

SBE: Executive Master in Cultural Leadership

Education and Examination Regulations

Version 2

Study Year:

2025-2026

School of Business and Economics

WELCOME

On behalf of Maastricht University, I would like to welcome you to this exciting accredited Executive Master programme that we are delighted to jointly run with the RA. We are a student orientated research university with a global focus and are extremely proud of this new innovative Executive programme. This is a personally challenging programme, designed to nurture and develop your leadership skills, and foster creative thinking and academic knowledge. Our mission is to train you as the next generation of creative leaders. I am personally very excited about these new relationships, to get to know you all and have the opportunity in sharing in your personal journey over the months ahead.

Prof. Dr. Rachel A. J. Pownall, Founding Programme Director, Maastricht University.

The Royal Academy of Arts provides a unique, 250+ old case study of an artist-run institution situated at the heart of London's art world with a varied portfolio of activities ranging from exhibitions, collections, sales and programming. I am therefore delighted to welcome you to this executive programme which will allow you to critically explore key issues arising in today's arts and culture sectors with the help of a complex and comprehensive case study of cultural leadership in action. It will give you the opportunity to develop an understanding of the mechanisms underpinning the art world and to talk to major players along the way of what I am sure will be a truly exciting and enriching journey for you.

Dr. Marie Tavinor, Programme Director, Royal Academy of Arts.

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SECTION 1 GENERAL PROVISIONS

1 Applicability of the regulations

These regulations apply to the education and exams and examinations of the post-initial master's programme Executive Master in Cultural Leadership (EMCL) hereinafter to be referred to as: 'the programme', and to all participants who are registered for the programme.

The programme is provided by Maastricht University's School of Business and Economics, hereinafter to be referred to as 'the faculty'. UMIO is the executive education branch of Maastricht University School of Business and Economics (SBE) responsible for executive programmes and education.

The education and examination regulations (EER) were adopted by the Faculty Board of SBE, Maastricht University following recommendations of the Board of Examiners and following the consent of and in consultation with the Faculty Council. The regulations will take effect on 1 March 2025 for the study year 2025-2026.

These regulations also apply to participants from other programmes, faculties or institutions of higher education, insofar as they follow components of the programme to which these Education and Examination Regulations of the university apply.

2 Definitions

In these regulations, the following definitions apply:

- **Academic calendar:** the schematic overview of the academic year, including the education periods and examination periods within the academic year.
- **Academic year:** the period from September of a calendar year up to and including August of the following calendar year;
- **The Act:** the Higher Education and Scientific Research Act [*Wet op het hoger onderwijs en wetenschappelijk onderzoek*, chapter 7, Titles 1 and 2, of which is declared applicable by analogy to the programme, based on Article 7.1 paragraph 2 of the Act];
- **Attendance:** Presence during any teaching activity in educational units. This can be a partial requirement of an educational unit: the minimum number of lectures and/or tutorials a student must attend if, and as, stated in the syllabus and which can be a condition to pass the educational unit;
- **Board of admissions:** the board responsible for the assessment of admissibility of prospective students to a study programme as indicated in Chapter 1 of this EMCL-EER;
- **Board of Examiners:** the examination board referred to in Article 7.12, 7.12a and 7.12b of the Act;
- **Canvas:** the learning management system (LMS) used at Maastricht University;
- **Course assignment:** an assignment that may be part of the examination of a course;
- **Course Coordinator:** the course creators and developers of the respective module, comprised strictly by the programme directors and teaching staff;

- **credit:** a unit expressed in ECTS credits, with one credit equalling 28 hours of study;
- **Cum Laude:** a degree to students who passed with distinction, who are awarded with the classification Cum Laude by the Board of Examiners based on the fact that the student has shown exceptional performance in the Master's study programme and has met the Cum Laude requirements, which are stated in this EMCL-EER. Cum Laude is, amongst others, based on the Grade Point Average (GPA). When a student is awarded with a Cum laude classification, this will be stated on the student's certificate;
- **Curriculum:** the educational units comprising a study programme.
- **Disability Support (DS):** the central point at UM where students with a disability and/or chronic illness can apply for facilities or support;
- **Dual Degree:** the combination of an MA degree with an EMBA after the attendance and successful completion of 4 additional modules from the EMBA programme, as stated in the section 3 paragraph 8 of this EMCL-EER;
- **Education period:** a temporal unit as defined in the academic calendar, equal to the duration of the educational units and subsequent examination of an educational unit.
- **educational week:** the week in the executive format in which students physically attend module lectures and engage in other learning events.
- **examination (tentamen):** a component of the exam as referred to in Article 7.10 of the Act;
- **exam (examen):** the final exam for the master's programme;
- **examiner:** the person designated by the Board of Examiners to administer examinations and to determine the results of such examinations;
- **Extracurricular activities:** an activity of which the ECTS credits are recognised on the extracurricular transcript, but are not taken into account towards successful completion of the Master's exam. The grades listed on the extracurricular transcript do not count towards a student's GPA.
- **fraud:** actions and/or omissions by a student making it impossible in whole or in part to properly evaluate their knowledge, understanding and skills or creating the opportunity for others to commit fraud or plagiarism;
- **GPA:** abbreviation for Grade Point Average, the weighted average score of all final numerical grades of the educational units registered within the Master's study programme, that are stated on the Master's curricular (final) transcript and the numerical grades as explained in Article 5 paragraph 2 of this EMCL-EER. The weighting is based on the attempted ECTS credits of these educational units. The GPA is calculated in two decimal points and rounded down if necessary;
- **irregularity:** any act or omission by a student in violation of the rules, guidelines and instructions relating to (the completion of) examinations. This includes, among others, fraud and plagiarism;
- **module:** an educational component of the programme, such as a course, practical training or a written paper, etc.
- **participant:** a person who is registered at the university for education and/or to take examinations and the exam of the programme;
- **plagiarism:** the presentation of ideas or words from one's own or someone else's sources without proper acknowledgment of the sources. Plagiarism is considered to be fraud;

