



**STUDENT GUIDE  
AND GRADUATION RULES  
FOR THE CEMS MASTER IN  
INTERNATIONAL MANAGEMENT**

2021 // 2022







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## Introduction

The following "Guide and Graduation Rules" is the official document of reference for the curriculum rules of the CEMS Master in International Management (CEMS MIM) Programme for the academic year 2021-22.

You will find brief descriptions of the different programme elements, and the requirements that need to be met in order to be eligible for graduation.

Further document to consult with is the "CEMS Internship Guide" [www.cems.org/internship](http://www.cems.org/internship).

When in doubt about any specific rule or its application, please contact your home school CEMS

MIM Programme Manager. Contact details can be found at [www.cems.org/lam](http://www.cems.org/lam) or on the CEMS Portal at [www.cems.org/pm](http://www.cems.org/pm)

#### DISCLAIMER

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CEMS MIM YEAR					
Aug - Jan Term 1 - School 1		Feb - Jul Term 2 - School 2			Term 3 International Internship
3 ECTS	28 ECTS	1 ECTS	12 ECTS	15 ECTS	Min. 8 weeks
Block Seminar	Global Strategy and other CEMS Courses	Global Citizenship	Global Leadership and other CEMS Courses	Business Project	At any time during the graduate period of studies
2 ECTS Skill Seminars					
5 ECTS Hard Skills Course					
ONGOING LANGUAGE TRAINING AND TESTING					





# The CEMS Master in International Management Guide

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## The CEMS MIM Programme

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The CEMS MIM is a compelling choice for those seeking a truly versatile and geographically mobile international career. The CEMS community is united by a shared vision, which embraces both diversity and collaboration at its core.

The joint curriculum is co-created and refined by faculty academic directors from each member school, in conjunction with input from its 70+ CEMS corporate partners, social partners, as well as students and alumni. CEMS offers students global yet simultaneously local exposure to people, cultures, languages, academic philosophies and business practices. Students receive support to develop into multi lingual highly-functioning worldly professionals of high integrity. Graduates become part of a committed, active and rewarding CEMS world-wide alumni network.

The joint CEMS Master in International Management is at the heart of achieving this goal. CEMS combines core curriculum elements shared among the schools complemented with unique courses stemming from the strengths and diversity of the vast network.

At the core of the program are three elements: Global Strategy, Global Leadership and Business Projects with Corporate and Social Partners, enhanced by an international internship, an international academic exchange semester and mandatory multi language competencies. Global Strategy enables students to understand and navigate the international business environment. Global Leadership equips students with the knowledge and skills to manage people across borders and within multinational teams, creating culturally savvy individuals that show empathy and can relate to and interact with different cultures. Finally, the Business Project, conducted with Corporate Partners, allows students to integrate theory and practice in multicultural diverse teams, tackling real business issues, across a range of fields.

The MIM emphasises personal and social responsibility in business decision-making, leadership and citizenship, all informed by ethical reasoning, personal integrity, and respect for social diversity.

The CEMS MIM's specific, competitive positioning is driven by its curriculum and programme goals. The MIM degree promotes internationalism; developing experienced management professionals who are able to make confident, effective decisions in diverse contexts and in an ethical manner. The programme's **business-embedded** structure prepares students to apply advanced management and leadership competencies through systematic experience of, and engagement with, the corporate world. During their studies students have the opportunity to work with Corporate and Social Partners and CEMS Alumni, through exclusive seminars, business projects, networking events, and an internship.

The MIM programme is a passport to **responsible citizenship**. From the moment a student becomes a "CEMS student" they are held to the highest standards of ethical and social responsibility and professional integrity. Informed by ethical reasoning, integrity and respect for social diversity and sustainable business practices, CEMS MIM students learn to apply a holistic vision to responsible business decision-making.

The CEMS MIM programme fosters **reflective critical thinking**; students become analytical, creative, and influential thinkers with confident and reflective problem-solving skills. Furthermore, they are trained to assume the personal responsibility of **comprehensive leadership**.

Fully aware of their personal responsibility and accountability, and of the ethical and cultural framework in which leadership is exerted, CEMS MIM graduates can apply their multilingual, multicultural skills in the ever-changing, dynamic world of international business and as responsible leaders can contribute to a more open sustainable and inclusive world.

# C

## ost Considerations

When applying to CEMS, please refer to the relevant university's local website or the [cems.org fact sheet](https://www.cems.org/fact-sheet) to review the school's M.Sc. offer. Before applying to CEMS please consider the following cost considerations for the programme.

- // **Student Registration and Handling Fee:** CEMS charges students with a fee of €100. The fee is used to fund central administrative and IT services provided by CEMS to the students through [www.cems.org](https://www.cems.org). Please see details on [www.cems.org/private/student/fee](https://www.cems.org/private/student/fee) and contact your home school Programme Manager for local details and the method of payment.
- // **Financial aid:** While students are responsible to cover the tuition fee associated to their programme, the Student Board has created a [Financial Aid Guide](#) to provide information on possible funds and scholarships at CEMS schools.
- // **Visas:** Students may have to pay for a visa and all administrative and travel aspects of their education.
- // **Cost of living:** Students are responsible for the cost of living (food, accommodation, study materials) during their terms, taking into consideration the terms abroad and vary-

ing differences in costs from country to country.

- // **Courses:** Due to the considerable organisational and financial burden associated with hosting a Block Seminar, most universities will request a financial contribution (between €100 and €300) from students. Please contact the CEMS MIM Programme Manager for details on possible financial contribution to Skill Seminars and the Global Citizenship Seminar.
- // **Languages:** Some institutions request a financial contribution for language teaching and/or testing. Students are responsible for the costs of commercial tests and courses.
- // **Career Forum and Regional Student Events:** Students can benefit from participating in many student events within the CEMS network, which may involve travel costs and/or possible participation fees.
- // **Graduation Ceremony:** Students choosing to participate in the CEMS MIM graduation ceremony will be responsible for certain costs (travel, participation fee, dinner, invitation of guests).

