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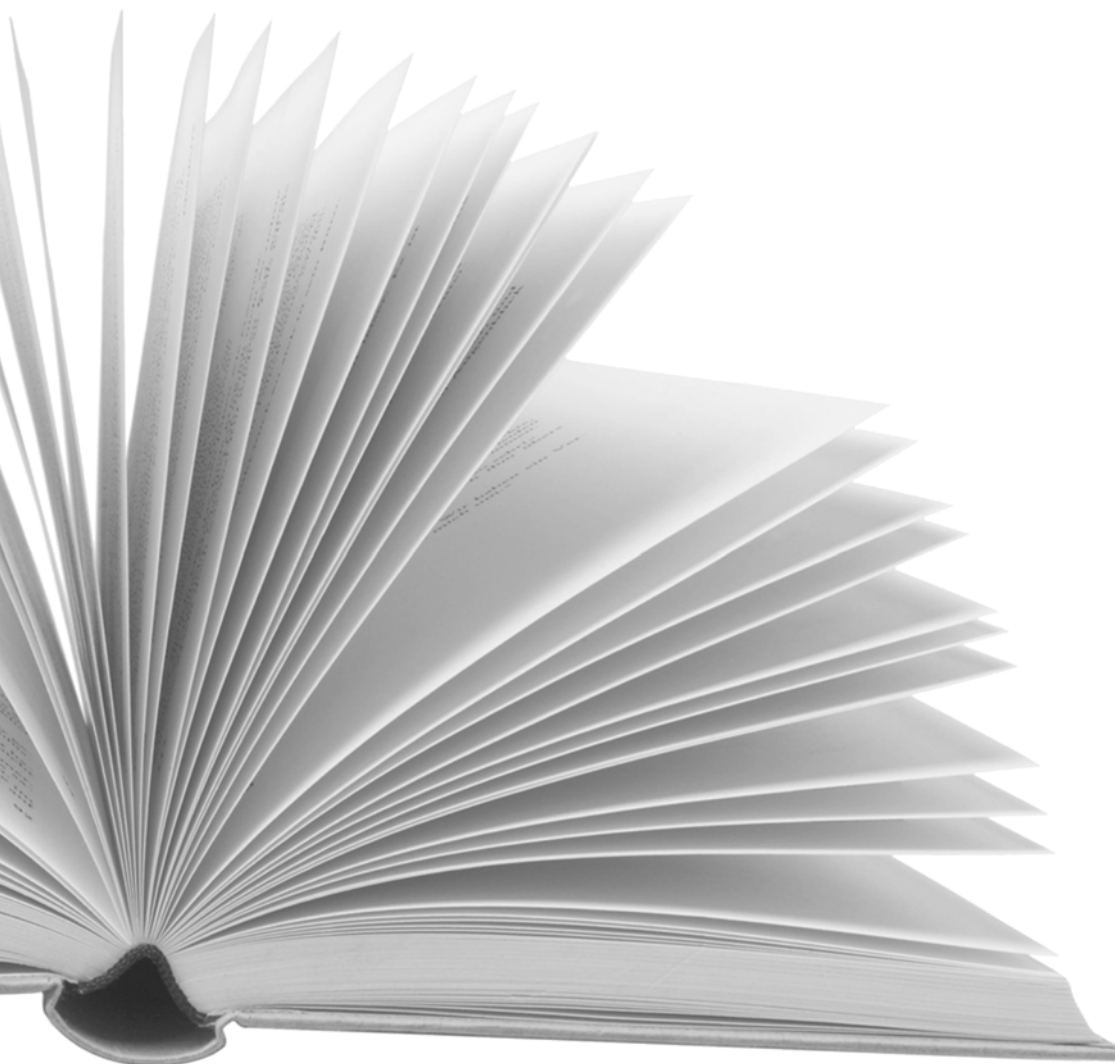
REGULATIONS

2010

Important document – please read

Please read this booklet with care. It contains important information that governs your registration as an External student and your programme of study

MBA in International Management (Including short courses)



Important document – please read

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 System.

