

Important notice

The Regulations are the rules which govern the relationship between students and the University of London.

Regulations are reviewed and published annually, and are subject to change. Examinations, for example, are governed by the Regulations in force at the time of the examination and not at the time that a student initially registered. Students must, therefore, refer to the Regulations for the current year at all times.

All students are required to comply with the Regulations, as well as the procedures, deadlines and instructions issued by the University in, for example, the student handbook/manual and Notice to Candidates. The University is not responsible for any consequences arising from a student's failure to comply with these Regulations, procedures, deadlines or instructions.

Copies of the publications, proceedings and other documentation referred to in these Regulations may be obtained, on request, from the External Programme.

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MBA and Postgraduate Diploma in International Management

This booklet contains the Regulations for the MBA and Postgraduate Diploma in International Management (known as the 'Programme Regulations') plus the General Regulations which govern all awards placed at the Graduate and Masters levels of the *Qualifications Framework for the External Programme* of the University of London. The two sets of Regulations should be read together.

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Programme Regulations

1. Introduction

1.1 The University awards the degree of Master of Business Administration in International Management, hereafter called the MBA degree in International Management. A Postgraduate Diploma in International Management is also awarded. The award of the degree and the diploma is controlled by both these Programme Regulations and the General Regulations.

1.2 These Programme Regulations apply in full, to students taking Imperial College specialisations as part of the MBA degree (see paragraph 2.2), except where indicated otherwise.

1.3 The MBA degree and the Postgraduate Diploma in International Management are awarded without classification. At the discretion of the Board of Examiners a mark of distinction will be awarded to those students who have completed the MBA examination and who have shown exceptional merit; a mark of merit will be awarded to those students who have completed the MBA examination and have shown merit.

1.4 The date of the award for the MBA degree and the Postgraduate Diploma to successful students will be **1 August** for students who pass their final examination(s) in May and **31 December** for students who pass their final examination(s) in October.

2. Structures

2.1 The Postgraduate Diploma consists of **six** compulsory courses.

2.2 The MBA degree consists of **nine** courses as follows:

- **six** compulsory core courses
- Plus*
- **Either**
two elective courses
Or
one specialisation chosen from a selection available from the MBA offered to External students by Imperial College London.

Plus

- a compulsory **research course** and **project**.

2.3 Full details of the structures are given in Schedule A.

2.4 Students should note that not all elective courses and specialisations will necessarily be offered each year.

3. Rules of progression

Students registered for the Postgraduate Diploma

3.1 Students registered for the Postgraduate Diploma may study and be examined in a minimum of **one** and a maximum of **six** new courses in any one year in which they choose to be examined.

3.2 In order to be able to transfer their registration to the MBA degree, students must normally obtain a pass at the required level (see Schedule C) in each of the **six** Postgraduate Diploma courses, and must receive a recommendation from the Examiners that they may proceed to the elective courses of the MBA degree provided they satisfy the work experience requirement for the degree.

3.3 The Examiners have complete discretion to take into account a student's overall performance.

Special arrangements for students who registered before 1 January 2003

3.4 In exceptional cases the Examiners may permit a student who, while qualifying for the award of the Postgraduate Diploma, achieves a Master's level pass in only five courses, to enter for one specified paper as a qualifying examination. A student who passes this paper at Master's level will then be eligible to proceed to the MBA degree. The mark obtained will not replace the previous mark obtained for that paper, nor will it affect the grading for the Diploma.

Students registered for the MBA degree

3.5 Students registered for the MBA degree may study and be examined in a minimum of **one** module and are strongly advised to take no more than **six** new courses in any year.

3.6 Students are strongly advised to study the core courses before the electives or specialisation. The report for the **research project** may be submitted only after all six core courses have been passed (see also paragraph 6.21).

3.7 At the discretion of the Examiners, a student registered for the MBA degree **before 1 January 2003** who does not achieve a pass at the required level (see Schedule C) in all **six** core courses, but who does achieve a pass at the level required for the Postgraduate Diploma, may be awarded the Postgraduate Diploma in International Management.

3.8 At the discretion of the Examiners, a student registered for the MBA degree who either does not achieve a pass in the elective courses (or specialisation) and research project, or who decides not to proceed with the degree, may, subject to having passed the six core courses, be awarded the Postgraduate Diploma in International Management.

4. Application and entrance requirements

Application

4.1 In order to be considered for registration as an External student, applicants are required to submit an application in accordance with the procedures and deadlines given in the relevant prospectus.

Entrance requirements

4.2 In order to be eligible to register for the MBA degree or Postgraduate Diploma in International Management, an applicant must satisfy the entrance requirements given in paragraphs 4.3 to 4.5

4.3 An applicant must have:

MBA degree

either

a second class honours degree or the equivalent from a university or other institution acceptable to the University for this purpose

or

a first degree from a university or other institution acceptable to the University for this purpose and a G-MAT score of 550

or

an equivalent professional qualification and a G-MAT score of 550

In addition, at least three years' relevant work experience is normally required

Postgraduate Diploma

either

a second class honours degree or the equivalent from a university or other institution acceptable to the University for this purpose

or

a first degree from a university or other institution acceptable to the University for this purpose and a G-MAT score of 550

or

an equivalent professional qualification and a G-MAT score of 550.

4.4 For all applicants an advanced level of ability to work in English is required. Applicants may be required to pass or to have passed within the last five years, at the appropriate level, a test of proficiency in English acceptable to the University.

4.5 Students must have regular access to the Internet and are required to have access to the computer hardware and software described in the prospectus and handbook. Students opting for an Imperial College specialisation are required to have access to the computer hardware and software described in the Imperial College MBA prospectus and handbook.

5. Period of registration

5.1 The minimum period of registration for the MBA degree is normally **two** years from the date of registration for the degree. The maximum period of registration is **five** years from the date of registration for the degree.

5.2 The minimum period of registration for the Postgraduate Diploma is **one** year from the date of registration for the Diploma. The maximum period of registration is **five** years from the date of registration for the Postgraduate Diploma.

5.3 An application for an extension of registration may be considered under Paragraph 4 of the General Regulations. A fee will be payable.

5.4 The effective date of a student's registration will be that given in the letter from the University confirming the student's registration.

6. Assessment

6.1 All core and elective courses, except for **Business research methods/research project** and the Imperial College specialisations (see paragraph 6.14), will be assessed by one three-hour unseen written paper and one written assignment.

6.2 The mark for each course will be based on the marks obtained in both the written paper and assignment, and will be weighted on the scale 80:20.

6.3 Students will be permitted to sit an examination if they do not submit an assignment or the assignment is received after the dates given in paragraph 6.9. However, students who do not submit an assignment, or whose assignment is received after the due date, will not receive a mark for that element of the assessment and will lose 20% of the total mark available for that course.

6.4 The **research project** will be assessed by submission of a report of approximately 12,000 words (excluding bibliographies or appendices and the project statement or executive summary).

6.5 Examinations by written paper for the core and elective courses, wherever held, will take place on two occasions each year in **early May** and **mid-October**.

6.6 Both examinations in any given calendar year will be based on the same course outlines and study materials. Students are responsible for ensuring that they have the correct material to prepare for an examination.

Special arrangements for students registered before or with effect from 1 September 2000

6.7 Students registered before or with effect from **1 September 2000** who failed at the first attempt at an examination(s) in **June 2000** or **June 2001** will be required to re-sit the examination/s under the method described in the Regulations for 2000/2001.

Special arrangements for students registered before 1 January 2005

6.8 Students who have attempted **International business economics** as a *core* course but have not attempted **International operations management and information systems**, may ask that **International business economics** be counted as an *elective*, thereby allowing them to take **International operations management and Information systems** as core courses instead (see Schedule A).

Assignments

6.9 Students may submit one assignment for each core or elective course (with the exception of **Business research methods/ research project**). Students must submit assignments in accordance with the instructions given in the World Wide Learning Community website (WWLC).

6.10 Completed assignments, together with an assignment form for each must be sent to arrive at Royal Holloway no later than the following dates:

- **31 March** for students taking the **May** examination for that course.
- **15 September** for students taking the **October** examination for that course.

