

4.3. Examination MBA Phase 1

1. The units of study from Phase 1 (see also Art. 3.8; Table 01) are tested by means of two practical assignments.
2. The teaching unit Action Learning development is assessed by means of an Action Learning literature review (ALLO). This assignment is completed by the student in their own environment and submitted for assessment in the form of a written report on or before the submission date on the programme schedule.
3. The Management fundamentals unit of study is assessed by means of an integral management paper; the Organisation Analysis (OA). This assignment is completed by the student in their own environment and submitted for assessment in the form of a written report on or before the submission date on the programme outline.
4. A description of each assignment from Phase 1, including performance guidelines and assessment criteria, is available via the student website.

Article

4.4. Examination MBA Phase 2

1. The units of study from Phase 2 (see also Art. 3.8; Table 01) are tested on the basis of seven theory tests and four practical assignments.
2. Theory tests
 - a. Each theory test (Q&A) consists of a series of open-ended questions that students work out at home/in their own company and then submit for assessment.
 - b. The theory tests will be made available through the student website.
3. Practical assignments
 - a. The three Action Learning Projects (ALPs) related to the units of study management practice are carried out by the student in his/her own environment and submitted for assessment in the form of a written report on or before the submission date on the programme schedule.
 - b. The Action Learning Project International Management (ALP IntM) is a group assignment related to the teaching unit international management practice. This ALP is carried out by students in their own environment and submitted for assessment in the form of a written report on or before the submission date on the programme schedule.
 - c. A description of each assignment from Phase 2, including performance guidelines and assessment criteria, is available via the student website.

Article

4.5. Examination MBA Phase 3

1. The units of study from Phase 3 (see also Art. 3.8; Table 01) are tested on the basis of two assignments.
2. The Master's test involves a comprehensive study relating to a strategic organisational problem and is submitted for assessment in the form of a Dissertation within six months of the start of Phase 3.
3. The unit of study 'Analysis and Evaluation' is assessed on the basis of an Evaluation of Management Learning Experiences (EML) conducted by the student in his/her own environment and submitted for assessment together with the Dissertation.
4. A description of each assignment from Phase 3, including performance guidelines and assessment criteria, is available via the student website.

Article

4.6. Assessment criteria and assessment period

1. Theory tests
 - a. All theory tests are assessed using corresponding answer models.
 - b. The mark for each theory test is expressed as an integer on a scale of 100. Additional feedback is given where applicable.
 - c. The result will be communicated to the student within 3 weeks of submission.
2. Practical assignments
 - a. All assignments are assessed using standard assessment criteria derived from the final qualifications as described in Appendix A of this OER. The criteria are provided for inspection in the respective assignment manuals.
 - b. The grade for each assignment as a whole is expressed as a whole number on a scale of 100.
 - c. Once an assignment has been assessed, the student will receive a result sheet that includes a numerical assessment for each criterion, a score for each final qualification tested in that assignment and a score for the assignment as a whole. Written feedback is provided where applicable.
3. All assignments, except the Dissertation, are assessed by examiners from the external assessment body Request For Comment (RFC). These examiners are appointed by the examination board.
4. Assignments are assessed within a maximum of 3 weeks of receipt. The result and written feedback are communicated to the student by e-mail according to a standard format.
5. The exception to the previous paragraph concerns the Dissertation; this is subject to a maximum assessment period of 4 weeks. The final result will be announced on the day of the Viva Voce.

Article

4.7. Sequentiality of examinations

1. Students may enter phase II once the assignments of phase I have been completed and phase III once the assignments of phase II have been completed. When planning this, one should pay close attention to what is stipulated in article 3.7, paragraph 6 to 9, concerning the maximum duration of studies.
2. Turn-in dates for assignments are indicated on the programme schedule.
3. Only in consultation with the study supervisor may a student be allowed, before an assignment has been submitted for assessment, to already start the activities belonging to a subsequent assignment, according to the programme overview.