- **Problem Based Learning (PBL):** a teaching/learning method that differs from traditional university education. Students work in small tutorial groups, engage in hands-on training and attend (far) fewer lectures. Under the supervision of a tutor, students work in teams of ten to fifteen students to tackle often real-life challenges.
- **programme:** the post-initial master's programme referred to in Article 1.1 of these regulations, consisting of a coherent whole of study units;
- **practical:** practical exercise as referred to in Article 7.13(2)(d) of the Act, in one of, however not limited to, the following forms:
 - writing a thesis;
 - writing a paper, creating a technological design or performing another written assignment;
 - performing a research assignment;
 - participating in field work or a field trip;
 - completing an internship;
 - participating in an activity intended to develop certain skills.
- **SBE board:** the Faculty Board referred to in Article 9.12 of the Act;
- **Study year:** the period from 1 June of a calendar year up to and including 31 May of the following calendar year;
- **Studielink:** a website of the Dutch Government via which all prospective students must register for enrolment into study programmes offered by Dutch education institutions;
- **Syllabus:** the programme guide which includes further details about programme-specific provisions and information;
- **Outline Study Programme:** information concerning the curriculum of the study programmes of the SBE, including links to a list and description of all educational units. Available via the MySBE Intranet;
- **Skills training:** a practical exercise or an educational unit referred to in Article 7.13 sub section 2 d of the Act/WHW, carried out in, but not limited to, one of the following ways: writing a Master's thesis proposal;
 - writing a paper, creating a technological design or performing another written assignment;
 - performing a research assignment;
 - participating in field work or a field trip;
 - participating in an activity intended to develop certain skills;
- **Student Portal:** the portal to the digital personal environment of students enrolled at Maastricht University which can be used by the student for administrative purposes, e.g. course registration, for which a username and password are provided to the student upon enrolment at Maastricht University;
- **UM:** abbreviation of Maastricht University.

The other terms have the meaning given to them by the Act.

SECTION 2 ADMISSION

2.1 Eligibility

Persons who meet the requirements referred to in article 2.2 are eligible for admission to the programme.

2.2 Admission requirements

1. The following persons are eligible for admission to the programme:
 - i. those who have obtained a bachelor's or master's degree of scientific education or higher professional education equivalent (in Dutch: HBO degree). For enrolment they must submit a minimum of a Bachelor's degree;
 - ii. those who possess the knowledge, understanding and skills on the level of a bachelor of scientific education; and
 - a) submit the completed application form; and
 - b) submit a copy of a valid passport or ID-card; and
 - c) submit a passport photo; and
 - d) submit a curriculum vitae; and
 - e) submit two references according to the standard format provided.
2. Beside the requirements as mentioned in article 1, the following specific requirements apply:
 - a cover letter providing evidence of a visible commitment and interest in the arts and cultural sectors; and
 - a minimum of five years relevant working experience, at the discretion of the admissions board; and
 - students must demonstrate proficiency in the English language, assessed during the interview stage.

2.3 Board of Admission

1. The board of admission for the programme is responsible for assessing eligibility for admission and issuing the certificate of admission to the programme. The board of admissions consists of:
 - a member, also the Chair, appointed from professors who are responsible for the programme curriculum; and
 - a member appointed from other academic staff responsible for the programme curriculum. This may be from another UM faculty, such as FASoS and/or Law faculty; and
 - a member from the Royal Academy of Arts.
2. The Programme Director appoints the members of the Board of Admission.