# A

## pplication & Selection

### REQUIREMENTS FOR ALL MIM CANDIDATES

Students applying to the CEMS MIM must:

- // **Be enrolled in a selected member school's Master of Science programme prior to starting their MIM studies.**
- // **Provide proof of academic preparation:** have either received a Bachelor's in Management or Economics or in a related field; or successfully passed minimum 60 ECTS of full-time business education (eventually to be presented at the programme start). If applicable, provide minimum 600 points in GMAT.  
**Provide proof of proficiency in English** (if not mother tongue) through any of the following (minimum level): TOEFL iBT100; IELTS 7.0; C2 Proficiency (CPE) C; C1 Advanced (CAE) B; C1 Business Higher (BEC Higher) B; have a Bachelor's diploma entirely taught in English from an English speaking country or in a CEMS or EQUIS/AACSB-accredited institution; have passed one of the CEMS-accredited locally accepted English exams; A-level GCSE issued in Singapore.
- // CEMS does not accept TOEFL MyBest Scores

**Please note:** as part of the application process students must hand in a mother tongue declaration form. See also [page 17](#).

University and company representatives select students locally for the CEMS MIM. In order to apply, students must follow the local application and selection procedure. The application requirements for the local master degree may differ from the CEMS requirements. Please consult [www.cems.org/apply](https://www.cems.org/apply) for application requirements, periods, deadlines and details for requested information.

### SELECTION PROCESS

Based on the documents provided by the applicants, they may be invited to a selection interview or an assessment centre. Applicants will be assessed based on the following **CEMS-wide selection criteria:**

#### 1) INTELLECTUAL POTENTIAL & KNOWLEDGE

- // Intellectual Potential
- // Academic Excellence
- // Prior Knowledge in the Business Field

#### 2) ATTITUDE & SOFT SKILLS

- // Desire to Achieve
- // Interpersonal Competences
- // Integrity
- // Critical Thinking
- // Motivation for the MIM Programme

#### 3) GLOBAL ORIENTATION

- // Language Skills
- // International Openness and Cross-Cultural Aptitudes

On the application form, students have to indicate preferred destinations for their academic term(s) abroad. The destination is announced following the selection process. Students may also indicate during which term they wish to study abroad.

The final decision on admission to the CEMS MIM Programme is taken by the CEMS member schools based on the application material and the outcome of the interview/assessment centre.

**Please note:** students are first selected for entry to the CEMS MIM programme, and then offered destinations for their term(s) abroad. Preferences for the location and the sequence are taken into consideration.

Once students are selected, they will be registered in the [www.cems.org](https://www.cems.org) portal and automatically receive a welcome message with important information.





# C

## EMS MIM Terms

The MIM Programme consists of three terms: two academic terms (Term 1 & Term 2) and the internship term (Term 3). The two academic terms must be consecutive (August–July), while the internship (Term 3) can take place at any time during the graduate period of studies, but not overlapping with Term 1 and Term 2. Students must spend at least two out of the three terms abroad.

Certain schools' term dates conflict in the January/February period. The schools do their best to avoid the overlapping of terms, but students should contact their home school Programme Manager if in doubt. For exact term dates, please go to the "Programme Offer" section at <http://www.cems.org/am>.

To complete an academic CEMS term, students must successfully pass a minimum of 24 ECTS credits during each term. Students are

responsible for taking a sufficient number of credits in each term. **Failing to fulfil the minimum credit requirement will result in failing the MIM Programme.**

**Please note:** based on the structure of the specific local M.Sc. & MIM combination at the home schools, students spend one or two academic terms abroad.

### LOCAL SPECIFICITIES

In certain cases students may need a visa to be allowed to study in the country of the host institution. Schools provide all necessary information and guidance through the process. However, students are responsible for obtaining the visa themselves. Please contact your host school school Manager, if in doubt.

# B

## lock Seminars

The **Block Seminar** is a one-week course that takes place at the beginning of Term 1.

Block Seminars bring together professors and students from various CEMS institutions.

Subjects derive from different cultural and academic perspectives; many topics are not a part of the universities' standard curricula.

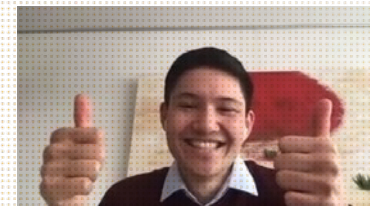
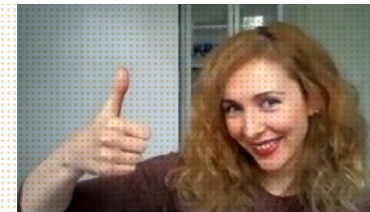
Depending on when Term 1 begins at different CEMS institutions, Block Seminars can take place between August and mid-October. As the Block Seminar is a mandatory element of the programme that can under no circumstances be postponed, class attendance is mandatory. **It is the student's responsibility to make sure that they will be able to attend a Block Seminar at the beginning of the programme.** The Block Seminar accounts for 3 ECTS credits and students receive a grade.

As a starting point, students are automatically assigned to the Block Seminar of their Term 1 school. However, as long as places are available **and with the permission of the school hosting the student during Term 1, students may apply for a Block Seminar different from the one held at their "Term 1 school"** (Subject to decision in 2021).

Topics, dates and exact locations are announced in the "Programme Offer" section on <http://www.cems.org/am> during Term 2 of the preceding academic year.