Assignments received after these dates will not be marked and will not count in the formal assessment for that course.

6.11 Tutors will provide comments on assignments provided they are received at Royal Holloway no later than the following dates:

- **31 January** for the **May** examination
- **15 July** for the **October** examination.

6.12 Students who have submitted assignments in accordance with the deadlines given in paragraph 6.10 will **not** be permitted to revise their work and re-submit it.

6.13 It is the responsibility of the student to retain a copy of the assignment in the event of any postal difficulties in its submission.

6.14 Students must submit an assignment form with each assignment. This form contains a declaration that the student must sign, to the effect that the completed assignment is all the student's own work and that there has been no plagiarism (see paragraph 9 of the General Regulations). Copies of assignment forms will be included in each package of course materials. Further copies, if required, can be downloaded from the WWLC.

Imperial College specialisations

6.15 Imperial specialisations will be assessed by one three-hour unseen written paper and two written assignments; with the exception of **Decision making** which will be assessed by one three-hour seen written paper and two written assignments.

6.16 The mark for the written paper and the mark for the two written assignments will be weighted 80:10:10.

6.17 Examinations by written paper, wherever held, will take place on one occasion each year, normally in **May**. There is no October examination for specialisations.

Assignments

6.18 Students will be permitted to sit an examination even if they do not submit an assignment(s) or the assignment(s) arrives after the due date. However, students who do not submit an assignment(s), or whose assignment(s) is received after the due date, will not receive a mark for that assignment(s).

6.19 Assignment topics will be set by the course examiners and will change each year. Topics and full details of how students should submit their assignments are given in the study guide.

6.20 Assignments for specialisations must be submitted to the Distance Learning Programme, Wye Campus, in accordance with the instructions and deadlines given in the study guide for the specialisation.

6.21 The assignment(s) for each module will normally be submitted in the same academic year in which the candidate undertakes the examination for that module. Students who have submitted an assignment(s) and are subsequently unable to undertake the examination for that module must immediately

inform the Examinations Office, University of London External Programme supplying supporting certification where applicable.

Research course and research project

6.22 Students may submit the research report at any time after receiving notification that they have passed all six core courses.

6.23 Students submitting the research report are required to submit in advance a research plan of approximately 500 words for approval by the Director, External and Executive Programmes at Royal Holloway. Students must have passed at least **four** core courses before submitting the research plan.

6.24 Students will be required to submit **one** progress report to their advisor before submission of the final report. The progress report will not form part of the final assessment, but is an essential study requirement. Students who do not submit the progress report will **not** be permitted to submit the final report.

6.25 Students may submit the research report at any time of year, provided that at least four months have elapsed since the research plan was approved and that the report is received at Royal Holloway no later than:

- **15 March** to be considered as part of the **May** examination
- **1 September** to be considered as part of the **October** examination.

6.26 Further instructions on submitting the research plan, progress report and final report are given on the WWLC and in the Student Handbook.

Change of research topic

6.27 If a student wishes to change the topic of their research project, this must be requested by contacting the Programme Director in writing stating the reasons for the change.

6.28 If supervision has already been received on the original topic, the University has the discretion to charge a fee for a student to change their choice of research topic. This fee will be proportionate to the amount of supervision already received and, other than in the circumstances of paragraph 7.4, will not exceed £450.

7. Number of attempts permitted

7.1 Details of the number of attempts permitted are given in paragraph 7 of the General Regulations.

7.2 A student who fails to satisfy the Examiners at the first attempt of any course will be required to make a second attempt at whichever part(s) of the assessment s/he failed at the first attempt.

7.3 If a student registered for the MBA degree submits a **research report** which is otherwise adequate but needs minor amendment, the Examiners may require the student to make any amendments required by them and to re-submit the report within a period of four weeks, unless otherwise specified by the Examiners.

7.4 If the **research report** is failed completely, the student will be required to make a fresh application for approval of a topic and offer a new or re-written report at a subsequent examination (see paragraphs 6.22 to 6.28). Any new or re-written report requiring supervision will be subject to a fee. The fee set will be at the discretion of the University.

8. Fees

8.1 The fees payable to the University for the MBA degree and the Postgraduate Diploma are of two kinds:

- a registration fee, for the student to be registered with the University
- a fee for each course studied. This fee includes the first entry to the examination for that course. An additional fee is payable in the event of re-entry (see paragraph 8.8).

8.2 Fees may be paid in one of two ways. Students may: *either*

- (a) pay a single payment to cover the registration fee and all course fees at the time of initial registration:

MBA	£8,050
Postgraduate Diploma	£5,495

or

- (b) pay the registration fee in order to register and pay the course fee for each course as it is taken:

MBA and Postgraduate Diploma

(i) registration	£785
(ii) fee per core and elective course	£785
(iii) fee for Imperial College specialisation	£1570
(iv) fee for research course/ research project	£985
(v) fee for changing research topic (see paragraph 6.27)	<i>up to</i> £450

8.3 Where students are following courses with a local institution offering tutorial facilities, different fee schedules will apply. Students should refer to the institution concerned for further information.

8.4 The fees above and in paragraph 8.8 apply to 2005 only.

8.5 Fees may be paid at any time of the year. However, the deadlines for registering (new students only) and buying or requesting course materials other than the Imperial College specialisations (new and continuing students) are as follows:

- **15 October** for students who intend to take an examination in **May** of the following year
- **15 March** for students who intend to take an examination in **October** of the same year.

8.6 Students wishing to enrol for an Imperial College specialisation must inform the Student Registry and pay the relevant fee, (see paragraph 8.2) by **31 July**.

8.7 These deadlines will be strictly applied. Students who miss a deadline for an examination will be required to enter a subsequent examination. No course materials will be despatched until the relevant fees have been received.

Examination re-entry

8.8 Students who enter an examination on a second occasion, having failed on the first occasion, are liable to pay an examination re-entry fee of £123 for one course, £187 for two courses, £261 for three courses and £330 for four courses. The deadlines for payment of examination re-entry fees are:

- **1 February** for the **May** examination
- **8 August** for the **October** examination.

Transfer of registration

8.9 Students who transfer from the Postgraduate Diploma to the MBA degree will be required to pay the relevant unit fees for the completion of the degree.

Refunds

8.10 Registration fees will not be refunded except as provided below:

If a student dies or is prevented from pursuing his or her studies through a disabling illness or that of a near relative for whose care they are responsible, a proportion of the registration fee which has been paid may be refunded at the discretion of the University provided that:

- the application is made within two years of the effective date of the student's registration
- no entry has been made to an examination for the MBA degree or the Postgraduate Diploma
- such medical or other evidence as may be required is submitted.

8.11 A refund of course fees will be given where the fee has been paid but no study materials have been despatched. Any refund will be subject to an administrative charge determined by the University (currently £50).

Schedule A / Structures

Postgraduate Diploma

Six compulsory core courses

Core courses:

International accounting and finance (8000010)
International marketing (8000020)
International business strategy (8000050)
*International human resources management
and organisational behaviour (8000030)*

+

Students registered on 1 January 2005 or after
International operations management (8000045)
Information systems (8000046)

Students registered before 1 January 2005

either

International business economics (8000060) ▲
*International operations management and
information systems (8000040) ◆*

or

International operations management (8000045)
Information systems (8000046)

MBA

Six compulsory core courses

Core courses:

International accounting and finance (8000010)
International marketing (8000020)
International business strategy (8000050)
*International human resources management
and organisational behaviour (8000030)*

+

Students registered on 1 January 2005 or after
International operations management (8000045)
Information systems (8000046)

Students registered before 1 January 2005

either

International business economics (8000060) ▲
*International operations management and
information systems (8000040) ◆*

or

International operations management (8000045)
Information systems (8000046)

+

**two electives or
one specialisation**

Notes

▲ *Last examination as a core course in 2005.*

□ *Only available for re-sits in 2005*

■ *May only be offered if not already taken as a
core course*

◆ *Last examination in 2005, except for a re-sit
in 2006*

∇ *Expected to be examined for the first time in
May 2006*

The examination numbers are appended to the
course titles and these numbers should be used
when completing examination entry forms

Two electives chosen from the following list:

Asia Pacific business (8000070)
North American business (8000080)
European business (8000090)
Multinational enterprise (8000100)
International business law (8000110) □
International business analysis (8000120)
Global financial markets (8000130)
Management, leadership and teams (8000140)
International business economics (8000060) ■

Or

**One Imperial College specialisation
chosen from the following list:**

Entrepreneurship (8001M70)
Decision making (8001M80)
Customer focused strategy (8001M90) ∇
Investment and risk (8001M91) ∇

+

**Business research methods/
research project (8000150)**

Schedule B / Course outlines

The examination numbers are appended to the course titles and these numbers should be used when completing examination entry forms.