SECTION 3 CONTENT AND STRUCTURE OF THE PROGRAMME

3.1 Aim of the programme

1. The learning goals of the programmes of SBE at Maastricht University are that graduates are able to develop:
 1. Knowledge and insight (Graduates are able to develop insights based on academic knowledge in a self-directed manner)
 2. Academic attitude (Graduates are able to demonstrate an academic attitude)
 3. Global citizenship (Graduates are able to actively engage in the global community in a globally responsible manner)
 4. Interpersonal competences (Graduates are able to demonstrate excellent interpersonal competences in an international professional setting)

These learning goals translate in the following intention of the programme to provide the participant with:

- Specialized knowledge, skills and understanding in the field of cultural industries and arts, arts business management and attainment of the exit qualifications referred to in the second paragraph of this article;
- Preparation for professional practice as a business leader or in the field of private or public institutions;
- Preparation for the research programme in the field of arts and the creative cultural industries;
- Behavioural norms applicable during the study and within academia.

All education programmes at SBE must align with the SBE mission by adhering to the following learning goals, as specified in the Assurance of Learning (AoL).

Knowledge & Insight	Graduates are able to develop insights based on academic knowledge in a self-directed manner
Academic Attitude	Graduates are able to demonstrate an academic attitude
Global Citizenship	Graduates are able to actively engage in the global community in a globally responsible manner
Interpersonal Competences	Graduates are able to demonstrate excellent interpersonal competences in an international professional context

2. A graduate of the programme:
 - has profound knowledge and understanding of the arts and cultural industries field, in particular, cultural leadership;
 - has thorough knowledge of a speciality within the study programme, or thorough knowledge on the interface of the study programme and another field;
 - has the academic skill to identify, formulate, analyse and suggest possible solutions to problems independently in the fields of arts and culture, leadership and management.

- has the academic skill to conduct research on arts management and business for the creative and cultural industries and report on it in a manner that meets the customary standards of the discipline;
- possesses professional and academic skills, particularly in relation to cultural leadership;
- is capable of applying knowledge and understanding in a way which demonstrates a professional approach to his/her work or profession;
- is capable of communicating conclusions, as well as the underlying knowledge, grounds and considerations, to an audience composed of specialists or non-specialists.

3.2 Form of the programme

This is a full-time programme.

3.3 Language of instruction

1. The programme is given in English.
2. English texts will be used in the education and examinations in English-language programmes.
3. The choice for the language of instruction of the programmes is in line with the UM Code of Conduct on language in accordance with the Dutch Higher Education and Research Act (WHW) art. 7.2. For more information on the choice of the language of instruction, please see Appendix 2 of this EMCL-EER.

3.4 Communications and announcement of decisions

1. The Faculty Board, the Board of Examiners and the examiners may use Canvas, the Student Portal and e-mail via the UM account for communications relating to the programme and examinations.
2. The Faculty Board, the Board of Examiners and the examiners may use My UM and e-mail via the UM account to announce decisions.
3. The participants must regularly check their university e-mail address, the Faculty website and the learning management system. Information disseminated via My UM e-mail, Canvas and the Student Portal will be assumed to be known.

3.5 Study load

The programme has a study load of 60 credits (ECTS credits), with one credit equalling 28 hours of study.

3.6 Content

The programme includes the following eight educational courses and related study loads [see Table of courses in Appendix 3 of this EMCL-EER]:

- | | |
|--|-------------|
| 1. Critical Perspectives in Arts and Culture | (5 credits) |
| 2. Art Business and Cultural Management | (5 credits) |
| 3. Collecting and Collections Management | (4 credits) |
| 4. Art and Law | (5 credits) |
| 5. Personal Leadership | (2 credits) |
| 6. Technology and Innovation | (4 credits) |
| 7. Research in Arts and Culture | (5 credits) |
| 8. Exhibitions and Events | (4 credits) |

In addition:

- Each of the educational courses will include a Cultural Leadership Special Session that belongs to the Cultural Leadership Development Trajectory (CLDT 8 credits).
- Students must complete a thesis or professional project (16 credits).
- One study trip (2 credits).
- Current electives: Curator Course (4 credits) and Board Management (4 credits). The electives can act as a partial replacement of and/or an addition to the 60 ECTS of the core programme. They can be added to the core curriculum and/or can replace any of the non-core courses with the equivalent 4 credits.

3.7 The examination

The examination can consist of the following components:

- Course assignments
- Reflective learning (Pass or Fail)
- Thesis
- Class participation
- Panel debate.

3.8 Dual Degree with EMBA

1. The Dual Degree with Executive Master in Business Administration (EMBA) and EMCL consists of the following components:
 - Eight (8) educational courses of EMCL as indicated in article 3.6 of this EER; and
 - The following four (4) educational modules of EMBA:
 - i. International week (6 credits); and
 - ii. Corporate Finance and Accounting (6 credits); and
 - iii. The International Environment of Business (6 credits); and
 - iv. Understanding Organisations in Times of Change (6 credits);
 - v. The Extended Thesis
2. Students who want to combine the EMCL programme with the EMBA programme (dual degree) are required to write an extended thesis which combines the EMCL thesis with the EMBA Business Consulting Project (24 ECTS instead of the usual 16 ECTS), blending dimensions of both Cultural Leadership and Business Administration in their project. To have their thesis qualified as an extended thesis, students need to respect the following:
 - The thesis proposal should include at least one Cultural Leadership-related and one Business Administration-related research (sub)question.
 - The thesis should be supervised and assessed by two academics: one appointed by EMCL, one appointed by EMBA, at the time of the defence.
 - The literature review should be extended to include 20-30 pages instead of the usual 10-15 pages.
 - The empirical research should include both disciplines (Cultural Leadership & Business Administration) and thus extend the scope and size of the research phase.
 - Conclusions and recommendations should reflect both disciplines.