**“STUDENTS MUST SPEND AT LEAST TWO OUT OF THREE TERMS ABROAD.”**





# G

## lobal Citizenship Seminars

The **Global Citizenship Seminar** is a two-day course and takes place at the beginning of Term 2. The Global Citizenship Seminar brings together representatives from Corporate and/or Social Partners, professors and students, for an experiential learning opportunity.

Within the Global Citizenship seminar, students will have the opportunity to engage with the [Sustainable Development Goals](#) through experiential learning.

Depending on when Term 2 begins at different CEMS institutions, Global Citizenship seminars can take place between January and April. As the Global Citizenship seminar is a mandatory element of the programme that can under no circumstances be postponed, class attendance is mandatory. It is the student's responsibility to make sure that they will be able to attend a Global Citizenship seminar in Term 2. The Global Citizenship Seminar accounts for 1 ECTS credit. Students don't receive a grade but the semi-

nar can be failed if the learning objectives or full attendance requirements are not met.

Taking the Global Citizenship seminar at a different school may in exceptional cases be allowed, but the student must obtain permission from the involved schools well in advance.

Schools may include a social event in connection to the Global Citizenship seminar, in which participation can be declared mandatory. Social events may be organised in cooperation with local CEMS Clubs.

**Please note:** both the Block Seminar and the Global Citizenship seminar may include a fee. Please see "Cost Considerations" on [page 6](#).

# C

## EMS Courses

**Students must pass CEMS Courses accounting for 45 ECTS credits in the MIM Programme.**

During Term 1, students have to successfully complete a CEMS Course in the field of **Global Strategy**. During Term 2, similarly, students have to successfully complete a CEMS Course in the field of **Global Leadership**. These specified courses are offered exclusively to CEMS students.

Students have to successfully complete elective CEMS course(s) of total min 5 ECTS in the field of **"hard skills"**.

Hard skills courses emphasize the training of students' quantitative and computational skills and expertise. The main focus of these courses is not the theoretical/conceptual background of these skills but their application and implementation in preferably real business-decision settings. Schools can offer hard skill courses in the areas of business analytics, financial analysis, data science, statistics and econometrics, optimization and process planning.

The remaining Elective and Exclusive (Elective offered only to CEMS students) CEMS Courses are a selection of the best courses with an International Management profile chosen from the portfolio of the member institutions.

Subject to the local programme portfolio, schools may also offer Open Elective Courses outside the Management/Business field in History/Philosophy/Political Science etc. to develop a more holistic view.

A list of courses at all institutions can be found at <http://www.cems.org/am>.

**FLEXIBILITY RULES APPLYING TO CEMS COURSES**

**During the MIM year only:**

// CEMS Electives accounting for a maximum of 7.5 ECTS can be substituted by a Research Project ([see page 13](#)).

// Coursework can include Open Electives worth up to a total of 7.5 ECTS.

**During the year before or the year after the MIM year:**

// CEMS elective courses and Skill Seminars, accounting for a maximum of 15 ECTS credits, may be taken outside the MIM year. This flexibility rule is subject to local regulation and may not be offered at all institutions. Credits taken before the start of the MIM Programme will not have any influence on the selection process, may not have been accredited for a Bachelor's degree, and cannot be substituted by a Research Project as above.

**A student must ALWAYS successfully pass a minimum of 24 ECTS per term, and will be able to credit a maximum of 37.5 ECTS per term.**

This includes courses, the Block Seminar, Global Citizenship Seminar, Skill Seminars and the Business Project, as well as a possible Research Project and open electives. Credits taken prior to or after the MIM year do not affect this requirement.

**The following are subject to local decision:**

- Allowance of one re-sit per course
- Minimum class attendance during the term

For further information please contact the CEMS MIM Programme Managers.





# B

## usiness Projects

Students must carry out a Business Project accounting for 15 ECTS during Term 2.

Business projects reinforce the partnership between universities and companies in jointly shaping the students' learning processes in international management.

They are consultancy-like projects designed as a real-life learning experience for students: international student teams solve a real business problem as a one-term, part-time activity. The amount of time spent on the project within the company may vary depending on its requirements. However, a Business Project will amount to about half of Term 2's workload. Student teams work independently and are co-tutored by academic and corporate representatives. Students receive a grade.

### RULES, ROLES AND RELATIONS CONCERNING BUSINESS PROJECTS

Student teams consist of 4-5 students. Ideally, at least one student will come from a foreign partner institution and at least one will be a local

student. The school assigns students to individual projects, based on company preferences and didactical considerations.

Project results are evaluated by the academic and corporate advisors. Students may be requested to write a report and/or give a presentation, both as a group. The academic advisors may in addition require an individual process evaluation in order to gain a deeper understanding of the team-building process. Both the company and academic advisor evaluate the individual and team work.

Students gain insight into business life; training their analytical and problem-solving skills, applying research methods, transferring theoretical knowledge into practice, learning process management and acquiring social skills. They get to know potential employers and re-define their professional goals.

Students take responsibility for the project; sharing the workload within a team and communicating well with their advisors, they strive for the best results. Each member of the team is expected to complete the Business Project.

Organiser at University	Tightening Links Between Universities and Companies Cooperation in the Educational Process	Company
Providing an International and Practical Curriculum Element The Challenge of Intercultural and Inter-organisational Learning	Business Project	Joint Project Tutoring The Marriage of Theory and Practice
Student Team	Solving Real-Life Management Problems The Bridge Between Research and Consulting	Academic Advisor

# S

## kill Seminars

Students must attend four Skill Seminar days in total (1 day = 8 hours = 0.5 ECTS).