The course outlines for those courses that are now available only as re-sits have been omitted from this Schedule. Students permitted to take these courses should refer to previous editions of the Regulations for the course outlines.

Compulsory core courses

International accounting and finance [8000010]

Accounting in context
Preparing financial reports
Analysing financial reports
Relevant costs
Cost-volume-profit analysis
Costing and pricing in a competitive environment
Budgeting
Accounting for control
Capital investment decisions
International aspects of management
Accounting and finance

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

International marketing [8000020]

Introduction
Corporate marketing management
Components of the marketing environment
Segmentation, targeting, and positioning
Corporate identity and branding
Products and product management
Communications, sales, and client relationships
Channels of distribution
Competition and pricing
Conclusion

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

International human resource management and organisational behaviour [8000030]

Classical approaches to people and organisations
The labour market
Recruitment and selection
Remuneration and rewards
Organisational structure and design
Organisational culture
Organisational change

Human resource management – local or international?
Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

International operations management and information systems [8000040]

(To be examined for the last time in 2005, except for a re-sit in 2006)

(Cannot be offered with 8000045, 8000046)

Introduction to information systems
Information infrastructure in a world-class enterprise
Information systems to support business functions
Information systems strategy and planning
Information systems development
Issues in information systems: quality, implementation, evaluation and security

Information systems: managing the future
Introduction to operations management
Managing production and inventory
Quality control, assurance and the human dimension
Product development and design
Contemporary and future trends

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

International business strategy [8000050]

Introduction
Corporate Strategy
Planned versus emergent views of strategy
Major strategic problems and issues facing international firms
Positioning and resource-based approach to strategy making
Strategic options in international business
Challenges of cross-cultural and transitional management to strategy formulation
Complexity and change in international strategy

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

International business economics [8000060]

(Cannot be offered with 8000045, 8000046)

(Last examination as Core course in 2005)

Introduction
Economic underpinnings of business strategy
Basic concepts in economics
The theory of the firm
Vertical and horizontal integration
Market structure and competition
The economics of risk 1 – diversification
The economics of risk 2 – options

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

International operations management [8000045]

(Cannot be offered with 8000040, 8000060)

Aims: Production and operations management is concerned with the design, planning and control of operating systems for the provision of goods and services. This course will provide the student with an insight not only into the tools and techniques used in the development of operational systems but more importantly into the factors that affect the choice of operating methods. The course examines the different approaches to the planning cycle (product development, operating system and facility design) with reference to the strategic aims of the organisation. It also looks at the many different production control techniques: capacity planning, push and the Japanese perfected pull (just-in-time) systems and their effect on the effectiveness and efficiency of the organisation.

Learning outcomes: identify strategic factors implicated in the choice of operating methods, debate the merits and limitations of specific tools and techniques, and their implementation.
Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

Information systems [8000046]

(Cannot be offered with 8000040, 8000060)

Information systems as social systems
Competing with information systems

Information infrastructure & types of IS Information systems to support business functions
IS strategy; IT-enabled business transformation; IS planning frameworks
IS development; The lifecycle approach to systems development and its alternatives; IS development methods
Quality of IS; IS implementation; IS security; IS evaluation
Information systems and electronic commerce; challenges to e-commerce
Information systems and organisational and social impacts
Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

Elective courses

Field study electives

Electives in this group enable students to focus on a region of particular interest to them, or alternatively to examine the challenges facing the multinational enterprise in a global economy.

Asia Pacific business [8000070]

Introduction: the rise and fall of the East Asian 'miracle'
Business structure and organisation in Japan
The emergence of South Korea as a newly industrialised economy
China's pre-reform economy
International business and joint ventures in China
Seeking to catch up – focus on Malaysia
Asia Pacific as a market
Human resource management in East Asia
Employee relations in the Asia Pacific – the view from the shopfloor
Contemporary and future threats – political, economic, social, internal and external change
Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

North American business [8000080]

The rise and transformation of the American corporation
The US corporation and technical progress
The structure of the US labour market
North American corporations and the downsizing debate
Telecommunications as an industry
Management cultures and management practices, networks and relationships, power and leadership
North American Free Trade Agreement
The American Corporation in the 21st century
Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

European business [8000090]

Introduction to European business and the European Union
The EU policy-making and the evolution of the single market
European competitiveness and competition policies
Vertical and horizontal industrial policies and their implications: the case of telecommunications
European Monetary Union: businesses and regional implications
European social dimension and labour market
Perspectives on major European economies: Germany, Britain and France
Perspectives on southern European economies: Spain and Italy

Perspectives on economies in transition: Poland, Hungary and Turkey
European economy and business in the new millennium
Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

Multinational enterprise [8000100]

Introduction: defining the multinational enterprise
The global economy
Theory and history of MNEs
Foreign market entry
Multinational strategy
Organisation
Processes and people
Governments, governance and ethics
Conclusion: the prospects for MNEs
Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

Professional electives

The professional electives are designed to deepen students' knowledge of key management tools in the area of business analysis, management control systems, people management and finance, and to enable students to pursue interests in a range of professional areas of interest.

International business analysis [8000120]

Introduction
American management practices
Globalisation of economies
Concept of value added from a set of company accounts
Market context of international business
Changing composition of national value added statistics
Development of financial services and decline of manufacturing
Understanding the value chain
Sector matrix: supply and demand issues
Mergers, acquisitions and restructuring
The future – micro-level and meso-level
Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

Global financial markets [8000130]

Introduction to global financial markets
Basic concepts in global financial markets
Fixed interest
The fixed interest market
The global equity market

Derivatives
Options
The foreign exchange markets
Conclusion

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

Management, leadership and teams [8000140]

Introduction
The need for leadership?
Human behaviour and personality
The executive process
Contingency theories of leadership
Leadership and change
Managing horizontally and vertically
Teams and teamworking
International teams
The senior management challenge

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

International business economics [8000060]

(May only be offered if not already taken as a Core course)

Introduction
Economic underpinnings of business strategy
Basic concepts in economics
The theory of the firm
Vertical and horizontal integration
Market structure and competition
The economics of risk 1 – diversification
The economics of risk 2 – options

Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

Imperial College Specialisations

(The following are each equivalent to two electives)

Entrepreneurship [8001M70]

The goal of this specialisation is to introduce students to the fast-moving world of entrepreneurship. The module is practical and interactive, and aims to help students develop the entrepreneurial skills needed to launch, or invest in, the next generation of successful new ventures within the global economy. We will examine the launch of independent start-ups, the creation of new ventures within existing organisations, and the role of entrepreneurial management teams within profit and not for profit sectors. We will discuss the rise and fall, and rise again of high-growth sectors such as biotechnology, information technology and the internet and will examine opportunities for entrepreneurs and investors in the future.

The underlying aim of the course is to unravel the “mystery” of becoming a successful entrepreneur - to reveal that there is no mystery at all. The module will provide all students with the theoretical and practical skills to launch or assess successful new ventures and will guide students through the entrepreneurial life cycle. We will outline routes to ownership from the classic “start-up” scenario to inheriting the family business and all that goes with it. We will address strategies and tactics for creating business plans, raising finance, building effective teams and launching the venture through to managing operations and making decisions in rapidly changing business environments. Finally we will look at scenarios for harvesting the rewards of successful new venture creation, and then doing it all over again the realm of the serial entrepreneur.