3. The application for the EMBA programme is separate from the one to the EMCL programme, with additional tuition fees charged per module.
4. When a student successfully completes all components in paragraph 1 of this article, they will be awarded the Dual Degree of EMBA and EMCL.
5. Due to the extended nature of the thesis, which belongs to both programmes, students must sign up for the dual degree before graduating from the EMCL degree programme. If the EMCL student graduates before the student enrolls on the EMBA, a new thesis needs to be written for the EMBA programme. In this case the degree is not considered dual.

3.9 Advice and Guidance

The Student & Career Councillors act as study advisors for the purpose of giving advice and guidance to students of the SBE Bachelor's study programmes regarding the students' individual progress.

SECTION 4 EDUCATION

4.1 Course composition

1. For the programme components, courses are given with the study load stated in Article 3.6.
2. The education is given in the form of classes, study groups, practical training, lectures, individual supervision, coaching or otherwise. On average, the participant has 16 hours of face-to-face educational time per month, but this can differ per period. For further details, please see Appendix 3. courses of this EMCL-EER

4.2 Prior knowledge; entrance requirements

1. Subject to the provisions in the first paragraph of this article, the desired prior knowledge to successfully participate in each course is indicated in the syllabi.
2. Prior knowledge is evaluated and assessed during the admission process.

4.3 Course registration

The participant may participate in a course *if they have registered for it before the registration deadline as published in the syllabus.*

4.4 Attendance and best-efforts obligation

1. The participant must participate in at least 80% of the programme activities in order to be able to qualify for the final certificate. If the participant fails to participate in 80% or more of the programme activities, they may be denied completion by the Programme Director of the exam.
2. If the attendance and/or participation requirement is not met a course assignment may be part of the examination as a resit, provided the corresponding assessment norms are included in the syllabus.

4.5 Practical

Some courses include a practical element in accordance with the given specifications regarding the nature and scope of the participant's activities.

4.6 Handing in Papers

Students are required to submit assignments via Canvas. The assignment will be checked for plagiarism.

SECTION 5 ASSESSMENT

5.1 General

1. During a course, the participant will be tested for academic merit and the extent to which the participant has sufficiently achieved the stated learning objectives.
2. The syllabus describes the achievements the participant must make to pass the course and the criteria on which the participant is assessed.
3. The Rules of Procedure for Examinations describe the assessment procedure.
4. In the rules of procedure for examinations which can be found on the Student Portal and MySBE Intranet, the Board of Examiners lays down the rules and guidelines regarding proper conduct with regard to examination and regarding the procedural aspects of examination, including non-compliance with these rules.

5.2 Grades

1. Grades are awarded, by means of a whole or a half grade, on a scale from 1.0 to 10.0, or qualified as a pass/fail in accordance with this article.
2. The participant must receive an overall final grade of 5.5 or higher (or a pass) to pass the module.
3. In the circumstance that a participant fails a course they are allowed to take a resit.
4. Inability to determine a result or a grade, results in a 'No Grade'.

5.3 Written assignments

1. Course coordinators may draw up guidelines for formulating written assignments. The guidelines (including more detailed rules on the format, content, time schedule and assessment of the thesis) will be included on the relevant section in Canvas.
2. The post-initial master's thesis/final project will be assessed by two (2) examiners (the relevant adviser and a second evaluator, at least one of whom is affiliated with the programme for which the participant is registered).

5.4 Period of validity

1. In principle, the positive final (overall) results for passed educational units and exemptions, registered in the UM systems and published on the Student Portal, are valid for an unlimited period, unless the student's knowledge, insight or the skills that were examined are demonstrably outdated. With regard to the latter, the SBE Board may decide whether results are demonstrably outdated and can limit the validity of results and may require (an) additional(s) or alternative examination(s).
2. In case a student opts for an exam-only resit, passed partial requirements (components) of an educational unit will remain valid in the academic year in which the partial results are obtained and two (2) more academic years. In exceptional cases it is within the Board of Examiners' competence to determine otherwise.
3. In case a student opts to re-register and to participate in the educational unit again, passed partial requirements (components) of the educational unit will no longer be valid and will be replaced with newly obtained partial results.
4. The syllabus may deviate from paragraph 2b of this Article by stating that passed partial requirements (components) of the educational unit remain valid even if a student re-registers for and participates in the educational unit again.