Skill Seminars are training seminars in practical skills. They are essential to kick-starting an effective professional career and fundamental to adjusting easily to an international management environment. Topics may include:

- // Business communication
- // Strategy skills
- // Personal development
- // Consulting skills
- // Marketing tools
- // Group work abilities
- // Negotiation techniques
- // Career development
- // Presentation skills

Small groups ensure an interactive dimension. Skill Seminars are offered by the CEMS member schools, very often in close cooperation with companies.

Company training sessions or other practical external seminars can substitute CEMS Skill Seminars when validated by the home school Academic Director.

Skill Seminar offers can be found at the programme offer page of each school <http://www.cems.org/am>.

Please contact the CEMS MIM Programme Manager in charge for registration and possible financial contributions to Skill Seminars.

### SKILL SEMINAR ATTENDANCE AND SANCTIONS

Due to Corporate and Social Partner involvement and the degree of planning required to organise Skill Seminars, CEMS takes Skill Seminar attendance very seriously. All CEMS students are required to adhere to the following policy:

- // Students must provide an advance notice of **5 working days** to de-register from a Skill Seminar without explanation (length of advance notice may differ in case of the CEMS Career Forum).
- // Closer to the start date **only serious personal reasons (proven by official document)** will be considered in approving late de-registration without a sanction.

If none of the above applies and a student does NOT attend the seminar, the following **sanctions** apply:

**1 seminar missed** - student is NOT allowed to register for Skill Seminars for the current and following term. In addition, s/he is put last place on the list of preference for Skill Seminars, Business Projects, and Block Seminars.

**If 3 seminars are missed during the CEMS studies the student is removed from the MIM programme.**

# C

## EMS Research Project

The **Research Project** is an optional programme element which **can replace CEMS Elective credits** up to a maximum of 7.5 ECTS, and can only be done **during the CEMS MIM year**. It can lead to the thesis for the home studies, but a Master's thesis cannot be validated for a Research Project. The student is responsible for finding the professor and the topic, and for having the Project approved by the Academic Director of the home institution.

**The report is graded by the tutoring professor** at either the home or host institution.

### Criteria for the CEMS Research Project:

- // **"Issue-focused"**: dealing with a concrete problem, be it a corporate, economic or theoretical problem.
- // **"Internationality"**: dealing with a question that applies to more than one country.

# I

## nternational Internship

Internships provide students with the real-life professional learning experience of integrating in an organisation's culture and processes. The main objective is to turn academic experience and theoretical knowledge into a professional, multi-cultural experience. They must therefore be at the level of a graduate recruit in order to provide valuable business experience.

Internships can take place at a CEMS Corporate Partner, although not on a compulsory basis. They can also take place at a non-profit organisation such as in a humanitarian mission.

Entrepreneurial internships (starting up an own business) may be accepted with permission of the home school Academic Director, and as long as the CEMS requirements are met and supervision / tutoring by the home institution is provided during the internship.

Students are responsible for finding their own internship. If students wish to receive internship offers by e-mail, they can use the [CEMS Career Center](#).

Students are responsible for all official documents required for the employment. The "CEMS Internship Guide" gives help and information on internship possibilities, visa and other regulations in each CEMS country. Detailed information is available at <http://www.cems.org/internship>.

### Requirements

- // Students either spend the internship abroad, or, when spending both academic terms abroad, they may pursue the internship at home, but within a company operating in an international environment.
- // For the purposes of the CEMS MIM Graduation requirements, "abroad" is defined as outside the country of the home school. Students may apply to their Academic Director to be allowed to

do their internship in the home school country when their personal background justifies this interpretation. This request may be considered if the student originates from another country or has acquired secondary education or a Bachelor's degree in different countries.

- // Internships must cover a period of at least 8 consecutive weeks full-time in the same company (the first 8 weeks of a full-time employment position are also accepted), a longer period of internship is subject to local decision based on home degree requirements.
- // Students who are more oriented towards work in the entrepreneurial sector may fulfil the internship requirements through work with their own start-up, if all conditions of a "regular" internship are met and it is approved by the home CEMS home school Academic Director. Supervision is provided by the home school.
- // Internships can take place at any time (also prior to CEMS selection with conditions, see below), except parallel to the two academic MIM terms.
- // Internships must be during the graduate level of studies, starting with the date when the student fulfilled all official Bachelor's degree study requirements.
- // The internship can overlap with the Block Seminar only when a contractually agreed vacation is declared. The student is responsible for providing official documentation to the home school Programme Manager.
- // Internships must be a full-time activity at the professional level (first job level, although salaries may not be commensurate) where the student is given one or more challenging projects with a certain degree of autonomy.
- // The student's work must be supervised within the company.
- // Internships must be approved by the home institution before the start (see below).





- // The company supervisor has to complete an evaluation form at the end of the internship or at the end of the CEMS mandated minimum 8-week period.
- // Internships must be approved by the home institution before the start (see below).
- // Students planning to graduate in 2022 must start the internship on the second Monday of September 2022 at the latest, and finalize the internship by the first Sunday of November 2022.

### Registration and Validation

- // Students must register their internship before its start in the CEMS portal on [cems.org](http://cems.org) for validation, providing the necessary information.
- // Home school managers verify the registered information. Once it is approved, students can start the internship.

- // An online evaluation form is automatically sent to the supervisor at the end of the internship. The submission of the evaluation form is essential for the graduation, therefore, students are to ensure that company supervisors fill it in.
- // When the supervisor submits the evaluation form, the internship will be validated. The evaluation result is accessible for managers and students via the CEMS portal.
- // Refer to [Steps to Register Internship Information to the CEMS Database](#) for more details.

**Please note** that many countries can only offer internships to individuals having a student status at a university. CEMS as an organisation cannot legally offer student status.

# L

## anguage Requirements

All MIM graduates must have language competence in three languages, one of which is English.