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MBA in International Management (New Regulations)

Contents

This booklet contains the Regulations for the MBA degree in International Management (known as the 'Programme Regulations') plus the General Regulations which govern all awards placed at level 7 of the Framework for Higher Education Qualifications (FHEQ). The FHEQ forms part of the academic infrastructure of the Quality Assurance Agency for Higher Education (QAA) in England and Wales. The two sets of regulations should be read together. This booklet also contains the Programme Regulations and the General Regulations for the short courses that are derived from these awards.

These 2010 Regulations govern the MBA degree in International Management from 1 January 2010 to 31 December 2010. In addition, these 2010 Regulations will apply to all new students with an effective date of registration of 1 December 2009 and 1 May 2010.

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Programme Regulations

The MBA degree in International Management is governed by these Programme Regulations – which are specific to this award – and the *General Regulations for Degrees and Other Awards at Graduate and Masters Levels* which govern all awards at Graduate and Masters levels. The Programme Regulations and General Regulations should be read together.

These 2010 Regulations govern the MBA degree in International Management from 1 January 2010 to 31 December 2010. In addition, these Regulations will apply to all new students with an effective date of registration of 1 December 2009 and 1 May 2010.

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. The award of the degree is controlled by both these Programme Regulations and the General Regulations.

1.2 The MBA degree in International Management is 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 degree in International Management and who have shown exceptional merit; a mark of merit will be awarded to those students who have completed the MBA degree in International Management and have shown merit.

1.3 The date of the award for the MBA degree in International Management 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. Programme of study

2.1 The MBA degree in International Management consists of **16** courses as follows:

- **nine** compulsory core courses

Plus

- **four** elective courses

Plus

- a compulsory **research course**

Plus

- a compulsory **plenary session**

Plus

- a compulsory **research project**.

2.2 Under these Regulations, **core link courses** are also offered specifically for students who have been registered for the Postgraduate Certificate in International Management, who wish to transfer to the MBA degree in International Management and who satisfy the requirements given in paragraph 2.9. These courses provide a bridge from the Postgraduate Certificate to the MBA degree, and students transferring from the Postgraduate Certificate are required to take them in order to proceed to the remainder of the MBA degree. Further information is given in paragraph 3.3.

2.3 Full details of the structure, and of the core link courses, are given in Schedule A.

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

The face-to-face plenary session

2.5 The compulsory face-to-face **plenary session** will be held by Royal Holloway, University of London academics, and will take place once a year in the UK (at Royal Holloway, University of London) and in Hong Kong (at Hong Kong University, SPACE).

2.6 If attending the **plenary session** offered at Royal Holloway, University of London, students are required to join two separate one-week sessions. Week one consists of master classes for all core modules. Week two consists of career and personal development sessions and includes two days of focusing on the consultancy/case study group project.

2.7 If attending the **plenary session** offered at Hong Kong University, SPACE, students are required to join a number of master class weekends which will constitute the majority of the AMBA requirement of 120 hours of face-to-face tuition. A **final** master class weekend session will focus on personal development and the consultancy/case study group project. All master classes in Hong Kong will be offered by Royal Holloway academics.

2.8 Students will be required to present photographic ID when registering at the **plenary session**.

2.9 It is a student's responsibility to ensure that he or she makes all the necessary travel, visa and accommodation arrangements in order to attend the **plenary session**.

Transfer of registration

2.10 The University offers an MSc degree, Postgraduate Diploma and Postgraduate Certificate in International Management and International Business under a separate set of Regulations.

2.11 Students registered for the Postgraduate Certificate in International Management may be permitted to transfer their registration to the MBA degree in International Management provided they meet the entrance requirements for the MBA degree. Students will normally be required to satisfy the Examiners in each of the **five** Postgraduate Certificate courses, and must receive a recommendation from the Examiners that they may proceed to the **four core link courses** provided for under these Regulations (see paragraphs 2.2 and Schedule A).

2.12 Students registered for the following programmes may be permitted to transfer their registration to the MBA degree in International Management under these New Regulations:

- Postgraduate Diploma in International Management
- MSc degree in International Management
- MBA in International Management (Old Regulations)
- MBA in International Management (Transitional Regulations)
- Postgraduate Diploma in International Business
- MSc degree in International Business

3. Rules of progression

3.1 Students registered for the MBA degree in International Management may study and be examined in a minimum of **one** course and no more than **ten** new courses in any year.

3.2 Students are strongly advised to be examined in no more than **five** courses at either the May or October examinations.