Assessment: by one three-hour unseen written paper (80%) and two written assignments (20%)

Decision making [8001M80]

(Formerly known as Quantitative decision making)

This module introduces some of the key concepts and ideas underlying the approaches adopted for quantitative decision making

- *Network Analysis*
Dealing with the planning and control of projects via the critical path and incorporating float (slack) times, cost/time tradeoff, uncertain activity completion times and resource considerations

- *Decision Trees*
Dealing with sequential decision problems, such as deciding whether to test market a product and the future size of possible production facilities in the event that test marketing is successful, where chance (probability) plays a key role and incorporating utilities and expected value of perfect information
- *Inventory Control*
Dealing with problems that arise in the management of stock and incorporating Economic Order Quantity, quantity discounts, probabilistic demand, and Materials Requirements Planning
- *Markov Processes*
Dealing with approaches used in modelling situations, such as consumer brand switching, that evolve in a stochastic (probabilistic) fashion though time
- *Mathematical Programming: Formulation*
Dealing with the representation of decision problems using linear models with a single objective which is to be optimised and incorporating the formulation of both linear programs and integer programs
- *Mathematical Programming Solution*
Dealing with the numeric solution of mathematical programs, discussing sensitivity analysis and robustness and the use of such models for tactical/strategic decision-making
- *Data Envelopment Analysis*
Dealing with assessing the relative efficiency of decision making units in organisations and incorporating input/output definitions, basic efficiency calculations, reference sets, target setting and value judgements
- *Multicriteria Decision Making*
Dealing with goal programming which considers multicriteria decision problems where the constraints are “soft”
- *Queueing theory and simulation*
Dealing with the representation and analysis of complex stochastic systems, such as those found in banks, supermarkets, airports, etc where queueing is a common occurrence

Assessment: students will be examined by an ‘open book’ written paper (80%) and two written assignments (20%). Details of the procedure and the permitted documents will be sent to candidates with the timetable for the examination.

Customer focused strategy [8001M90]

(Expected to be examined for the first time in May 2006)

CFS strategy is for students who want to know how to create new markets and wealth in the new economy. It applies equally to students who seek to start up their own new venture or those who are re-entering a company, the public sector or a consulting group, with a view to building and implementing a strategic action plan that will lead to transformation and opportunities for lasting competitive advantage.

In this specialisation students will get a well researched and applied methodology for:

- constructing a compelling idea that will sell to investors and top management,
- defining and articulating new “market spaces”,
- identifying specific opportunities for adding value to customers,
- understanding the role of E-technology to get deep connections to customers,
- choosing business partners and managing these relationships,
- getting critical mass and buy-in through a process of implementation,
- building a business case using the new economics.

The overriding aim is to give students new insights, skills, and vocabulary to enable them to take a new or established corporation successfully and proactively into the future.

Assessment: by one three-hour unseen written paper (80%) and a written assignment (20%).

Investment and risk [8001M91]

(Expected to be examined for the first time in May 2006)

Pension and mutual funds as well as individuals are concerned about their investments in stocks, bonds, foreign assets, real estate and derivative instruments. Are stock prices predictable or is predictability an illusion which fools people and gives rise to bubbles, momentum trading and different investment styles – all of which may be worthless? It may be better just to hold a ‘passive’ or ‘tracker’ portfolio, which mimics movements in the S&P500 stock index. These are key issues in portfolio choice that we will address.

Investments usually involve risk. How can we measure risk and assess the investment performance of (say) a particular mutual fund to see if it ‘beats-the-market’ after allowing for risk. Derivatives such as futures, options and swaps can be both dangerous and benign for investors. They can be used to magnify your returns (both ‘up’ and ‘down’) – this is dangerous as Long Term Capital Management LTCM (a hedge fund), Nick Leeson a derivatives trader who put Baring’s Bank into liquidation and John Rusnak of Allied Irish Bank, discovered to their cost. But derivatives can also be used to offset or limit risks that you already hold – portfolio insurance, straddles, strangles and butterfly strategies can be used for this purpose. Before investment banks can decide whether they need to reduce (or even increase) the overall risk of all their assets, they must be able to measure their market risk exposures. This is the Value at Risk concept initially developed by J.P.Morgan in 1997. Today, all financial institutions must have a credible and verifiable risk management system in operation and we shall see how this is implemented and forms the basis for the regulator’s view of whether a bank is subject to too much risk (given its capital base).

Assessment: by one three-hour unseen written paper (80%) and a written assignment (20%).

Business research methods/research project

The research course and project [8000150]

Business research methods – (how to write your report)

This is an innovative course designed as a step-by-step guide on how to write your project. It is based on many years of experience of helping students to successfully complete a research project. Unlike all other courses in the MBA, there is no examination but the course is assessed through the submission of an approximately 12,000 word report.

Course outline

Starting your project: developing and choosing a research topic; routes to pursue a research issue; how soon should I write?

designing your research project – research purpose, research strategy; unit of analysis; time dimension; study setting.

Progress of your project: typical route road blocks to making progress on your project; when to stop writing; the 65 per cent rule; limits and objectives of the literature review, structuring your literature review, falsification theory and the structure of a literature review.

Theory building: how do we think; scientific understanding and method; deduction and induction; lateral thinking; fuzzy thinking; theory building; variables; hypotheses; what are theories for? do theories have to make sense? Simplification; structure of a theory chapter.

Methodology: components and structure of a methodology chapter; methodology diary; common methodological problems; qualitative versus quantitative research; qualitative data collection, six characteristics of qualitative data collection; methods for collecting qualitative data; methods for collecting quantitative data; complementarity of qualitative and quantitative research; sampling and survey design; advantages of sampling; representativeness and randomness; reliability and validity; populations and sampling frames; sampling designs.

Coping with data: statistics are beautiful; the power of statistics; six common statistical fallacies; when is data information? introduction to statistical techniques; data analysis; decision framework for data analysis; statistical tools for data analysis; use of SPSS.

Concluding chapters: bringing data back to theory; how not to write a conclusion; common problems of style; basic rules of writing; the expectations of examiners.

Research project

The outcome of the Business research course and research project is a report of approximately 12,000 words (excluding bibliographies or appendices and the project statement or executive summary). You are required to submit a 500 word research plan for comment before beginning work on your detailed research.

Using the theoretical and practical skills developed during your studies, you are now asked to consider a substantial business problem in some depth. As your work proceeds, you will be able to refer to the materials, readers, case studies and textbooks supplied to you to support your studies for the core and elective courses. You may also be able to supplement this reference material with further local resources – libraries, government offices and most importantly, your employer. Access to the Internet can also be helpful in tracing additional source material to support your research. Your supervisor will advise you (via email, fax or telephone) at intervals through the preparation of your report and will comment on a full draft before you enter the final stage of preparing it for submission.

Assessment: the research project is assessed by submission of a report of approximately 12,000 words (excluding bibliographies or appendices and the project statement or executive summary)

Schedule C / Marks

Marks for students who registered before 1 January 2003

Mark range	MBA degree
70 and over	Distinction
50 – 69	Pass
0 – 49	Fail

Mark range	Postgraduate Diploma
40 and over	Pass
0 – 39	Fail

Marks for students who registered on or after 1 January 2003

Mark range	MBA degree
70 and over	Distinction
65 – 69	Merit
50 – 64	Pass
0 – 49	Fail

Mark range	Postgraduate Diploma/ Occasional students
50 and over	Pass
0 – 49	Fail

Notes:

The award of the MBA degree or the Postgraduate Diploma is normally given on the basis of achieving marks within the appropriate range in each course. Examiners have complete discretion to take into account the student's overall performance.

In order to qualify for the award of the Postgraduate Diploma, students who registered before 1 January 2003 will be required to have obtained a minimum mark of 40% in each compulsory course; students who registered on or after 1 January 2003 will be required to have obtained a minimum mark of 50% in each compulsory course.