Article

4.8. Decision rules pass/fail and resit scheme

1. Theory tests
 - a. The result for a theory test is considered 'sufficient' if it is assessed with a score of at least 55.
 - b. Tests with unsatisfactory results should be retaken.

- c. An improved version of a theory test shall be submitted for assessment no later than 3 months after the announcement of the original (unsatisfactory) result.
 - d. An improved version of a theory test can be assessed with a score of up to 65 (instead of 100).
2. Practical assignments
- a. The result for an assignment is considered 'satisfactory' if:
 - i. the score for each final qualification, for which a pass within the relevant assignment is considered a prerequisite, is 55 or higher (see table 02); and
 - ii. the assigned grade for the assignment as a whole is 55 or higher.
 - b. The grade for an assignment as a whole is determined by the downward rounded average of the scores awarded for each final qualification assessed within that assignment.
 - c. Assignments with an unsatisfactory result must be revised and resubmitted by the student. A resit for an assignment shall be submitted for assessment no later than 3 months after announcement of the original (unsatisfactory) result.
 - d. For a resit, the assignment as a whole can be assessed with a score no higher than 65.
 - e. The assessment system is designed so that a different combination of final qualifications is tested with each assignment. Each final qualification is tested in several assignments, but a pass on this for each qualification applies only in one specific assignment as a prerequisite for a pass for the respective assignment as a whole. See table 02.
 - f. To illustrate the manner in which the pass/fail verdict for an assignment, as described in this article, an explanation is included in Appendix B of this OER.

Article

4.9. Additional clauses concerning the dissertation

1. The internal examiner and an external examiner independently conduct a preliminary assessment of the dissertation.
2. A third virtual assessment is made by taking the lowest score from the preliminary assessments for each criterion in each case.
3. The dissertation must score at least 55 points on all eight final qualifications on all three assessments to be considered satisfactory.
4. If the dissertation is not marked with a pass, the student will be given the opportunity to revise the dissertation and resubmit it for assessment on a date to be agreed.
5. If the dissertation is deemed satisfactory and the pass requirement is met, the student will be invited to the Viva Voce.
6. During the Viva Voce, students defend their dissertation in front of the Viva committee. This consists of the internal, the external and a chairman. The Viva Voce lasts about 1 hour and is a non-public occasion.
7. After the Viva Voce, the internal and external deliberate on the final mark to be awarded for each of the eight final qualifications. They base this on their provisional assessment and also include their opinion of the way the student presented himself during the Viva Voce. The chairman only has an advisory role in this. The average of these 8 scores is the final mark for the Dissertation as a whole.
8. In cases where the internal and external cannot agree on the final assessment, the opinion of the external prevails.

Table 02: Overview of correlation assignments and final qualifications

#	Final qualification	Assignment							
		OA	ALLO	ALP	ALP	ALP	ALPIntM	Diss	EML
1	Strategic policy development							o	
2	Improve/develop ways of working			o		x	x		
3	Develop/implement policy Annual plan				o	x	x		
4	Entrepreneurship	x		x	x	x	x	o	x
5	Leadership	x							o
6	Decision-making			x	x	x	x	o	
7	Ethical responsibility			x	x	x	x	o	
8	Collaborate	x		x	x	x	x	o	
9	Communicate	x	x	x	x	x	x	o	x
10	Analytical, information processing and problem-solving skills	x	x	x	x	x	x	o	
11	Learning and personal development	x	x	x	x	x	x	o	x
12	International awareness						o		

= relevant final qualification is not assessed in this assignment.

x = relevant final qualification is assessed in this assignment, but a pass on this is **not a prerequisite** with regard to a pass/fail result for the assignment as a whole.

o = relevant final qualification is assessed in this assignment **and** a pass on this **is a prerequisite** for a pass for the assignment as a whole.