3.3 Students transferring from the Postgraduate Certificate in International Management must receive notification that they have satisfied the Examiners in the **four compulsory link courses** before attempting the four electives.

3.4 Transfers from the Postgraduate Diploma or MSc in International Management to the MBA in International Management are subject to meeting the entrance requirements for the MBA.

3.5 Students who wish to make a progression within the programme must notify the Programme Director of their intent to do so prior to accepting an intermediate award such as the Postgraduate Certificate or the Postgraduate Diploma.

3.6 All other students (i.e. those not transferring from the Postgraduate Certificate in International Management) must receive notification that they have satisfied the Examiners in at least **seven** core courses before attempting the electives.

3.7 The **research project** may be submitted only after a student has satisfied the Examiners in all **nine** core courses and after completion of the first week of the plenary session.

Exit points for the MBA

3.8 Students registered for the MBA may exit their studies at an earlier stage by notifying the Programme Director of their intent to do so and accept an award for the MSc in International Management or International Business; the Postgraduate Diploma in International Management or International Business or the Postgraduate Certificate in International Management or Business.

3.9 At the discretion of the Examiners, a student registered for the MBA degree may exit with a Postgraduate Diploma, provided they have satisfied the Examiners in the minimum requirements for the Postgraduate Diploma (or achieved condonable fails in not more than 25% of the programme) but fail their dissertation.

The face-to-face plenary session

3.10 Students attending the face-to-face plenary session at Royal Holloway, University of London, may attend the first week of master classes at any point during their studies. Students are required, however, to have attempted the assessment for all **nine** core courses prior to attending week two of the plenary session.

3.11 Students attending the face-to-face plenary session at Hong Kong University, SPACE, may attend the weekend master classes at any point in their studies. Students are required, however, to have attempted the assessment for all **nine** core courses prior to attending the **final** master class weekend session, focusing on personal development and the consultancy/case study group project.

4. Entrance requirements

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 in International Management, an applicant must satisfy the entrance requirements given in paragraphs 4.3 to 4.6.

4.3 An applicant must have:

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, prior to initial registration.

4.4 Applicants who do not satisfy the normal entry requirements for the MBA degree listed in paragraph 4.3, but have at least ten years proven management experience may be eligible for entry at the discretion of the University. Based on individual circumstances and experience, applicants may be required to successfully complete the assessment for two short courses for the related degree or to complete the Postgraduate Certificate in International Management prior to registration for the MBA degree in International Management.

4.5 All other applications will be considered on an individual basis at the discretion of the University.

4.6 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.

4.7 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.

Exemptions

4.8 The general rules applying for exemption are given in paragraph 3 of the General Regulations.

4.9 Students may apply for exemption from up to 20% of the courses constituting the MBA degree.

4.10 Details of any automatic exemptions are given in Schedule C, and on the WWLC.

4.11 A fee is payable for all applications for discretionary exemptions. This fee does not apply to exemptions awarded automatically (see paragraph 4.10).

4.12 There is no exemption from the **Research course, Plenary session** or the **Research project**.

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 effective date of a student's registration will be **1 December** for students registering between 16 March and 15 October, and **1 May** for students registering between 16 October and 15 March.

6. Assessment

Core and elective courses

6.1 All core and elective courses, except for the **Philosophy of management** course (see paragraph 6.6 to 6.9), will be assessed by one three-hour unseen written paper and one written assignment.

6.2 The mark for each course, except for the **Philosophy of management** 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 attempt the written paper for a course 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 Examinations by written paper for the core and elective courses, wherever held, will take place on two occasions each year in **May** and **October** (but see paragraph 6.1).

6.5 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.

Philosophy of management

6.6 The form of assessment for the **Philosophy of management** course has changed with effect from **1 January 2008**.

6.7 From **1 January 2008**, the **Philosophy of management** course will not be formally assessed (but see paragraph 6.8). Students are, however, required to complete an online test via the World Wide Learning Community (WWLC). The test will take place on two occasions in one calendar year, normally in March and August. The format of the test will be an open-book, auto-assessed multiple choice online test. Students may attempt this test only once. Feedback on this test will be provided through online seminars. The feedback will not contribute to the student's final award.