In order to qualify for the award of the MBA, students will be required to have obtained a minimum mark of 50% in each compulsory course, two elective courses and the research project.

The award of distinction or merit for the MBA is at the discretion of the Board of Examiners.

Transitional arrangements for students taking short courses from a Postgraduate programme in the academic session 2004-2005 and the calendar session commencing 2005

The University's External Programme is developing a new short course programme to offer a range of courses for the purposes of Continuing Professional Development and also as an alternative route into the related Postgraduate degree, diploma or certificate. The new programme will initially apply to the External Programme's portfolio of postgraduate programmes. During the introduction of the new short course programme, arrangements have been made for 'Occasional' students and those taking 'Supplementary subjects' to accommodate the transition from existing arrangements to the new programme.

On this basis, transitional arrangements will apply to External students registering for an individual subject or subjects from a postgraduate programme offered through the External Programme. These subjects, that were formerly offered to those registered as Occasional students or for Supplementary subjects, will henceforward be known as 'short courses'.

Students registering for short courses *on or after* 1 September 2003, **and** any students who were made an offer of registration, **or** registered as an Occasional student or for Supplementary subjects *before* 1 September 2003 must read these transitional arrangements in conjunction with the relevant postgraduate Programme Regulations.

These arrangements will apply to the academic session 2004–2005 and the calendar session 2005 and relate only to the following postgraduate programmes listed below:

Academic year programmes (2004-2005)

- MSc/Postgraduate Diploma in Drugs and Alcohol: Policy and Intervention
- MSc/ Postgraduate Diploma in Epidemiology: Principles and Practice
- MSc/ Postgraduate Diploma in Health Systems Management
- MSc/ Postgraduate Diploma in Infectious Diseases
- MBA
- MSc/ Postgraduate Diploma in Organizational Behaviour and MSc Occupational Psychology

Calendar year programmes (2005)

- MSc/ Postgraduate Diploma in Development Finance
- MSc/ Postgraduate Diploma in Financial Economics
- MSc/ Postgraduate Diploma in Financial Management
- MSc/ Postgraduate Diploma in Public Policy and Management
- Postgraduate Diploma in Economic Principles
- MSc degrees/ Postgraduate Diplomas in Organizational Psychology and Human Resource Management
- MSc/ Postgraduate Diplomas and Certificates (Imperial College, Wye campus)

- MBA/ Postgraduate Diploma in International Management
- MA/ Postgraduate Diploma in Distance Education

Application and registration

Applicants will normally be required to satisfy the entrance requirements of the relevant Postgraduate degree/diploma/certificate in order to be eligible to register for one or more short courses. Please refer to the paragraph 4 of the 2004–2005 (or 2005) Programme Regulations for more information. Alternatively, if a student does not hold the qualifications listed in paragraph 4 of the Programme Regulations, the University may still consider the application but will require evidence of the student's ability to undertake an advanced course of study.

Where permitted (see the attached table), a student may also apply to register for one or more short courses from a Postgraduate degree, diploma or certificate that they have been awarded as an External student. Registration deadlines are detailed in the accompanying table.

Choice and number of short courses permitted

Students may be registered for, and enter the examination in, one or more short courses of the relevant degree/diploma/certificate.

Students may apply to take any subject of the degree, diploma or certificate as a short course, unless indicated otherwise in the accompanying table. Students must also refer to the 2004–2005 (or 2005) Programme Regulations for further details (e.g. lists of subjects available, course outlines). A student's choice of short course must be approved by the University.

Students who register for, and receive a pass mark in, a short course from a degree, diploma or certificate they have been awarded as an External student, will **not** be permitted to replace any marks awarded previously for the degree, diploma or certificate.

Period of registration

The minimum period of registration is **one** year from the effective date of registration for a short course. The maximum period of registration is **two** years from the effective date of registration for a short course. Students on a short course for the MBA and Postgraduate Diploma in International Management will be given an *actual* date of registration, to which the minimum and maximum registration periods apply.

*Students registered for 'Supplementary subjects' before 1 September 2003 will have a maximum registration period of **four** years from their date of registration for Supplementary subjects.*

Assessment

Students undertaking the formal assessment for a short course are required to take all element(s) of the examination applicable to the relevant subject from the degree, diploma or certificate. Students are required to refer to the 2004–2005 or 2005 Programme Regulations (as appropriate) for specific details about examinations and the *Procedures booklet: Postgraduate programmes* for details about examination entry deadlines and procedures. The marking schemes (and any variations in a marking scheme) for the formal assessment of a short course will be the same as those applicable to the related degree, diploma or certificate programme.

Number of attempts permitted

The maximum number of attempts permitted at any examination for a short course is **two** in the period of registration for a short course.

Progression from short courses to a related degree, diploma or certificate

Successful completion of a short course may be taken into account for admission (or progression) to the related Postgraduate degree, diploma or certificate. Students may be permitted to carry credit into that qualification, provided that the application is made within **four** years of completion of the relevant short course. Successful completion of a short course from a Postgraduate programme does **not** in itself automatically satisfy the entry requirements for that related degree/diploma/certificate programme **or** ensure credit.

A student who passes one or more short courses, and who is admitted to the related Postgraduate degree, diploma or certificate will be given a new period of registration as an External student. The maximum period of registration for the degree, diploma or certificate will be **five** years from the effective date of registration for the degree/diploma/certificate concerned.

External students registered for a short course who are subsequently admitted to the related Postgraduate degree, diploma or certificate will be required to pay the registration fee for the degree/diploma/certificate and the fee for the remaining subjects. On payment of the registration fee, students will receive a new five-year period of registration.

Award of other certificates

Students who attempt all elements of the examination for a short course will receive an individual notification of their result in each subject. Students will receive a certificate for each short course successfully completed.

Fees

Please refer to the accompanying table for details of fees payable for students taking short courses in 2004-2005 and 2005, and the *Procedures booklet: Postgraduate programmes* for further details of fee payment procedures and deadlines.

TRANSITIONAL ARRANGEMENTS FOR STUDENTS REGISTERED ON SHORT COURSES : SUMMARY FOR ACADEMIC YEAR (2004–2005) POSTGRADUATE PROGRAMMES

IMPORTANT NOTE:

Students must read this chart in conjunction with the relevant 2004–2004 Programme Regulations and, where appropriate, the *Procedures booklet: Postgraduate programmes*.

Degree/diploma	Registration deadline	Maximum number of short courses for which a student can be registered	Programme-specific rules	Fees (2004-2005) for each unit/module taken as a short course
MSc degree/ PG Diploma in Drugs and Alcohol: Policy and Intervention	31 August	Three	<p>Students may study and be examined in the following subjects only from the MSc degree/Pg Diploma:</p> <ul style="list-style-type: none"> • <i>Theories of drug and alcoholic misuse and intervention</i> * • <i>Preventing drug and alcohol related problems</i> • <i>Risk analysis and behaviour change (drugs and HIV)</i> <p>* Students are normally required to study this course.</p> <p>Students are not permitted to take a short course from a degree or diploma they have already been awarded as an External student.</p>	£970 for each module taken as a short course.
MSc degrees/PG Diplomas in: <ul style="list-style-type: none"> • Epidemiology: Principles and Practice • Health Systems Management • Infectious Diseases 	31 August	One or more, at the discretion of the University.	<p>Students can take one or more individual units from a degree or diploma with the exception of the <i>Project report</i>.</p>	<p>£1332 per each core unit taken as a short course.</p> <p>£697 for each advanced unit taken as a short course.</p>
MBA (Imperial)	31 July	One or more, at the discretion of the University.	<p>No specific restrictions, but please refer to the 2004-2005 Programme Regulations for course outlines, structures, etc.</p> <p>Students must note that application forms are obtainable <i>from</i> and returnable <i>to</i> Imperial College, Wye Campus.</p>	£1400 for each module taken as a short course.