Article

4.10. Exam results

1. To qualify for the degree, every examination from Stages 1, 2 and 3 (for which no exemption has been granted) must have been taken and assessed with a score of at least 55.
2. The assessment of the student's performance over the whole programme is then expressed as a whole number, resulting from the rounded down weighted average of the scores obtained for all examinations from Phases 1, 2 and 3.
3. The weighting of each score is determined by the number of ECs associated with the unit of study that the test or assignment in question represents. (Art. 3.8; table 01). ECs of units of study for which an exemption has been granted are not taken into account in this calculation.
4. After the examination committee has determined that all eligibility requirements for the degree have been met and the student has no (payment) obligations to BSN, he/she is entitled to use the MBA title.
5. The actual certificate is then awarded. Normally, the presentation takes place during the Graduation Ceremony organised by BSN. This is organised once a year.

Article

4.11. Predicate

1. An honourable mention may be added to the obtained MBA degree. Whether or not this predicate is awarded depends on the numerical final assessment of the entire programme (Art. 4.10(1)). This is shown in table 03.

Table 03: Predicate determination

Final assessment (weighted average scores all tests and assignments)	Predicate
≥ 80	Cum Laude*
≥ 75	With Distinction
≥ 65	Credit
> 55	(Pass)

2. *In addition to the Final Assessment Standard, the Cum Laude predicate is awarded only if:
 - a. the number of ECs obtained through exemptions does not exceed 26; and
 - b. the final mark for the dissertation (Art. 4.9.7) arrives at a score of 80 or higher.
 - c. the ratings of both examiners prior to the Viva Voce are at least 75.

Article

4.12. Validity of tests and assignments

1. Results of tests/assignments passed and exemptions granted remain valid for the maximum duration of 60 months.
2. The examination committee is authorised to extend the period of validity referred to in the previous paragraph or to impose an additional or replacement test or assignment in case this period of validity has expired.
3. Resit of a test or assignment must take place within the maximum study period and any postponement granted.
4. In addition to the previous paragraph, the following applies to a resit and/or not performing a theory test according to the programme overview: because the theory tests are directly linked to the content of the book issued, it may occur that at the time of resit or later performance of the test, the book (and therefore possibly the content of the test) has changed with respect to what the student possesses. In that case, it is necessary for the new book to be provided to the student. The cost of this will be passed on to the student.

Article

4.13. Retention period for tests, assignments and assessments

1. All completed tests, assignments and associated assessments (with the exception of the Dissertation, see paragraph 3 of this article) will be stored (digitally) and retained for a period of at least 5 years from the date of execution.
2. An exception to this is the work of students who did not obtain their MBA degree within the maximum study period and have re-registered (or have declared their intention to do so). These papers will be kept until after the student in question has successfully completed the programme or has been permanently deregistered.
3. Dissertations are stored in hard copy. Together with the digital reviews, they are kept for a period of at least 7 years from the date the Dissertation was submitted for review.

Article

4.14. Performing tasks by physically or sensorially disabled people

1. In principle, BSN assumes that companies employing persons belonging to this group have already made the necessary provisions to assist disabled employees in their functioning, thus implicitly enabling the performance of assignments under the study.
2. Where appropriate and depending on the disability, additional appropriate solutions will be devised in consultation with BSN to create the most favourable conditions for the student concerned. Consultation in this regard will take place through the study supervisor with the examination board.