5. The Board of Examiners may extend the period of validity as mentioned under 2 of this article.

5.5 Retention period for assignments

1. The exercises, answers and the evaluated work of the digital and physically written assignments will be retained in paper or digital form for two (2) years after the exam/examination result is determined.
2. The final projects/theses and the evaluation of these will be kept for at least seven (7) years after the evaluation.

5.6 Fraud and Plagiarism

1. 'Fraud', including 'plagiarism', means actions or omissions by a participant which make it impossible in whole or in part to properly evaluate their knowledge, understanding and skills.
2. 'Plagiarism' means the presentation of ideas or words from one's own or someone else's sources without proper acknowledgment of the sources.
3. If the Board of Examiners determines that a participant has engaged in fraud with respect to an examination or examination component, the Board of Examiners can take appropriate measures.
4. Section 9 includes further provisions about what constitutes fraud and which disciplinary measures the Board of Examiners can impose.

SECTION 6 EXAM

6.1 Examination

1. The Board of Examiners determines if the student fulfilled the Master's exam requirements of the study programme and the date thereof, taking Paragraph 6.1.6 of this EMCL-EER into account.
2. Prior to determining the result of the exam, the Board of Examiners may conduct their own investigation of the participant's knowledge regarding one or more components or aspects of the programme.
3. Examinations may be assessed and checked for plagiarism.
4. To pass the exam and receive the certificate, the participant must also have been registered for the programme during the period that the examinations were taken.
5. A certificate may only be issued after it has been shown that the participant has satisfied all the obligations, including paying the fees.
6. If an examination (or components thereof) involve(s) irregularities and/or circumstances that make it impossible to accurately assess the student's knowledge, insight and skills, the Board of Examiners may give an official warning to or may declare an examination (or components thereof) invalid for the student and/or a group of students. After an examination (or components thereof) has/have been declared invalid, the Board of Examiners must inform the student(s) of the consequences and, if applicable, of another opportunity to take a new examination (or components thereof).

6.2 Extra Examination Opportunity

Upon request, the Board of Examiners may grant students an extra examination opportunity (i.e., in addition to the regularly planned first sit and resit examination) if the following conditions apply:

- a. it concerns the last educational unit of the programme that the student has to successfully complete in order to obtain the Master's degree; and
- b. it must concern a (partial) examination for a compulsory course, disciplinary course or compulsory skills training; and
- c. the (partial) examination of the educational unit needs to be fulfilled in order to meet all requirements of the educational unit, to receive the ECTS credits for the educational unit and to be able to graduate within the Master's study programme; and
- d. all other (partial) requirements of the educational unit must have already been passed, if applicable.

The applicable rules, conditions and guidelines on the extra examination opportunity are published on MySBE Intranet.

6.3 Special examination arrangements

Upon request, students with a disability and/or chronic illness are offered the opportunity to take exams and assessments or teaching and learning activities in a manner adapted as optimal as possible to their disability and/or chronic illness. These adjustments shall be reasonably tailored to the student's disability and/or chronic illness but may not alter the quality or difficulty of an educational component or assessment programme. All intended learning outcomes must be covered by the adapted (assessment) provision. Based on the advice of Disability Support (DS) and, if applicable, any additional information, the Board of Examiners decides on adaptations in assessment. Based on the advice of DS and the subsequent binding advice of the programme director/ the head of the Education Office, the Board of Examiners decides on adjustments in education. If the Board of Examiners deviates from the advice of DS, this deviation is motivated.

6.4 Fulfilment of the Master's exam requirements

1. The last day of the month in which the participant satisfied all graduation requirements of the SBE Master's study programme will be considered the graduation date.
2. To pass the Master's exam, a student must have obtained the ECTS credits for all educational units within their study programme of the Master's exam as outlined in Article 3.6 and Appendix 3. In addition, a student must have a valid registration for the applicable study programme for the academic year in which the student graduates.

6.5 Degree

Participants who have passed the exam will be awarded the degree 'Master of Arts'.

6.6 Certificate and statements

1. As proof that the exam was passed, the Board of Examiners issues a certificate. The certificate is based on the model that UM's Executive Board has adopted. One certificate will be issued per programme, even if the participant completes several programmes.
2. The certificate that the exam has been passed also indicates:
 - a. the names of the institutions;
 - b. the name of the programme;
 - c. the exam components;
 - d. the degree awarded;
 - e. the date on which the programme was most recently accredited or was subjected to the new programme test;
 - f. the name of the Royal Academy of Arts, who co-hosts the programme.
3. Participants who are entitled to the issuance of a certificate may, stating reasons, ask the Board of Examiners not to do this yet.
4. The certificate is signed by the chair of the Board of Examiners and the faculty dean.
5. The certificate is awarded in public, unless the Board of Examiners decides otherwise in exceptional cases.

6. The Board of Examiners includes a diploma supplement as referred to in Article 7.11(4) of the Act with the certificate. This diploma supplement is based on the model adopted by UM's Executive Board, which is in compliance with the agreed European standard format.
7. Participants who have passed more than one examination and who cannot be issued a certificate will upon request, receive a statement issued by the Board of Examiners which indicates the examinations which they passed.