TRANSITIONAL ARRANGEMENTS FOR STUDENTS TAKING SHORT COURSES : SUMMARY TABLE FOR CALENDAR YEAR (2005) POSTGRADUATE PROGRAMMES

IMPORTANT NOTE:

Students must read this chart in conjunction with the relevant 2005 Programme Regulations and, where appropriate, the *Procedures booklet: Postgraduate programmes*

Host degree/diploma/certificate	Registration deadlines	Maximum number of short courses for which a student can be registered	Programme-specific rules	Fees (2005) for each unit/module taken as a short course
MSc degrees/PG Diplomas in Organizational Psychology and Human Resource Management	1 December	Three	Students can study, and be examined in, up to three modules with the exception of the <i>Research project</i> . Students are not permitted to take a short course from a degree or diploma they have been awarded as an External student.	£800 for each module taken as a short course.
MSc degrees/ PG Diplomas in: <ul style="list-style-type: none"> • Development Finance • Financial Economics • Financial Management • Public Policy and Management 	13 December (for registration in January) 15 May (for registration in June)	Three	No, specific restrictions, but please refer to the 2005 Programme Regulations for course outlines, structures, etc. Students must note that application forms are obtainable from and returnable to, the Centre for Financial and Management Studies, SOAS.	£960 for each course taken as a short course.
<ul style="list-style-type: none"> • PG Diploma in Economic Principles 	13 December (for registration in January only)	Two	Students must note that application forms are obtainable from and returnable to, the Centre for Financial and Management Studies, SOAS. Students are not permitted to take a short course from a degree or diploma they have been awarded as an External student.	£960 for each course taken as a short course.

Host degree/diploma/certificate	Registration deadlines	Maximum number of short courses for which a student can be registered	Programme-specific rules	Fees (2005) for each unit/module taken as a short course
MSc degrees/PG Diplomas/PG Certificates (Imperial College, Wye Campus)	1 January	One or more, at the discretion of the University.	<p>No specific restrictions, but please refer to the 2005 Programme Regulations for course outlines, structures, etc.</p> <p>Students must note that application forms are obtainable <i>from</i> and returnable <i>to</i> Imperial College, Wye Campus.</p> <p>Students are not permitted to take a short course from a degree or diploma they have been awarded as an External student.</p>	£795 per each unit taken as a short course.
MBA/PG Diploma in International Management	<p>15 October (for students who intend to take an examination in May of the following year)</p> <p>15 March (for students who intend to take an examination in October of the same year)</p>	Three	Students may study and be examined in a maximum of three units with the exception of <i>Business research methods</i> and the <i>Research report</i>	£885 for each unit taken as a short course.
MA/PG Diploma in Distance Education	Registration for this degree has been discontinued.	One	Students may be permitted to study a maximum of one short course where they have not been awarded the MA degree or diploma as an External student. Exceptionally students may be permitted to undertake a second short course concurrently.	£790 for each full credit course taken as a short course.

General Regulations for Awards at Graduate and Masters Levels

These General Regulations govern all awards placed at the Graduate and Masters levels of the *Qualifications Framework for the External Programme* of the University of London.

1. The Regulations

1.1 These General Regulations govern all awards placed at the Graduate and Masters levels of the *Qualifications Framework for the External Programme*, as listed in paragraph 2.1. The rules within these General Regulations apply, in their entirety, to all of the awards listed, except where indicated otherwise.

1.2 The definition, level, volume and learning outcomes of these awards are described in the *Qualifications Framework for the External Programme*.

1.3 In addition to these General Regulations, individual programmes of study are governed by specific Programme Regulations.

1.4 Registered External students are required to comply with these General Regulations and the appropriate Programme Regulations. They must also comply with the procedures, deadlines and instructions issued by the University in, for example, the student handbook/manual and Notice to Candidates. The University is not responsible for any consequences arising from failure to comply with these Regulations, procedures, deadlines or instructions.

1.5 It is a student's responsibility to ensure that his or her choice of subjects complies with the Regulations that are current for that year.

1.6 The rules relating to a particular programme of study in any given year are those included in the Regulations for that current year and not in the year in which the student initially registered (see also paragraph 1.9).

1.7 On all matters concerning the interpretation of these Regulations, or on which they are silent, the decision of the University shall be final.

Changes to the Regulations

1.8 The Regulations are reviewed and published annually, and are subject to change.

1.9 Two years' notice will normally be given to registered students of any major amendment of the Regulations. Five years' notice will be given to registered students should the University be required to withdraw the programme of study for which they are registered.

Terminology used in the General Regulations

1.10 The awards governed by these General Regulations may be referred to jointly as 'programmes of study' or 'programmes'. Advanced Graduate Certificates and Postgraduate Certificates are referred to jointly as 'certificates', and Advanced Graduate Diplomas and Postgraduate Diplomas as 'diplomas'. Postgraduate degrees are referred to as 'degrees'.

1.11 These General Regulations describe the individual elements of a degree or diploma as 'subjects'. In the Programme Regulations, these may be called 'courses', 'units' or 'modules'.

1.12 The term 'examination' used in these Regulations refers to the entire assessment for a subject, and includes not only the written paper for that subject but also any coursework, project, dissertation or online participation that count towards the final assessment.

Student complaints procedure

1.13 The University has a *Procedure for External student complaints* which can be found in the student handbook/manual (or the equivalent publication) and on the External Programme web site.

2. Awards to External students

2.1 The University grants the following awards at Graduate and Masters levels to External students:

- Advanced Graduate Certificates
- Advanced Graduate Diplomas
- Postgraduate Certificates
- Postgraduate Diplomas
- Postgraduate (or Master's) degrees.

2.2 The degrees, diplomas and certificates listed in paragraph 2.1 are awarded without classification, although some may be awarded with a mark of Distinction or Merit (see paragraph 1 of the Programme Regulations).

2.3 A certificate under the seal of the University will be delivered to each successful student who is awarded a degree, diploma or certificate. The date of the award will be as indicated in paragraph 1 of the Programme Regulations concerned.

2.4 External students are examined to the same standard as that required of students enrolled at individual Colleges or Institutes of the University. Statute 66[2] of the University states that "*candidates granted degrees and other awards shall have attained the same academic standard irrespective of mode or place of study or examination.*"

2.5 To be eligible for an award of the University as an External student, a student must have been registered for the relevant programme of study as an External student (but see paragraph 2.7) and have complied with the Regulations in all respects, and have made satisfactory payment to the University of all due fees and accounts. The University reserves the right not to make the award to, or to publish the examination results of, students who fail to satisfy any of these conditions.

2.6 To register for a programme of study as an External student, an applicant must satisfy the conditions given in paragraph 4 of the relevant Programme Regulations. In addition, an applicant who was either previously registered as an

External student or previously enrolled at a constituent College or Institute of the University of London must have made satisfactory payment to the University or College/Institute of all due fees and accounts. An applicant who fails to satisfy this condition will **not** be permitted to register, or to register again, as an External student.

2.7 At the discretion of the Board of Examiners, and as indicated in paragraph 3 of the Programme Regulations, a student registered for a diploma or degree who does not complete the programme of study *or* who does not satisfy the Examiners (at the level required for the award) in all subjects may be awarded a related certificate or diploma (if applicable). Such students will be required to have satisfied the Examiners (at the level required for the award concerned) in the subjects that comprise the certificate or diploma. The award of the certificate or diploma will be with effect from the year in which the certificate or diploma subjects were successfully completed.

2.8 An External student who has successfully completed the examinations for a certificate or diploma and has not accepted that award, may apply to transfer his or her registration to a related diploma or degree (if applicable) subject to the rules of progression in paragraph 3 of both these and the Programme Regulations. A student who has accepted the award of the certificate or diploma may also apply to transfer his or her registration unless the Programme Regulations state otherwise.

2.9 An applicant who has previously received an award of the University of London, or whose registration with the University was terminated because he or she had exhausted the permitted number of attempts at an examination, may apply to register again as an External student for a programme of study in a different subject or field of study.