Article

4.15. Fraud

1. Students are not allowed to commit fraud.
2. Fraud is defined as: the actions of a student aimed at making it wholly or partly impossible to form a correct opinion about his knowledge, insight and/or skills or those of other students. Further details regarding fraud and BSN's policy on it are set out in the BSN Fraud policy, available via the student site. This policy applies to any person enrolled as a student at BSN.
3. A student suspected of fraud will be informed of its nature and facts. In this case, an opportunity will be given to answer before the study supervisor.
4. If such justification does not, or only partially, remove the imputation, the matter will be transferred to the examination board.
5. The examination committee hears the study supervisor and the student concerned and communicates its decision to the parties involved within 4 weeks.
6. If the examination board comes to the conclusion that the student in question is guilty of fraud then it may:
 - a. Determine that (part of) the examination in question must be retaken. (Art. 4.8.1.d and 4.8.2d apply);
 - b. deprive the student concerned of the right to take one or more examinations, for a period not exceeding one year;
 - c. advise the BSN Board of Directors to permanently terminate the enrolment in the programme of the student concerned.
7. Any costs associated with the measures referred to in the previous paragraph shall be borne entirely by the student concerned. In the event of a final termination of enrolment, the student shall remain liable for any outstanding payments to BSN.
8. Apart from the possibility for a student to file a complaint with the Disputes Committee (art. 5.1.8.), the decision of the examination board is binding.

Paragraph

5. Final provisions

Article

5.1. Complaints and objections

1. For complaints relating to the programme, facilities, the institute, persons and/or the course of events surrounding the (assessment of the) examinations, the student concerned will contact the study supervisor in the first instance.
2. With regard to complaints regarding (assessment of) examinations and/or examiners, if, in the student's opinion, the study supervisor has not reached a satisfactory solution, the student has the option to lodge an objection with the examination board.
3. A notice of objection as referred to in the previous paragraph is addressed to the secretary of the Examination Board (see Art. 5.2 for contact details) and submitted *in English* by e-mail. The objection shall contain at least:
 - a. student's name, contact details and number of the set he is assigned to;
 - b. response to the request and expectations regarding the decision;
 - c. supporting documents if applicable.
4. The examination committee may require the objection to be further substantiated and/or substantiated with (further) evidence before making a final decision.
5. Within no more than 4 weeks of an objection being filed, it will be considered by the examination board. The decision is then communicated to the parties concerned within 2 weeks.
6. If the examination committee foresees that it is not possible to reach a decision within the period referred to in the previous paragraph, it shall inform the parties involved. In such cases, the committee is obliged to state the reasons for the delay and to indicate when a decision will still be reached.
7. The decision of the examination board is binding.
8. Should the student not agree with the decision taken by the examination board, there is, depending on the individual circumstances of the student, the possibility of submitting an official complaint to the external "Geschillencommissie Particulier Onderwijs". Complaints about Business School Netherlands should be submitted to the Dispute Commission no later than 3 months after the date of the last decision taken by the examination committee.

Article

5.2. Address and contact details

Business School Netherlands

Herenstraat 25
4116 ZJ BUREN

PO Box 709 4116 ZJ BUREN

T: +31 (0)344 579 030

F: +31 (0)344 579 050

www.bsn.eu

Disputes committee

PO Box 90600

2509 LP The

Hague

Tel: +31 (0)70-3105310

Fax: +31 (0)70-3658814

www.degeschillencommissie.nl

Email addresses Business School Netherlands

Secretary

examencommissie: Excie@bsn.

eu Student Administration:

studentenadministratie@bsn.eu

Programme Information:

studieadvies@bsn.eu

Request For Comment (RFC):

secretariaat@requestforcomment.nl

Article

5.3. Changes

1. In view of amendments to this OER, advice may be sought from:
 - the examination board
 - the management
 - the programme manager
2. In principle, amendments to the OER do not affect enrolled students who have already started the programme (Art 3.1.2).

Article

5.4. Hardship clause

1. Business School Netherlands is authorised to deviate from one or more articles of this OER in exceptional cases and to the benefit of the student.

Annex A

Final qualifications of the MBA programme

1. Principles of final qualifications

The competences a student acquires through the Business School MBA programmes are contained in 12 final qualifications. These final qualifications are based on the BSN professional profile based on the internationally accepted criteria as defined by the Association of MBAs (AMBA, 2011). To further make the required level of the programme more explicit, the qualifications have also been aligned with the master's level as defined by the Dublin Descriptors (JQI, 2004). The description of each final qualification below is concluded each time with a reference to the relevant paragraphs (AMBA criteria) and 'descriptor titles' (JQI / Dublin) to make the correlation clear.