The **minimum CEMS language requirements are the following:**

Language 1	English
Mother tongue or Proficiency (fulfilled through entry requirements and the MIM Programme)	
Language 2	any language
Mother tongue or B2 oral /B1 written level	
Language 3	any language
Mother tongue or elementary level	

CEMS uses the **Common European Framework of References (CEFR)** for comparing language proficiency in languages. Information on the CEFR levels can be found at [http://www.coe.int/t/dg4/linguistic/cadre1\\_en.asp](http://www.coe.int/t/dg4/linguistic/cadre1_en.asp)

There are six levels on the CEFR scale, where levels C2 and C1 describe a proficient user; levels B2 and B1 an intermediate user; and levels A2 and A1 a basic user of a language. CEMS defines A1, A2, B1 as elementary level of studies.

**Please note:** While these are the minimum requirements needed to pass the CEMS MIM, students are highly encouraged to take language or business communication courses and/or tests at the highest level in as many languages as they master. The CEMS MIM Certificate shows the levels passed. Student should be aware that their home school programme's language requirement may differ from the global CEMS language requirements. Please consult with your Programme Manager for further information.

### LANGUAGE COMBINATIONS

- // Students may declare more than one mother tongue. Mother tongues are not tested but a "[declaration of mother tongue](#)" is to be filled in upon application to the programme. Students cannot change their mother tongue once they confirmed it during application. A declaration is to be filled in for each language declared. Certain combinations of similar languages will not be allowed to fulfil the requirements. These are: Bosnian/Croatian/Serbian/Montenegrin/Slovenian, Czech/Slovak, Danish/Swedish/Norwegian, Danish/Faroese, Dutch/Flemish/Frisian/Afrikaans, German/Luxembourgish, Russian/Ukrainian/Belarusian, Russian/Kazak, Spanish/Catalan.



## LANGUAGE ASSESSMENT OPTIONS

	Language 2 - Any language	Language 3 - Any language
Mother tongue	Mother tongue declaration confirming the student's ability to speak and write the language adequately is required.	
University Degree/ Secondary Education	Proof of secondary education/university degree completely fulfilled in a foreign language	
C2/C1  <i>Validity: Forever</i>	<p><b>Courses</b></p> <ul style="list-style-type: none"> <li>- Selected language courses at CEMS Universities</li> <li>- Commercial language courses at accredited cultural institutes<sup>1</sup></li> </ul> <p><b>Exams</b></p> <ul style="list-style-type: none"> <li>- Accredited in-house tests at CEMS Universities (subject to availability)</li> <li>- Commercial language tests accredited by CEMS<sup>2</sup></li> </ul>	
B2  <i>Validity: Max 5 years before the start of the MIM year.</i>	<p><b>Courses</b></p> <ul style="list-style-type: none"> <li>- Selected language courses at CEMS Universities</li> <li>- Commercial language courses at accredited cultural institutes</li> </ul> <p><b>Exams</b></p> <ul style="list-style-type: none"> <li>- Accredited in-house tests at CEMS Universities</li> <li>- Commercial language tests accredited by CEMS<sup>2</sup></li> </ul>	
B1  <i>Validity: Max 2 years before the start of the MIM year.</i>		<p><b>Courses</b></p> <ul style="list-style-type: none"> <li>- Selected language courses at CEMS Universities</li> <li>- Commercial language courses at accredited cultural institutes<sup>1</sup></li> </ul> <p><b>Exams</b></p> <ul style="list-style-type: none"> <li>- Commercial language tests accredited by CEMS<sup>2</sup></li> </ul>
A2/A1  <i>Validity: Max 2 years before the start of the MIM year.</i>		<p><b>Courses</b></p> <ul style="list-style-type: none"> <li>- Selected Language Courses at CEMS Universities</li> <li>- Commercial language courses at accredited cultural institutes<sup>1</sup></li> </ul>

**Note:** Elementary level language courses (A1, A2, B1) must have a minimum of 5 ECTS or 60 contact hours.

<sup>1</sup> List of accepted commercial language courses at [CEMS accredited cultural institutes](#).

<sup>2</sup> List of [Commercial Language Tests accredited by CEMS](#).

**Please note** that commercial tests are accepted only if both the written and oral parts are successfully passed on the minimum required level.

# G

## ading

The CEMS MIM certificate will show grades using the ECTS grading scale. Based along the ECTS framework, a grading scale has been developed to facilitate the understanding and comparison of grades given according to different national systems. It has no national reference point and is intended to provide an objective evaluation of student abilities relative to those of other students within the same system. The ECTS grading scale is based on the rank of a student in a given assessment, i.e. how s/he performed relative to other students.

The ECTS system classifies students into broad groups and thus makes interpretation of ranking simpler.

**Those obtaining passing grades are divided into five subgroups:**

- // The best 10% are awarded an A grade
- // The next 25% a B grade
- // The following 30% a C grade
- // The following 25% a D grade
- // The final 10% an E grade

**Those who have not achieved a sufficiently high level to be awarded a pass grade get:**

// F (Fail – considerable further work is required)

For Block Seminars, CEMS Courses and Business Projects, the ECTS "A to F" grading scale is used. Business Communication Skill Seminars and Global Citizenship use "Pass" and "Fail" grades.

Translation of local grades to this scale is up to the grading institution. See an [indicative guide](#) on the local grade conversion to CEMS grades.

For the language tests, the language levels of the Common European Framework of Reference for Languages are used.





# A

## dherence to Ethical Guidelines

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CEMS requires that its students familiarise themselves with the codes of ethical behaviour outlined by member universities prior to the start of the MIM programme.

Students must not only familiarise themselves with their own university's definition of fraud and disciplinary procedures for infraction, but must also be familiar with the ethical guidelines and procedures outlined by their host university.