2.10 Unless paragraph 1 of the relevant Programme Regulations states otherwise, an applicant who has previously received an award of the University of London, or whose registration with the University was terminated because he or she had exhausted the permitted number of attempts at an examination, may apply to register again for a programme of study in the same subject or field of study. All applications will be considered on an individual basis. Permission to register in these circumstances will be given at the discretion of the University and will be subject to any further conditions specified in these General Regulations and in the relevant Programme Regulations, or by the University.

2.11 A former student of the University who is applying to register again as an External student under the provisions of paragraphs 2.9 or 2.10 will be required to satisfy the entrance requirements for the programme of study for which he or she is applying and the conditions given in paragraph 2.6.

3. Rules of progression

Progression within a programme of study

3.1 Students are required to comply with the rules of progression given in paragraph 3 of the Programme Regulations.

3.2 Students are not required to enter examinations every year nor to enter on the date they indicate at the time of registration, unless the Programme Regulations state otherwise.

Progression from a certificate or diploma to a related award

3.3 There is no automatic progression between certificates, diplomas and degrees. Satisfactory completion of a certificate or diploma does not in itself guarantee entry to a related diploma or degree. In order to proceed to a related award, a student registered for a certificate or diploma must normally successfully complete all the prescribed certificate/diploma subjects at the required level and receive a recommendation from the Examiners that he or she may proceed.

3.4 A student who progresses from a certificate or diploma to a related award will be credited the same or equivalent subjects passed. The attempts at any failed subjects which are common to the diploma or degree to which the student progresses will be carried forward and will count towards the number of attempts permitted at those subjects.

Progression from a short course

3.5 Successful completion by formal assessment of a short course or courses may be taken into account for admission to a related or unrelated certificate, diploma or degree (with the exception of the LLM degree).

3.6 Successful completion by formal assessment of a short course or courses may be taken into account for credit towards a certificate, diploma or degree (with the exception of the LLM degree), provided that the application is made within **three** years of the completion of the relevant course or courses.

3.7 Successful completion of a short course or courses does not in itself automatically satisfy entry requirements for any certificate, diploma or degree or ensure credit.

3.8 A student who does not successfully complete the formal assessment for a short course will be permitted to proceed to a certificate, diploma or degree **provided** he or she satisfies the entrance requirements for the certificate, diploma or degree concerned.

3.9 All applications for progression from a short course to a certificate, diploma or degree will be considered on an individual basis and permission to progress, and, where appropriate, to receive credit, will be at the discretion of the University.

4. Period of registration

4.1 The minimum and maximum periods of registration are described in paragraph 5 of the individual Programme Regulations. No reduction in the prescribed minimum period of registration will be permitted.

4.2 Application for a renewal of registration for a further full period may be made by students who have not completed all the requirements of the award for which they are registered within the maximum period of registration. The University will take into account the progress made by the student during registration. A fee will be payable if renewal is granted.

4.3 Where permitted in paragraph 5 of the Programme Regulations, an application for an extension of registration of **one** year beyond the prescribed maximum period may be made by students who have not completed all the requirements of the award for which they are registered. A fee may be payable.

4.4 Renewal of registration and extension of registration are approved only at the discretion of the University and will be subject to the Regulations in force at the time of renewal or extension.

4.5 Students who are permitted to proceed from a certificate or diploma to a related diploma or degree (see paragraph 3) will have the maximum period of registration for the related award counted from the effective date of initial registration for the certificate or diploma for which they were initially registered.

4.6 Students who are permitted to proceed from a short course to a certificate, diploma or degree will be given a new period of registration as an External student, effective from the date of registration for the certificate, diploma or degree concerned. The maximum period of registration permitted will be the same as for all other students registered for the same programme, as indicated in paragraph 5 of the relevant Programme Regulations.

4.7 The University reserves the right to apply *The Disciplinary Procedure* and the *Suspension and Termination of Registration of Students in Debt* process as described in the University of London Ordinances (Ordinances 26 and 28 respectively).

5. Transfer of registration

5.1 Students registered for a programme of study at Graduate or Masters level (see paragraph 2.1) who wish to change to another programme at one of those levels may apply to transfer their registration. Students will be required to satisfy the regulations and entrance requirements for the programme to which they wish to transfer.

5.2 All applications to transfer will be considered on an individual basis, and permission to transfer will be at the discretion of the University and subject to the Programme Regulations concerned. Students may be required to cancel their registration and register afresh.

5.3 Any additional fees payable (see also paragraph 10.5) and any period of transferred registration granted shall be at the discretion of the University. Any refund of fees already paid will be subject to the conditions in paragraph 10.

5.4 An application to transfer which is made after a student has made entry to any examination will not be considered until after the publication of the result of that examination.

5.5 Students registered for a programme of study at Graduate or Masters Level (see paragraph 2.1) are not permitted to transfer to a programme at Certificate, Intermediate or Honours level, but will be required to cancel their existing registration and to submit a fresh application for registration and comply with the Regulations for the programme concerned.

6. Assessment

6.1 Students are required to satisfy the assessment requirements for the subject(s) taken and may not make more than the number of attempts permitted in paragraph 7.

6.2 An examination is governed by the Regulations in force at the time of the examination and not at the time that a student was initially registered or first attempted the examination concerned (but see also paragraph 1.10).

6.3 In order to sit an examination, a student must:

- have completed the relevant application and registration procedures with the University by the appropriate deadlines and be registered as an External student for the programme concerned **and**
- have made an examination entry in accordance with both the University's and the appropriate examination centre/Overseas Examination Authority's instructions and deadlines.

6.4 Examinations by written paper are held at established examination centres worldwide. Outside the United Kingdom and Republic of Ireland, examinations are conducted by independent bodies known as Overseas Examination Authorities. All examinations are held at the discretion of the examination centre/Overseas Examination Authority and are subject to any conditions they may impose.

6.5 Students are required to apply to the relevant examination centre/Overseas Examination Authority for permission to sit an examination. The University can accept no responsibility for making examination arrangements on behalf of a student. It is entirely at the discretion of the examination centre or Overseas Examination Authority to accept or refuse an entry to an examination.

6.6 Except in the circumstances of paragraph 6.7, all examinations by written paper, wherever held, will take place on the same date and at the same time. The University reserves the right to set different papers in the same subject in separate countries and in different time zones.

6.7 In the event of any unavoidable delay in the arrangement of examinations in a country other than the United Kingdom, the Overseas Authority will arrange for the relevant papers to be taken with as little deviation as possible from the original dates and times assigned to them. Students are required to abide by any such revised arrangements. The University reserves the right not to mark a paper taken at a different time from that prescribed.

6.8 Where it is deemed necessary, Examiners may change the format or rubric of a written paper, from that of a previous year, without prior notice to students.

6.9 Except where the syllabus/course outline or rubric for a written paper for a particular subject indicates otherwise, all answers to examinations must be written in English.

7. Number of attempts permitted

7.1 A student who fails to satisfy the Examiners in an examination, and who has not yet satisfied the conditions for the Board of Examiners to determine his or her final result, will be permitted or required to make **one** further attempt at that examination. The maximum number of attempts permitted at any examination is **two**.

7.2 Unless the Programme Regulations state otherwise, a student who enters an examination hall to attempt a written paper will be considered to have made an examination attempt.

7.3 The mark or grade awarded for a second attempt at an examination will supersede any previously awarded mark or grade for that examination.

7.4 If a student fails to satisfy the Examiners at a second attempt at any examination his or her registration will cease unless the Programme Regulations permit the student to

proceed, in which case the mark or grade obtained on the latest occasion may be carried forward and may count towards the final award.

7.5 Except as otherwise provided for by the University, students may not make a further attempt at any subject already passed or for which credit has been awarded.

8. Students with disabilities

8.1 The University has a Panel which considers special arrangements for students with disabilities. The aim of the Panel is to make sure that a student with a disability is neither disadvantaged nor advantaged when compared to other students. The University cannot guarantee that special examination arrangements will be possible in every case.

8.2 Applications from students with disabilities may be considered for the use of special aids or for extra time in the examinations.