2. Description of the 12 final qualifications

1. Strategic policy development

Designing or contributing to a challenging organisational strategy based on conceptual and visionary skills and taking into account recent and future developments. Can formulate and implement future plans in such a way that they gain support within and outside the organisation.

AMBA: §6.3. ii, iv, v, vi and vii; §7.3. iv, v, ix, xi and xii.

Dublin:

- Knowledge and understanding
- Apply knowledge and understanding
- Judgment
- Communications

2. Improve/develop ways of working

Independently develop and/or improve a working method where the approach demonstrates insight into both research methods and work processes and the result leads to demonstrable improvements in efficiency, quality, flexibility and sustainability.

AMBA: §6.3. iii; §7.3 i and iv.

Dublin:

- Knowledge and understanding
- Apply knowledge and understanding

3. Develop/implement policy Annual plan

Contributes to, develops and realises policy objectives related to business issues or challenges. Takes into account the connection between strategic, structural and cultural aspects of the organisation, anticipating future changes (internal and external). AMBA: §6.3. iv and v; §7.3. i and ii.

Dublin:

- Knowledge and understanding
- Apply knowledge and understanding

4. Entrepreneurship

Develop and exploit business opportunities for both new and existing products/services. Also

encouraging and supporting such a proactive, entrepreneurial attitude in employees/colleagues. Being able to assess and dare to take risks.

AMBA: §6.3. i, and ix; §7.3. i, viii, x and xi.

Dublin:

- Application of knowledge and understanding

5. Leadership

Assessing the effects and quality of one's own leadership style at any time and within any context. Can make natural adjustments to this as required and does so in such a way that employees continuously receive appropriate direction/direction in the light of both task performance and motivation. AMBA: §6.3. i; §7.3. iii, viii and x.

Dublin:

- Communications

6. Decision-making

Independently integrate relevant scientific insights, theories and concepts from practice. Can generate new insights and solution directions based on these for complex, multidisciplinary problems, present them convincingly and implement them or have them implemented.

AMBA: §6.3. ii and viii; §7.3. viii and xi.

Dublin:

- Knowledge and understanding
- Apply knowledge and understanding
- Communications

7. Ethical responsibility

Justifying one's own actions on the basis of a professional attitude that shows attention to normative cultural aspects, respect for others and respect for the social (living) environment. Creates conditions in the organisation to enable and internally stimulate this responsibility.

AMBA: §6.3. iii and vii; §7.3. vii and xi.

8. Collaborate

The integration of relevant knowledge and skills that enable every conceivable and desirable role to be fulfilled within a team and contribute to growth (individually and as a group) and realisation of the set goals.

AMBA: §6.3. i and vi.

Dublin:

- Judgment

9. Communicate

Convincingly and comprehensibly communicate information and conclusions and, where applicable, subsequent recommendations and developed implementation plans. Can also choose the most appropriate form of communication tailored to target group, nature of information and anticipated effect. Can correctly reformulate received messages, regardless of the communication form.

AMBA: §6.3. i; §7.3 iii and vi.

Dublin:

- Communications

10. Analytical, information processing and problem-solving skills

Being able to lead problem-solving teams. Following a structured decision-making approach in which participants are encouraged to participate. Using available, relevant, theories and ensuring sufficient acceptance when implementing the decision. AMBA: §6.3 ii, iii, v and viii; §7.3. ii, vi and xii.

Dublin:

- Judgment
- Learning skills

11. Learning and personal development

Integrating existing knowledge on their own initiative with new, complex and abstract information from a variety of sources. Taking responsibility for the further development of learning experiences and reflecting on them. Identifying opportunities for improvement and independently designing a learning plan with the help of which this can be realised.

AMBA: §6.3. ix; §7.3 xii.