6.8 For students who have successfully completed the formal assessment for **Philosophy of management** prior to **31 December 2007** or at the **May 2009** re-sit examination, this course will contribute to towards the student's final award.

Assignments

6.9 Students are required to submit one assignment for each core or elective course, except for the **Philosophy of management** course. Students must submit assignments in accordance with the instructions given below and on the World Wide Learning Community website (WWLC).

6.10 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.

Students who have submitted assignments in accordance with these deadlines and received comments, will **not** be permitted to revise their work and re-submit it.

6.11 Completed assignments must be received 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.

6.12 It is the responsibility of the student to retain a copy of the assignment.

6.13 Students must submit an assignment electronically via the WWLC using the instructions given in the Student Handbook.

6.14 The assignment for each course will normally be submitted in the same examination session in which the student undertakes the written paper for that course and should be submitted prior to the Student sitting the examination. Students who have submitted an assignment and are subsequently unable to undertake the written paper for that course must immediately inform the Student Assessment Office, University of London External Programme supplying supporting certification where applicable. A second attempt at the assignment cannot be submitted until the Student has undertaken their first attempt at the examination.

Face-to-face plenary session

6.15 The face-to-face **plenary session** will be held by Royal Holloway, University of London academics and will take place once a year in London (at Royal Holloway, University of London) and in Hong Kong (at Hong Kong University, SPACE). (See also paragraph 2.6 to 2.10.).

6.16 Students will be required to participate in one group presentation assessed in two parts during the **plenary session** and to submit a group report.

6.17 The group report should be submitted no later than one month after completion of the **plenary session**. The exact date of submission will be notified to students at the **plenary session**.

Research course and research project

6.18 The **research course** is not assessed but is an essential study requirement, to ensure a satisfactory research plan (see paragraph 6.20) is submitted prior to submission of the dissertation.

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

6.20 Students may submit the dissertation at any time after they have received notification that they have satisfied the Examiners in all **nine** core courses and after completion of the element of the **plenary session** which covers the core modules.

6.21 Students attempting the **research project** are required to submit in advance a research plan of approximately 500 words for approval by the Programme Director at Royal Holloway.

6.22 Students will be required to ensure that they are in regular contact with their supervisor and that they submit a draft of each chapter for feedback prior to submission of the final **dissertation**. Students who are not in regular contact with their supervisor and have not received feedback on at least **one** draft chapter will be required to submit a progress report before submission of the final report. Students who do not submit a progress report will **not** be permitted to submit the **dissertation**.

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

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

6.24 Students are required to submit the research plan, progress report and dissertation electronically via the WWLC. Further instructions on submitting the research plan, progress report and dissertation are given on the WWLC and in the Student Handbook.

Change of research topic

6.25 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. Any change of topic will be at the discretion of the University.

6.26 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 8 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 he or she failed at the first attempt.

7.3 If a student registered for the MBA degree in International Management submits a **dissertation** 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 dissertation within a period of four weeks, unless otherwise specified by the Examiners.

7.4 If the **dissertation** 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 dissertation, as specified by the Examiners, at a subsequent examination (see paragraphs 6.18 to 6.26). Any new or re-written dissertation requiring supervision will be subject to a fee. The fee set will be at the discretion of the University.

7.5 If, on the second occasion that a student attempts the assessment for any course, he or she receives the result 'Fail', his or her registration will cease unless the student is eligible to proceed under the condonation rules, in which case the highest mark achieved over the two attempts for that course may be carried forward and taken into account for classification purposes. If the student would not be able to satisfy the requirements for the award of the MBA degree in International Management his or her registration will cease.

8. Fees

8.1 The fees payable to the University for the MBA degree in International Management 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 paragraphs 7.4 and 8.9).

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 degree £11,166

or

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

(i) registration	£1,837
(ii) fee per core and elective course	£495
(iii) plenary session	£985*
(iv) fee for research course/ research project	£1,909
(v) fee for changing research topic (see paragraph 6.25)	<i>up to</i> £450
(vi) Exemption application fee	£64

*This fee includes the cost of certain materials and support, but **not** the cost of travelling, accommodation and subsistence when attending the **plenary session**. Students who attend the Plenary session in London may choose to pay the fee in two instalments. Each instalment will equate to half of the fee for the Plenary session which is applicable in the year the fee is due for payment.