6.7 Grade point average (GPA)

1. The diploma supplement referred to in Article 6.3(6) indicates the final grade point average (GPA), to provide a reflection of the participant's academic performance.
2. The weighted average score (GPA) determines the final grade.

6.8 Passing with (highest) distinction / (Summa) Cum Laude

1. If a participant has given evidence of exceptional competence within the programme, the Board of Examiners may decide to award the degree classification 'Cum Laude or Summa Cum Laude' and have this degree classification stated on the degree certificate.
2. The Master's exam is passed with Cum Laude (distinction) if the candidate has obtained a weighted and not rounded average numerical score (GPA) of at least 8.00 for all the educational units combined, registered within the Master's study programme and stated on the Master's curricular transcript, on condition that no resit examinations have been taken and no fail, insufficient grade, or a 'no grade' (NG) has been obtained. The minimum requirement for the Master's thesis is a grade of 8.0. The weighting is based on the ECTS credits of these educational units.
3. The exam is passed with Summa Cum Laude (the highest distinction) if the student has obtained a weighted and not rounded average numerical score (GPA) of at least 9.00 for all the educational units combined, registered within the Master's study programme and stated on the Master's curricular transcript, on condition that no resit examinations have been taken and no fail, insufficient grade or 'no grade' (NG) has been obtained. The minimum requirement for the Master's thesis is a grade of 9.0. The weighting is based on the ECTS credits of these educational units.
4. In order to determine whether a Master's exam is passed with (Summa) Cum Laude, students participating in the Dual Degree (EMBA) need to have fulfilled the requirements for (Summa) Cum Laude within both the SBE parts of the programme, taking into account that the credits for these parts amounts to at least 47.0 ECTS credits. If educational units of these required 47.0 ECTS credits to determine (Summa) Cum Laude are successfully completed with a pass, all remaining educational units with numerical grades have to fulfil the requirements for (Summa) Cum Laude.
5. Participants who committed fraud/plagiarism and whose examination is completely or partially declared void or annulled are excluded from the (Summa) Cum Laude degree classification.
6. Any exemptions granted are not taken into account in determining whether the programme is passed with distinction.
7. The minimum credits required in order to determine whether the programme is passed with distinction are 47.0 credits.

6.9 Right of appeal

1. When a decision by the examiner and the Board of Examiners is announced to a participant, the participant will also be notified of the right to file an appeal to UM's Complaint Service Point within six (6) weeks after the decision is announced.
2. Participants may file written appeals against decisions taken by the Board of Examiners or examiners under these regulations. The participant must file the appeal to UM's Complaint Service Point within six (6) weeks after the decision is announced.
3. The appeal must include the following:
 - a. the participant's name and address;
 - b. the filing date;
 - c. a description of the grounds for the appeal;
 - d. the participant's signature.
4. The written decision appealed form must be enclosed with the appeal.
5. The Board of Appeal for Examinations (Board of Appeal) has authority within UM to handle the appeal.
6. The provisions in Article 7.61 paragraphs 2 to 6 and Article 7.62 of the Act apply by analogy to the handling of the complaint/appeal.

SECTION 7 COMMENT, RIGHT OF INSPECTION AND OBJECTION PROCEDURE

7.1 Comment procedure

(General) Comments (e.g. unclear questioning, ambiguous multiple choice answers, remarks on given assignment) regarding written examinations with open and/or closed questions (Multiple Choice) or parts thereof have to be submitted to the course coordinator according to the rules as published on the Student Portal, syllabus and/or MySBE Intranet. The comments procedure allows students to submit comments regarding written examinations with the aim of filtering out inaccuracies prior to the start of the grading process.

7.2. Inspection procedure

1. The right of inspection comprises that, within ten (10) working days after the official publication date of the grade on Canvas, students will be given the opportunity to inspect:
 - their assessed written examination or written part of an examination;
 - the examination (e.g. written examination, multiple choice, assignments) itself within the framework of the study materials and learning goals of the educational unit concerned; and
 - the norms applicable to the assessment thereof; and
 - the answer key to the assessed written examination
2. Students will timely receive the opportunity and information regarding to the inspection date, time and location on Canvas no later than 5 calendar days before the date of inspection.
3. Objections regarding the assessment of the individual examination have to be submitted in writing during the inspection, according to the instructions communicated by the course coordinator.
4. The course coordinator must react on each submitted objection within a reasonable period of time.
5. Within the given period of time, as stated in under paragraph 1 of this article, a student will be given a second opportunity to exercise the right of inspection, provided that the student can demonstrate the inability to exercise this right in the first instance due to circumstances beyond the student's control. The student must have reported the inability with due rapidity to the course coordinator, however in any case within 5 days after the date of inspection was provided.