Dublin:

- Learning skills

12. International awareness

Analysing relevant complex patterns and trends in international business. Partly based on this, one is able to formulate opinions regarding the (im)possibilities in the field of international business and, where necessary, to organise their implementation.

AMBA: §6.3 vi and vii; §7.3 v, vii and xiii.

Dublin:

- Judgment

Sources:

Association of MBAs. (2011). "Criteria for the Accreditation of MBA Programmes"; §6.2, 6.4 and 6.5
<http://www.mbaworld.com/>. January 2016

Joint Quality Initiative informal group. (2004). *Shared 'Dublin' descriptors for Short Cycle, First Cycle, Second Cycle and Third Cycle Awards* <https://nva0.net/recent/publicaties/documenten-vlaams-kwalificatieraamwerk-higher-education>. January 2016

Annex B

Explanation of assessment system

1. Principles

As described in article 4.8. of this OER, final qualifications are central to BSN's assessment system. The starting point is that at the end of the programme, the student has proven that he has achieved each final qualification. The development of these final qualifications is worked on throughout the study programme and the progress is also regularly assessed. Each final qualification is assessed once with a score of at least 55 for a satisfactory result on the assignment in question.

For the sake of completeness, Table 02 from Article 4.8 is reproduced here in full, followed by three examples that clarify what the assessment system means in practice.

Table 02: Overview of correlation assignments and final qualifications

#	Final qualification	Assignment							
		OA	ALLO	ALP	ALP	ALP	ALPIntM	Dis	EML
1	Strategic policy development							o	
2	Improve/develop ways of working			o		x	x		
3	Develop/implement policy Annual plan				o	x	x		
4	Entrepreneurship	x		x	x	x	x	o	x
5	Leadership	x							o
6	Decision-making			x	x	x	x	o	
7	Ethical responsibility			x	x	x	x	o	
8	Collaborate	x		x	x	x	x	o	
9	Communicate	x	x	x	x	x	x	o	x
10	Analytical, information processing and problem-solving skills	x	x	x	x	x	x	o	
11	Learning and personal development	x	x	x	x	x	x	o	x
12	International awareness						o		

= relevant final qualification is not assessed in this assignment.

x = relevant final qualification is assessed in this assignment, but a pass on this is **not a prerequisite** with regard to a pass/fail result for the assignment as a whole.

o = relevant final qualification is assessed in this assignment **and** a pass on this **is a prerequisite** for a pass for the assignment as a whole.

2. Examples

Example I:

The 'Action Learning Literature Examination' (ALLO) assignment was assessed based on the criteria derived from the (three) final qualifications as shown in table 02 and resulted in the following scores:

	ALLO	Score
9	Communicate	79
10	Analytical, information processing and problem-solving skills	39
11	Learning and personal development	67

Grade for the ALLO: **61**

Result: Satisfactory. Despite the low score for final qualification 10. This is not considered in the ALLO as a prerequisite for a satisfactory result for the assignment as a whole.

Example II:

The assignment 'Evaluation of Management Learning Experiences' (EML) was assessed based on the criteria derived from the (four) final qualifications as shown in table 02 and resulted in the following scores:

	EML	Score
4	Entrepreneurship	86
5	Leadership	52
9	Communicate	64
11	Learning and personal development	69

Grade for the EML: **67**

Result: Unsatisfactory. Despite the average score of 67. Indeed, a pass (score 55 or more) for final qualification 5 within this assignment is a prerequisite for a pass for the assignment as a whole.

Example III:

The assignment 'Evaluation of Management Learning Experiences' (EML) was assessed based on the criteria derived from the (four) final qualifications as shown in table 02 and resulted in the following scores:

	EML	Score
4	Entrepreneurship	51
5	Leadership	64
9	Communicate	42
11	Learning and personal development	62

Grade for the EML: **54**

Result: Unsatisfactory. Despite meeting the prerequisite for this assignment (score 55 or higher for final qualification 'Leadership'), the grade for the EML as a whole is below 55.