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 8.9 apply to 2010 only.

8.5 Students who transfer from the Postgraduate Certificate in International Management to the MBA degree in International Management will be required to pay the remaining balance of the registration fee and the relevant course fees for the completion of the degree.

8.6 Fees may be paid at any time of the year. However, the deadlines for registering (new students only) and buying or requesting course materials (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.

8.7 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.

8.8 A fee is normally levied by all Examination Centres (other than London) and Overseas Examination Centres. This fee is payable by students each time they make an examination entry. The University cannot be responsible for this fee nor can it influence the level of fee charged.

Examination re-entry

8.9 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 £161 for one course, £245 for two courses, £341 for three courses, £432 for four courses and £500 for five courses. The deadlines for payment of examination re-entry fees are:

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

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
- 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

MBA in International Management

Nine compulsory core courses

International accounting and finance (8010001)
International business economics (8010005)
Information systems (8010006)
International human resource management (8010008)
Leadership and organisations (8010009)
Philosophy of management (8010010)
International operations management (8010011)
International marketing (8010012)
International strategy (8010013)

MBA in International Management

(for students transferring from the
Postgraduate Certificate in International Management only)

Four compulsory core link courses

Path A: for students who have completed the Postgraduate Certificate in International Management, following **Path A**.

Advanced international human resource management and organisational behaviour (8010014)
Advanced information systems and operations management (8010015)
Advanced international marketing and strategy (8010016)
Philosophy of management (8010011)

Or

Path B: For students who have completed the Postgraduate Certificate in International Management, following **Path B**.

International business economics (8010005)
Advanced international human resource management and organisational behaviour (8010014)
Advanced information systems and operations management (8010015)
Philosophy of management (8010011)

+

Four elective courses

Four courses from:

- China and the international economy (8010100)*
- Advertising and promotional communication (8010101)*
- Cooperative strategy (8010102)*
- International business analysis (8010103)*
- Corporate social responsibility (8010104)*
- Management of Japanese multinationals (8010105)*
- Multinational enterprise and the global economy (8010106)*
- Investment management (8010107)*
- Corporate finance (8010108)*
- Knowledge management (8010109)*
- International business law (8010110)*
- Global financial markets (8010111)*
- International entrepreneurship (8010112)*
- International sustainability management (8010007)*

+

Research course

Business research methods

+

Plenary session

Group project plenary (8010400)

+

Research project

Dissertation (8010500)

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

Schedule B / Course outlines

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

Compulsory core courses

International accounting and finance

[8010001]

This course gives a fundamental understanding of accounting and finance techniques and practices. It will also provide an awareness of the impact of contexts – different countries, industries, markets, and regulatory regimes – on accounting and finance. It will enable students to focus on the analytical usefulness of accounting and finance data, but in a manner which emphasises the importance of a wider business understanding for such analysis and the limitations as well as the strengths of the data.

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

International business economics

[8010005]

The course will introduce students to the economics of business enterprise through a strategic framework that incorporates both traditional and modern approaches to the firm. Combining real-world examples with economic methodology, it will explore decision-making within a competitive context and demonstrate an understanding of economic analysis and reasoning relevant within a business context. Using the theory of the firm, the course will display an appreciation of the economic underpinnings of business strategy. It will also evaluate how various models of competitive analysis can be used to assess strategic behaviour. Students will learn how to formulate and respond to differing competitive scenarios at the firm level, and apply presentation and analytical skills to develop argument and evidence to support evaluation.

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

Information systems

[8010006]

This course examines key information systems (IS) issues faced by organisations in today's global business environment. Starting with the use of information systems for attaining competitive advantage, the course will address organisational and managerial concerns in the development, implementation and effective management of information systems. Particular emphasis will be placed on using a variety of case studies to make explicit the problems involved in the management of technological change in organisations as well as the impact of information systems on organizational culture and context. Through the course students should be able to develop a critical understanding of the strategic issues in IS and ways in which organisations might strengthen their competitive position through the use of such systems. It will also address the concept of an IS strategy, the most common approaches to IS development, implementation and evaluation, the opportunities and challenges posed by outsourcing of IS as well as the critical success factors involved in developing and implementing electronic business strategies.