SECTION 8 EXEMPTIONS

8.1 Authority and Maximum

1. The Board of Examiners is authorised to grant students exemptions from examinations, provided that the student can demonstrate the successful completion of an examination for a university or higher professional education study programme which was similar in terms of content and level.
2. A maximum of 13 ECTS credits of exemptions can be granted within the EMCL exam.

An exemption can only be granted for an entire educational unit, not for one or more components thereof.

8.2 No Grades awarded

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

- a student has (been) registered for the examination but has not actually taken the examination or part thereof and did not deregister during the registration period;
- a student fails to complete the examination before the deadline;
- a student has completed an examination that cannot be assessed (e.g. a corrupted file, an incomplete examination document, et cetera);
- a student has committed an irregularity (including fraud and plagiarism) as defined in Chapter 9 of this EMCL-EER, in which case the Board of Examiners may grade the examination with a No Grade as a sanction as indicated in Article 9.1 paragraphs 1a and 1b of this EMCL-EER.

8.3 Exemptions and the Grade Point Average (GPA)

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

SECTION 9 Irregularities (including Fraud and Plagiarism)

9.1 Irregularities, Fraud and Plagiarism

1. An irregularity is an act or omission by a student in violation of the rules, guidelines and instructions relating to (the completion of) examinations. This includes, among others, fraud and plagiarism.

2. Fraud, including 'plagiarism', refers to actions or omissions by a student which make it impossible in whole or in part to properly evaluate their knowledge, understanding and skills or creating the opportunity for others to commit fraud or plagiarism.

Fraud includes but is not limited to a student:

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

Plagiarism includes but is not limited to a student:

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

9.2 Measures/sanctions in case of Irregularities, Fraud and Plagiarism

- 1a. If the Board of Examiners determines that a student has committed an irregularity (including fraud and/or plagiarism) in any examination or part(s) thereof, the Board of Examiners may take appropriate measures and/or impose sanctions as per paragraph 4 and 5 of this Article.
- 1b. In departure of Article 1 section 5 of the UM Regulation of Fraud and Irregularities of any academic year, if the Board of Examiners determines that an irregularity (including fraud and/or plagiarism) has been established in a group assignment, it may take appropriate measures and/or impose sanctions for all students involved in the group assignment as per paragraph 4 and 5 of this Article.
2. The Board of Examiners may only (decide to) impose measures/sanctions if an irregularity (including fraud and/or plagiarism) indeed could be established and after having given the student the opportunity to put forward their view on the matter during a hearing.
3. If an irregularity (including fraud and/or plagiarism) has been established and, if applicable, a sanction has been imposed, the Board of Examiners will include the decision in the student's file. The decision can be taken into account in any future event of this nature and this might lead to a more severe sanction.
4. When an irregularity (including fraud and/or plagiarism) has been established by means of Article 8.1, the Board of Examiners may reach the decision to impose any of the following measure/sanctions, referred to in Article 7.12b of the Act/WHW, or a combination thereof upon the student:
 - a. a reprimand/official warning; and/or
 - b. declare an examination (or components thereof) invalid; and/or
 - c. exclusion from participation or further participation of one or more examinations or exams at the SBE for a period of time to be determined by the Board of Examiners, with a maximum period of one year.
5. Before imposing an appropriate disciplinary measure, the Board of Examiners will give the participant in question the opportunity to be heard.
6. If fraud is found, this will be noted in the participant's concerned dossier.
7. In serious cases of an irregularity or if a student is found guilty of repetition of an irregularity, the Board of Examiners can propose to the UM Executive Board that the student(s) concerned should be permanently deregistered from the study programme.
8. If, after investigation, it is ultimately determined that the participant concerned did not commit fraud, the names will be removed from the correspondence about the alleged fraud and the correspondence will not be included in the participant's concerned dossier.
9. The Board of Examiners does not grant any exemption based on study results attained outside the participant's own programme which were obtained during the period in which the participant was barred from sitting for examinations for the programme on account of the fraud committed.

SECTION 10 TRANSITIONAL AND FINAL PROVISIONS

10.1 Amendments

1. Amendments to these regulations may be adopted in a separate decision by the Faculty Board, after a recommendation from the programme committee and after consent from or consultation with the faculty council.
2. An amendment in these regulations will not pertain to the current study year, unless the interests of the participants will not reasonably be harmed as a result.
3. In addition, amendments may not affect, to the participants' detriment, a decision regarding a participant which has been taken by the Board of Examiners pursuant to these regulations.

10.2 Notice

1. The Faculty Board ensures that proper notice is given of these regulations Board of Examiners and any changes to these documents, by, for example, placing such notice on the faculty website, MyUM or the Student Portal.
2. Any interested party may obtain a copy of the documents referred to in the first paragraph from the faculty office.

10.3 Unforeseen cases/safety net scheme

1. In cases not covered or not clearly covered by these regulations, decisions are taken by or on behalf of the Faculty Board, after it has consulted with the Board of Examiners.
2. In individual cases in which application of the Education and Examination Regulations, would lead to manifestly unreasonable results, the Board of Examiners can deviate from the stated regulations in the participant's favour.