Students who are uncertain where to find this information for either school should refer to their Programme Manager(s) for guidance.

Students must read and follow the ethical guidelines outlined by member institutions and all infractions concerning the Master's programme

of member schools are handled solely by the member universities. However, if a CEMS student commits an ethical misconduct in relation to the CEMS MIM programme the CEMS Graduation Committee has the right to inquire further into the case and eventually deem whether the student should be allowed to graduate from the MIM programme.

All students may follow the process of appeals designated by CEMS. For further information regarding CEMS handling ethical misconduct, please see the [CEMS Ethical Guidelines](#).

## The CEMS MIM Graduation Rules

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# R

## ules

To graduate from the CEMS MIM Programme a CEMS student must successfully fulfil the following:

// Have spent at least two of the three MIM terms abroad

// Have graduated from a local M.Sc. programme officially connected to the MIM

// Have successfully completed the following 66 ECTS of course type elements:

- Block Seminar at the beginning of MIM Term 1: **3 ECTS**
- Courses of which minimum one course is in Global Strategy, one course in Global Leadership during the MIM year; (a) course(s) in hard skills of total min. 5 ECTS during the MIM Programme: **min. 45 ECTS**
- Global Citizenship Seminar in MIM Term 2: **1 ECTS**
- Business Project in MIM Term 2: **15 ECTS**
- Skill Seminars: **min. 2 ECTS**

// Per Term, minimum 24 and maximum 37.5 ECTS may be credited towards the MIM

// No more than 15 ECTS in Elective and Skill Seminar credits may be taken outside the MIM year

// A consecutive 8-week international Internship on first-job level

// Minimum language requirements

- Have passed a language with a minimum level of B2 oral and B1 written
- Have successfully completed an elementary study of a third language

# G

## raduation

The Graduation Ceremony takes place each year during the CEMS Annual Events, which are hosted by one of the CEMS member schools. Due to the COVID-19 pandemic, the Graduation Ceremony in 2021 had to be cancelled, but hopefully in 2022 CEMS will return to the global celebration of graduates.

To graduate, the CEMS student must have successfully completed all obligatory components for the CEMS MIM including her/his home degree by 30<sup>th</sup> September of the graduation year at the latest.

Exempted from this deadline are: an internship started no later than the second Monday of September 2022 and finished no later than the first Sunday of November 2022, the home degree to be passed by the second Friday of November at the latest (both with written confirmation by 30<sup>th</sup> September), and a pending language exam result from an exam taken in September (result to be presented by the first Sunday of November).

Students have maximum 1.5 years to complete the CEMS MIM degree after graduating from their home school programme.

However, in cases when the home degree completion has been delayed, the period may be extended to maximum 5 years, counted from the end of the MIM year.

As an example a student of MIM Year 2021/22 graduating from the home school programme in June 2022, must fulfill all CEMS graduation requirements by November 2023.

Failure to meet this deadline will result in loss of entitlement to graduate from the MIM programme. In case of serious reasons a student may request a postponement to be assessed case-by-case by the CEMS Graduation Committee.





## The CEMS Alliance

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# G

## overning Bodies

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The CEMS organisation, being a non-for-profit association under French law, is governed by the the Strategic Board, the General Assembly and the Management Council, comprised of representatives from CEMS member schools, corporate partners, social partners, the Alumni Association and the Student Board.

Under the leadership of the CEMS Chair and Deputy Chair, the Strategic Board and the General Assembly convenes once a year, while the Management Council convenes continually throughout the year to set the strategic and operational framework of the organisation. The Chairs are supported in their responsibilities by Committees, and CEMS Global Office, led by the CEMS Executive Director.

The CEMS Global Office is the permanent organisational body of CEMS, comprising members of staff who are responsible for senior management of the network, corporate relations and services, contact to social partners, academic/quality management and coordination, events and communications, and working with the elected student representatives of the Student Board and the Alumni Association. The team liaises closely with the Chairs and the

Committee chairs while supporting the implementation process of decisions taken by the Boards.

The CEMS Academic Committee, formed by the 34 local Academic Directors, the President of the Student Board and a representative of the Managers, takes decisions on MIM curriculum-related questions with the aid of the Programme Sub-committee, which also acts as Graduation Committee, taking decisions on borderline cases.

Academic Directors and local MIM Programme and Corporate Relations Managers play an extremely important role. They are the driving force of CEMS in their local institutions. The MIM Programme and Corporate Relations Managers deal with students and companies on a day-to-day basis while the Academic Directors are responsible for the implementation of the curriculum at the member schools. Most schools additionally appoint a Language Representative to the Language Advisory Committee who is available to answer questions related to examinations and language requirements, and eventually supports personal development.



# C

## EMS Programme Development and Quality Assurance

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In order to maintain a high standard of teaching, CEMS not only constantly develops its curriculum but all individual programme elements as well as the support services provided by the academic members are subject to a constant quality evaluation. This is also to ensure that the following learning objectives are met:

- // Internationalism
- // Business-embeddedness
- // Responsible citizenship
- // Reflective critical thinking
- // Comprehensive leadership

Online evaluations are sent to the students upon finishing every major programme element through the CEMS Global Office.

**Students are strongly recommended to complete these surveys, the results of which serve as a resource for the work of the CEMS Academic Committee and for local Academic Directors to monitor and improve the programme.**

# T

## he CEMS Student Board

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The Student Board is the voice of students within the CEMS alliance. The Student Board consists of one elected representative from each of the member schools. The Student Board engages in advocacy, community building and the best practice sharing among the different stakeholder with the primary aim enhancing the students' CEMS experience, while also supporting the overall development of the alliance.