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

International human resource management

[8010008]

This course introduces students to the key concepts and policies underlying international human resource management (HRM) in organisations. With the growth of 'knowledge work' and what some see as a 'knowledge economy', human resources have increased in importance for the firm, and therefore appropriate strategies for managing these resources have become critical to competition between companies. As firms internationalise and integrate their production and services across national borders, they find that they need to coordinate workforces that are accustomed to contrasting management styles, and with skills and competences that have been differently constructed. The course examines knowledge work and more mobility within labour markets as firms internationalise and globalise their operations. This course will also examine the impact of labour markets and other factors on the changing nature of human resource management over recent years, focusing on the core HR issues that firms have to deal with in a globalising economy. Furthermore, the course explores HRM in multinational corporations and discusses the issue of 'transfer' of HRM practices from one country setting to another.

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

Leadership and organisations

[8010009]

This course will enable students to develop an advanced understanding of the processes of leadership – its scope and limitations - in different social and organizational contexts. It draws on the students' own experiences as leaders and followers to enable them to understand a wide range of organizational phenomena, including motivation, teamwork, culture and change management. The course will give an understanding of the relationship between leadership, management and administration; transactional and transforming leadership, leadership and the management of culture and meaning and dysfunctional forms of leadership. It will also explore organizational politics, business ethics, morality and sustainability as well as the management of diversity and difference.

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

Philosophy of management

[8010010]

This course provides the student with an understanding of how the philosophy of management underlies all other MBA courses taught on the programme. The course will be an introduction to the way in which a firm can develop its managerial thinking, mission and strategy. It will enable students to evaluate and analyse a firm's management philosophy, to understand the impact this philosophy has on the organisation and operation of the business, and to be aware of the thinking of some of the key Western philosophical thinkers in recent centuries.

Assessment: This course will not be formally assessed. Students are, however, required to complete an online test via the World Wide Learning Community (WWLLC). Feedback on this test will

be provided through online seminars. The feedback does not contribute to the student's final award.

International operations management [8010011]

The course will introduce students to some of the main topics in the important field of operations management – the activities which produce the goods and/or deliver the services required by customers. These activities are at the core of any organisation and typically involve the management of the vast majority of its assets, employees and expenditure. The success of any organisation depends on its ability to manage its operations efficiently – to make the best use of its resources, and effectively – to satisfy its customers. In today's globalised economy, more and more organisations operate internationally, increasing the complexity and importance of operations management decision-making. The consequences are felt not merely in operations but throughout the whole organisation. These decisions usually involve significant sums of money and affect the competitive position of the organisation for many years. This course will consider the strategic impact of these issues as the organizations engaged in international operations.

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

International marketing [8010012]

This course aims to develop an advanced understanding of the managerial marketing vocabulary of concepts, maxims and normative models within an international context drawing on issues in differing domains of practice including the public sector. The baseline for the course is the influential US normative tradition of applied marketing principles. Alongside this, the course encourages a critical engagement from students supported by reference to traditions of marketing scholarship which seek not to advance organisational effectiveness but to study the evolution, production and communication of marketing thought itself. Students successfully completing this course will understand the historical development of marketing from its roots in classical economics in the USA, to the normative tradition promoted by academic consultants such as Drucker, Levitt and Kotler. Students would furthermore demonstrate an understanding of popular normative marketing concepts such as the Mix and STP through application in practical case scenarios, learn to appreciate the scope of marketing activity in diverse sectors including non-profit and develop an awareness of some of the work that critiques the practical and theoretical assumptions of the managerial marketing tradition and which explores the idea of marketing as an intellectual domain.

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

International strategy [8010013]

This course provides the student with an understanding of how Corporate and Business Strategy fits into the organisation and running of a company or multi-company corporation. It will introduce students to the way in which a firm can achieve sustainable competitive advantage and develop the corporation internationally. It will enable students to evaluate the factors that need to be considered in analysing a firm's external environment as well as the internal core competences of a firm. Students will learn how to formulate strategy for a firm and will understand the nature of corporate and international strategy.