8.3 Special arrangements for examinations at an *ad hoc* centre may be made in very exceptional circumstances and then only in the United Kingdom. Arrangements **cannot** be made for oral or practical examinations to be held at an *ad hoc* centre, although in exceptional cases it may be possible to permit the use of special aids. Arrangements for examinations in a student's home are **not** made. Additional fees may be payable for arrangements at an *ad hoc* centre.

8.4 A student with poor handwriting due to medical or learning difficulties must apply to the University for special arrangements to be made. The University will not transcribe illegible scripts. Any script deemed illegible by the Board of Examiners will be assigned a mark of zero and a fail result will be given. This will count as an attempt at the examination.

9. Conduct of examinations

9.1 All students sitting examinations are required to comply with the rules governing the conduct of examinations given below and in the Notice to Candidates accompanying the Admissions Notice.

Representations about examinations

9.2 Students who wish the Board of Examiners to know of any illness or other adequate cause which they think may have affected their performance must **immediately** inform the Examinations Office and furnish a supporting medical certificate or other supporting certification obtained at the time of illness. Notification received more than **three weeks** after the date of the last examination will **not** be taken into account by the Examiners.

9.3 Appeals against the results of examinations **may not be made** on academic grounds. The University will consider representations concerning examination results made on the grounds of administrative error or where there is concern that the examination may not have been conducted in accordance with the relevant Instructions and/or Regulations. An administration fee (currently £50 per paper) is payable for the consideration of such representations (refundable in the event that an error is found). Any representation must be made within **one month** of the publication of the decision of the Board of Examiners to which it relates and should be addressed to the Head of Special Examination Services and be accompanied by payment of the

administration fee. Representations must state the grounds on which the appeal is made and provide evidence to support it. Further information on the procedure may be obtained from the Head of Special Examination Services.

Permitted materials

9.4 A student may use in the examination only such books, notes, statutes, statistical tables, instruments, or other materials as are specifically permitted in the **admission notice/timetable**. No other books, notes, instruments, or other materials or aids whatsoever may be introduced into an examination room or be handled or consulted during an examination. Any such materials or aids in the possession of a student on entry to the examination room must be deposited immediately with the Invigilator before the examination starts. It is an examination offence to introduce unauthorised materials into the examination room.

9.5 Students may use their own electronic calculators in the examination where specified. Any calculator must be of the hand-held type, quiet in operation and compact, and must have its own power supply. Students are entirely responsible for ensuring that their machines are in working order for the examination and for providing in advance for alternative means of calculation in the event of the calculator failing during the examination. When students use electronic calculators in examinations they must state clearly on their examination scripts the name and type of machine used. The calculator must **not** be programmed prior to the examination. The unauthorised use of material stored in a pre-programmable memory constitutes cheating. However, for certain programmes of study, the use of programmable calculators in examinations may be permitted. Such calculators may be used only where **specific permission** is given. Calculators which display graphics, text or algebraic equations are not allowed. Calculators will **not** be provided by the University.

Examination offences

9.6 It is an examination offence to introduce into, or use in the examination room, unauthorised materials or aids. Any unauthorised materials or aids brought into an examination room and not deposited with the Invigilator (see paragraph 9.4) must be surrendered to the Invigilator on request. Any materials or aids so surrendered may be handed over by the Invigilator to the University which may make copies of them. The original materials or aids (together with all such copies) may be retained by the University at its absolute discretion.

9.7 Students must not pass any information from one to another during an examination of a written paper. A student may not act in collusion with another student or any other person, nor copy from another student, nor engage in any similar activity. Any of these activities constitutes an examination offence.

9.8 Plagiarism is the presentation of another person's thoughts or words as if they were the student's own: for example, copying from text books and other sources (including the Internet) without due acknowledgement that the passages quoted are copied and without giving the source of those passages (see paragraph 9.10). Plagiarism is an examination offence.

9.9 All work submitted as part of the requirements for any examination must therefore be expressed in the student's own words and incorporate his or her own ideas and judgements.

9.10 Direct quotations from the published or unpublished work of another person must always be clearly identified as such and a full reference to the source must be provided in the proper

form. A series of short quotations from several different sources, if not clearly identified as such, constitutes plagiarism in the same way as an unacknowledged quotation from a single source. Equally, if another person's ideas or judgements are summarised, the student must refer to that person in the text, and give details of the work to which reference is made. Further instructions on acknowledging other people's work and the extent to which other sources may be quoted is given in student handbooks/manuals.

9.11 It is an examination offence to submit work which has been written jointly by two or more persons, unless expressly permitted in the relevant Programme Regulations.

9.12 Assignments, essays, projects, reports, dissertations and other similar work must therefore be the student's own work and must be written without the assistance of other people, except where expressly permitted in the Programme Regulations. Students will be required to submit a signed declaration for all such work submitted, stating that they understand what is meant by plagiarism, and confirming that the work submitted is entirely their own and that the use of published or unpublished works of other people has been acknowledged in accordance with the University's requirements.

9.13 It is the responsibility of the student to safeguard his or her assignments, essays, projects, reports, dissertations and other similar work and to prevent them from being copied by other students.

9.14 The examination offences listed in the foregoing paragraphs will be treated as cheating or irregularities of a similar character under the provisions of the Regulations for Proceedings in respect of Examination Offences by Candidates for University Awards, except as otherwise provided for in the relevant Programme Regulations. Under the Regulations for Proceedings in respect of Examination Offences by Candidates for University Awards students found to have committed an offence may have the results of their examinations withheld, and may be excluded from all future examinations of the University. A copy of these Regulations may be obtained from the Head of Student Assessment.

Other matters

9.15 The University reserves the right to require students sitting an examination for a written paper to remain within the examination hall or its precincts for the duration of the relevant paper.

9.16 All examination scripts are the property of the University and will not be returned to students. Answers to assignments, essays, course projects and other similar work written in the student's own time will only be returned to the student as described in the relevant Programme Regulations. Final reports on research projects or dissertations will not be returned to students, unless indicated otherwise in the Programme Regulations.

9.17 All question papers will be retained by the University.

10. Fees

10.1 Students are required to pay the fees that are due in any particular year in full at the time when they fall due. Fees must be paid in accordance with the University's procedures and deadlines given in the prospectus and Student handbook/manual or equivalent publication (as applicable).

10.2 The University reserves the right to amend previously announced fees. The University also reserves the right to make additional charges (see paragraph 8 of the Programme Regulations).

10.3 Students who are permitted to proceed from a certificate or diploma to a related diploma or degree (see paragraph 3) will be required to pay the fees indicated in paragraph 8 of the Programme Regulations.

10.4 Students who are permitted to proceed from a short course to a certificate, diploma or degree (see paragraph 3) will be required to pay the registration fee for the relevant programme of study and the fee for the remaining subjects, unless indicated otherwise in the Programme Regulations.

10.5 Students who are permitted to transfer their registration to another programme of study (see paragraph 5) shall be required to pay the relevant fees, for the programme concerned, in order to do so. Any additional fee payable shall be at the discretion of the University. Any refund of fees already paid will be subject to the conditions in paragraphs 10.8 and 10.9.

10.6 Students who cancel their registration for one programme of study and register afresh for another programme of study (see paragraph 5.2) will be required to pay the relevant fees, for the programme concerned, in order to do so. Any refund of fees already paid will be subject to the conditions in paragraphs 10.8 and 10.9.

10.7 Students who are permitted to renew their registration at the expiry of the initial period of registration (see paragraph 5) will, as applicable, be required to pay a further full registration fee. Students who are permitted to renew their registration for a programme of study which is being phased out will be required to pay a proportion of the full registration fee (as applicable), the amount depending on the number of years remaining before the last examination for the programme concerned. In addition to the registration fee, **all** students will be required to pay the appropriate course fees, under the Regulations in force at that time.

Refunds

10.8 Fees will only be refunded in exceptional circumstances and at the discretion of the University. All refunds will be subject to an administrative charge determined by the University. Any further information is given in paragraph 8 of the Programme Regulations.

10.9 Examination entry fees where applicable are **not** refundable nor can they be transferred from one examination to a later one. A student is liable for the full fee at any subsequent entry, in accordance with the Regulations then in force.