The Student Board has been created to enhance the CEMS experience for the students through:

- // Gathering students' opinions about CEMS and the CEMS MIM curriculum and bringing recommendations to improve the CEMS MIM and CEMS community life locally and globally.
- // Implementing and managing global projects which have a positive impact on all CEMS students, including projects aimed at fostering and developing social awareness, responsible leadership and ethical conscience.
- // Providing support and a platform for communication to the local CEMS Clubs to help them achieve their goals, share best practices across the Clubs and build a closer network.

In carrying out the above, the Student Board acts as the official voice of CEMS students, representing their interests before the Academic, Corporate and Administrative stakeholders of the CEMS alliance.

In 2021, the Student Board works in six function teams:

1. The **MIM Affairs team** seeks to improve the CEMS MIM programme quality and learning experience by providing a link between students and other stakeholders.

2. The **Marketing & Communication team** implements and supervises projects which have an impact across the CEMS alliance in relation to awareness and information sharing.
3. The **CEMS Club Support team** provides support and guidance to CEMS Clubs and facilitates best practice sharing in order to enhance the CEMS experience for students.
4. The **Responsible Leadership team** brings students closer to society by creating a sense of responsibility about the world's environmental, cultural, economic and social challenges that they will face as future global business leaders.
5. The **Alumni Relations team** works in close collaboration with the CEMS Alumni Association to ensure a stronger network of and assistance in projects related to all CEMS stakeholders and alumni.
6. The **Corporate & Social Partners team** enhances the interaction between students and CEMS Corporate and Social Partners through organising events and developing collaboration spaces on and off-line.

In addition to these functions the Student Board has various cross-functional project teams for the execution of specific projects that require more management and time. The Student Board can be contacted at [studentboard@cemsmail.org](mailto:studentboard@cemsmail.org).





# C

## EMS Clubs

CEMS students enjoy a very active student life at each school. CEMS Clubs organise a variety of events on and around campuses. The Clubs are there to support the students CEMS experience as a whole and to ensure that the programme also provides a social and cultural learning experience for them.

CEMS Clubs have been set up to:

- // Drive the international student community
- // Enhance CEMS' reputation
- // Strengthen the international network between students
- // Foster strong links with alumni
- // Foster strong links with corporate and social partners
- // Foster innovative and progressive ideas to help CEMS grow
- // Create exciting opportunities for all parties involved

The CEMS Clubs organise regional events yearly. More information can be found at <http://cems.org/regional-events>.

Read more about the CEMS student life: [www.cems.org/students-alumni/student-life](http://www.cems.org/students-alumni/student-life)

# C

## EMS Alumni Network

16,500+ alumni from 108+ countries, living and working in 75+ countries: this is indeed an incredible network of peers providing you with lifelong support from like-minded individuals throughout the world. During your CEMS Student experience, Alumni are readily available to network with you, mentor and support your endeavors and are always willing to share their experiences & career journeys with you.

Learn more about the CEMS Alumni Network [here](#).

their career planning, personal development, and to provide support for a successful application and interview process.

Students can access the online [CEMS Global Advisory & Mentoring Platform \(GAMP\)](#) as CEMS Advice Seekers with their cemsmail.org address. Students should address their Programme Manager, CEMS Club or Alumni Local Committee to find out more about their local Student-Alumni Mentorship Programs (SAMP).

### CAREER ADVICE & MENTORING

Students benefit from the knowledge and experience of CEMS alumni via the **online CEMS Global Advisory & Mentoring Platform ("GAMP")** and the **local Student-Alumni Mentorship Programs ("SAMP")**. These are vital initiatives that enables alumni to provide guidance to future graduates on



Are you interested in entrepreneurship or the start-up scene, then CEMS Entrepreneurs have just what you are looking for. If you are in need of advice or support, please feel free to reach out to the CEMS Entrepreneurs for guidance. You may reach out to them and read more at their website [here](#).

### CEMS ALUMNI PLATFORM

Following your graduation you are automatically integrated into this network of peers. Your information is transferred from the CEMS Student database to the exclusive CEMS Alumni Platform where you can learn more about the CEMS alumni community, share your own news and join local chapters in your cities and/or global interest groups.

Watch this space. In 2021, we will work towards including CEMS students on the exclusive alumni platform. Meantime visit the platform at <https://www.cemsalumni.net/> to check out current alumni events and see what Alumni Local Chapters and Global Groups are available.

Please feel free to review the CEMS Alumni Toolkit for further information [here](#).

### CEMS ALUMNI ASSOCIATION (CAA)

The [CEMS Alumni Association](#) is a strong social and valuable professional network, enabling CEMS alumni to continue to enjoy the international and multicultural CEMS experience. The CAA is an inclusive, dynamic, and powerful network pursuing three main goals:

- // Create and maintain friendly lasting contact with and between more than 15000+ CEMS alumni from 105+ nationalities;
- // Provide exclusive access for the members to a professional network and opportunities for its members;
- // Support and promote the CEMS MIM degree, CEMS experience and brand globally.

### GOVERNANCE AND STRUCTURE

The CAA is organized on a multi-country basis, led by a [Board](#) of 10-12 CEMS alumni with the support of the CEMS Alumni Team at the Global Office.

More than [35 Local Committees and Global Groups](#), driven by active CEMS Alumni volunteers, offer unforgettable, local, regional and global professional and social events for alumni worldwide to network and socialize! The CAA network enables CEMS alumni to broaden their professional knowledge and their social and professional network.

If you would like to get involved with the CAA, LCs or global groups please contact [board@cemsalumni.org](mailto:board@cemsalumni.org). They would be happy to hear from you!

### CEMS SOCIAL MEDIA CHANNELS TO REACH ALUMNI

Check out the [CEMS YouTube Channel](#) to watch webinars and open discussions organised by the CEMS Alumni Team and the Student Board featuring Alumni.