10.4 Effective date

This Regulation will come into force on 1 March 2025 and will apply to the study year 2025-2026.

10.5 Evaluation

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

10.6 Publication of the EMCL-EER and other regulations

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

10.7 Hardship

1. The Board of Examiners is authorised to deviate from the MSc-EER in individual cases if strict adherence to these regulations would result in inequitable circumstances for the student.
2. The Board of Examiners will take the following personal circumstances into account when deciding:
 - a. Illness of the student concerned;
 - b. Physical, sensory or other impairments of the student concerned;
 - c. Pregnancy of the student concerned;
 - d. Special family circumstances;
 - e. The status of a top-class sportsman or sportswoman (Topsport Limburg or NOC*NSF statement required);
 - f. Administrative activities as referred to in Article 2.1(1) under (e), (f) and (g) of the Implementation Decree for the Act 2008 (Uitvoeringsbesluit 2008 of the Act/WHW), and
 - g. Other personal circumstances, not mentioned in paragraphs a to f, that, if not taken into account by the SBE Board, would lead to manifestly unreasonable results.
3. Hardship applications should be directed immediately to the Board of Examiners.
4. Deferrals relating to hardship do not require re-registration fee.
5. Forms of deferral that are not included under paragraph 2 of Article 10.7, require re-enrolment in the discretion of the Programme Director.

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

10.8 Force Majeure

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

10.9 Unsuitability (Iudicium Abeundi)

1. In exceptional cases and after careful consideration of the interests involved, the Board of Examiners may, stating reasons, ask the Dean of the SBE to request that the Executive Board of the UM terminates or refuses the enrolment of a student in a programme if the student, through their behaviour or opinions ventured, has demonstrated their unsuitability to practice one or more professions for which they are/will be trained by the programme they follow, or is unsuitable for the practical preparation for the (practice of the) profession. Examples of aforementioned inappropriate behaviour can be found in the SBE Code of Conduct, to be consulted via MySBE Intranet.
2. If the Dean of the SBE is asked by the Executive Board of the UM for a recommendation on a proposed termination or refusal of registration based on the reasons stated in paragraph 1, the Dean will in turn ask for a recommendation from the Board of Examiners. The recommendation to the Dean will be supported by reasons.

APPENDICES

Appendix 1 Language requirement with non-Dutch diplomas

for English-language (selective) post-initial master's programmes

- a. Persons holding one of the following diplomas are exempted from the language proficiency tests (English) referred to in Article 2.1:
 - a diploma issued in a country in which English is the official language of communication and instruction.

Appendix 2 Language of Instruction

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

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

Master's study programmes

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

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

1. The content of the programme has an international orientation and focus.

Besides the learning goals

- (1) "Knowledge and insight" (Our graduates are able to develop insights based on academic knowledge in a self-directed manner) and
- (2) "Academic Attitude" (Our graduates are able to demonstrate an academic attitude), the following two learning goals, which explicitly state an international focus, apply explicitly to the programme:
- (3) "Global Citizenship" (Our graduates are able to actively engage in the global community in a globally responsible manner) and
- (4) "Interpersonal Competences" (Our graduates are able to demonstrate excellent interpersonal competences in an international professional setting).

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

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

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

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

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

4. The student intake and current population is internationally divers and English is the common language.

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

Appendix 3 Table of Courses

	The Executive Master's in Cultural Leadership Curriculum	Contact hours	Self-study hours	ECTS credits
Module 1	<i>Critical Perspectives in Arts and Culture</i>	40	100	5
CLDT	<i>Cultural Leadership Special Subject</i>	8	20	1
Module 2	<i>Art Business and Cultural Management</i>	40	100	5
CLDT	<i>Cultural Leadership Special Subject</i>	8	20	1
Module 3	<i>Collecting and Collections Management</i>	32	80	4
CLDT	<i>Cultural Leadership Special Subject</i>	8	20	1
Module 4	<i>Art and Law</i>	40	100	5
CLDT	<i>Cultural Leadership Special Subject</i>	8	20	1
Module 5	<i>Personal Leadership</i>	16	40	2
CLDT	<i>Cultural Leadership Special Subject</i>	8	20	1
Module 6	<i>Technology and Innovation</i>	32	80	4
CLDT	<i>Cultural Leadership Special Subject</i>	8	20	1
Module 7	<i>Research for Arts and Culture</i>	40	100	5
CLDT	<i>Cultural Leadership Special Subject</i>	8	20	1
Module 8	<i>Exhibitions and Events</i>	32	80	4
CLDT	<i>Cultural Leadership Special Subject</i>	8	20	1
Module 9	<i>Study Trips</i>	40	56	2
Module 10	<i>Academic Thesis or Professional Project</i>	24	384	16
	<i>Total</i>	400	1280	60
Elective	<i>TEFAF Curators course</i>	32	80	4
Elective	<i>Board Management</i>	32	80	4