There are also a variety of CEMS Alumni Groups via LinkedIn and Facebook that you may join and follow, from CEMS Entrepreneurs to CEMS Alumni Finland, Australia & Singapore. There is something for everyone.

# Career Forum and CEMS Annual Events

The CEMS Career Fairs, are exclusive CEMS recruitment and professional networking events. They are held twice a year in early-November and mid-March. Both career events are CEMS highlights for all students. The fairs are an ideal opportunity for CEMS students and young alumni to meet and interact with CEMS Corporate Partners, learn about opportunities for internships and permanent employment, and broaden their network. Each year, many students & alumni find their job or internship placement through these events.

All CEMS students - as well as young CEMS alumni graduated 0-4 years ago - have the opportunity to attend the Career Fairs.

Every year late November / early December the CEMS Annual Events take place. Several events are organised over a four-day period: stakeholder meetings, the annual General Assembly and the CEMS MIM Graduation Ceremony. These events bring together around 2,000 people, academics and administrators, alumni, students and their families.

The event comprises many activities:

- // Career trainings
- // CV advice workshops
- // Accredited half-day Skill Seminars
- // Pre-scheduled interviews
- // Coffee chats
- // Jobfair



## CEMS CAREER FORUM 2020 LIVE BOOTH



Once students have entered the MIM programme, they are registered in the database of [www.cems.org](http://www.cems.org) by their home CEMS MIM Programme Manager and automatically receive a welcome message with a login and password to the CEMS portal and information on the host school and the MIM programme.

Most information is available in the public site whereas more personalised operations are located in the student private zone, where students have to log in. The student portal offers the students the option to:

- // Follow their curriculum/grades registered in the system
- // Register for Block Seminars, Career Forum interviews and Skill Seminars, the programmes of the Graduation Ceremony

- // Pay the "Student Registration and Handling Fee", if applicable
- // Upload their photos and CVs, which can be searched by Corporate Partners
- // Access the CEMS Career Center including a CV creation tool, a job search engine, useful career advice and that is also used by CEMS Corporate Partners interested in finding CEMS students and graduates for job/internship opportunities.
- // Receive news from the CEMS Community as well as internship and job offers from Corporate Partners through the Career Center.
- // Get information and register for community and regional events organised by the Student Clubs



## MEMBER SCHOOLS – as of January 2021

Australia	The University of Sydney Business School
Austria	WU, Vienna University of Economics and Business
Belgium	Louvain School of Management
Brazil	Escola de Administração de Empresas de São Paulo-FGV
Canada	Ivey Business School at Western University
Chile	Universidad Adolfo Ibáñez
China (Beijing)	Tsinghua University School of Economics and Management
China (Hong Kong)	HKUST Business School
Colombia	Universidad de Los Andes School of Management ( <i>programme launch in 2022</i> )
Czech Republic	Prague University of Economics and Business
Denmark	Copenhagen Business School
Egypt	The American University in Cairo School of Business
Finland	Aalto University School of Business
France	HEC Paris
Germany	University of Cologne
Hungary	Corvinus University of Budapest
India	Indian Institute of Management Calcutta
Ireland	UCD Michael Smurfit Graduate Business School
Italy	Bocconi University
Japan	Keio University
Korea	Korea University Business School
Norway	Norwegian School of Economics
Poland	SGH Warsaw School of Economics
Portugal	Nova School of Business and Economics
Russia	Graduate School of Management, St. Petersburg University
Singapore	National University of Singapore
South Africa	University of Cape Town
Spain	ESADE Business School
Sweden	Stockholm School of Economics
Switzerland	University of St.Gallen
The Netherlands	Rotterdam School of Management, Erasmus University
Turkey	Koç University Graduate School of Business
United Kingdom	The London School of Economics and Political Science
United States of America	Cornell SC Johnson College of Business

## SOCIAL PARTNERS – as of January 2021

CARE International  
 European Space Agency  
 Global Alliance for Banking on Values  
 Kiron Open Higher Education  
 Fairtrade Labelling Organizations International  
 Transparency International  
 United Nations Alliance of Civilizations  
 WWF International

## CORPORATE PARTNERS – as of January 2021

A.P. Moller - Maersk	McKinsey & Company
ABB	MET
ABInBev	METRO
AlphaSights Ltd	MVM
Amplifon S.p.A.	Nokia
Arçelik	Nomura Holdings, Inc.
AstraZeneca PLC	Novo Nordisk
Bain & Company	Oesterreichische NationalBank
Barilla	Plzenský Prazdroj
Bayer	Procter & Gamble
Beiersdorf AG	Richemont
BNP Paribas	Salesforce
Boston Consulting Group	Santander Bank Polska S.A.
China CITIC Bank International	Siemens Healthineers
CO2 Management AS	Simon-Kucher & Partners
Coca-Cola HBC	Société Générale
Coloplast	Unibail-Rodamco-Westfield
Daimler	UniCredit
Deloitte Touche Tohmatsu	United Overseas Bank
DHL Consulting	VTB Group
E.ON Inhouse Consulting	Whirlpool
EDP – Energias de Portugal, S.A.	Whiteshield Partners
EF Education First	Yara International ASA
Equinor ASA	zeb
Facebook	Zurich Insurance Group
Gartner	ŠKODA AUTO a.s.
Google	
Groupe SEB	
<b>H&amp;M</b>	
Henkel AG & Co. KGaA	
Hilti	
Hyundai Motor Company	
Integration Consulting	
Jardines Matheson	
KEARNEY	
KONE	
Kowa Company, Ltd	
L'Oréal	
LG Chem	
Lufthansa Group	
Luxottica	
LVMH	
Mastercard	





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