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

Compulsory core link courses

(For students transferring from the Postgraduate Certificate in International Management only)

Advanced international human resource management and organisational behaviour (8010014)

The subject matter of the two modules in International human resource management and Leadership and Organisations are combined to provide an in-depth study of these two fields. The advanced module goes further in extending the reach of this combined subject matter. We have brought these two subjects together in order to give a comprehensive account of the nature of work within the modern corporation. In these modules we have chosen what we see as the key dimensions of managing people at work, namely: selecting and recruiting staff from external and internal labour markets, rewarding and motivating them, fitting them into an organisational structure and culture, and seeing how they cope with organisational change, much of it driven by the internationalisation of business in the modern world. Overall, we have utilised what could be called a macro, sociological or organisational approach to the subject of people at work.

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

Advanced information systems and operations management (8010015)

The subject matter of the two modules in Operations management and Information systems are combined to provide an in-depth study of these two fields. The advanced module goes further in extending the reach of this combined subject matter. These modules will facilitate the study of topics in the important field of operations management – the activities which produce the goods and/or deliver the services required by customers. In today's globalised economy, more and more organisations operate internationally, increasing the complexity and importance of operations management decision-making. The modules will also cover the topical field of information systems and will address the important organisational and managerial concerns in the development, implementation and effective management of information systems.

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

Advanced international marketing and strategy (8010016)

The subject matter of the two modules in International marketing and International strategy are combined to provide an in-depth study of these two fields. The advanced module goes further in extending the reach of this combined subject matter. These modules will provide students with an understanding of how Corporate and Business Strategy fits into the organisation and running of a company or multi-company corporation and will introduce students to the way in which a firm can achieve sustainable competitive advantage and develop the corporation internationally. They will also enable students to develop an advanced understanding of the managerial marketing vocabulary of concepts, maxims and normative models within an international context drawing on issues in differing domains of practice including the public sector.

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

Philosophy of management [8010010]

This course provides the student with an understanding of how the philosophy of management underlies all other MBA courses taught on the programme. The course will be an introduction to the way in which a firm can develop its managerial thinking, mission and strategy. It will enable students to evaluate and analyse a firm's management philosophy, to understand the impact this philosophy has on the organisation and operation of the business, and to be aware of the thinking of some of the key Western philosophical thinkers in recent centuries.

Assessment: This course will not be formally assessed. Students are, however, required to complete an online test via the World Wide Learning Community (WWLLC). Feedback on this test will be provided through online seminars. The feedback does not contribute to the student's final award.

Elective courses

China and the international economy [8010100]

This course will explore China's role in the integration of the Asia Pacific region, and the nature of diplomatic and economic relations. It will specifically analyse the role of FDI and overseas and Asian MNEs in China, and assess the causes of economic growth and reform in China, and the nature of business organisation and management. The role of entrepreneurship and the growth of Chinese corporations and their global strategies will be discussed. The impact of the financial crisis of 1997 and the implications of China's accession to the World Trade Organization on Chinese business will be explored. Attention will also be paid to the role of the state, personal connections, and the Communist Party. Students will learn about the practical realities of business and management in China, and the relationship between indigenous practice and international influences.

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

Advertising and promotional communication [8010101]

This course will provide students with an advanced strategic perspective on contemporary marketing communication management within an international context. It will develop an integrated approach within a strategic and international marketing communication perspective, and offer a theoretically and practically robust basis for further postgraduate study/research and/or careers in marketing and advertising. The course will draw on the research-based expertise in the marketing group in advertising and promotional communication within the School of Management.

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

Cooperative strategy [8010102]

Many companies today engage in co-operative strategies. A cooperative strategy is an attempt by a firm to realize its objectives through cooperation with other firms, in alliances, rather than competition with them. This course focuses on the benefits that can be gained through cooperation and how to manage the cooperation so as to realize them. It will examine how a cooperative strategy can offer significant advantages for companies that are lacking particular competencies or resources to secure these through links to others possessing complementary skills or assets; this course will also examine how cooperative strategy may also offer easier access to new markets, and opportunities for mutual synergy and learning.

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

International business analysis [8010103]

This course analyses corporate management by examining two interconnected themes: (a) literature and debates, and (b) the macro and meso background. The first theme presents a form of business analysis that draws on three sources. First, it outlines relevant management/strategy literatures. Second, it introduces political economy debates, which help us to understand the changing structural context around firms and industry. Third, it demonstrates how market, financial and productive analysis can be used to develop empirically based stories about strategies and their outcomes. The second theme contains two features: first, economic/product market context; second, use of business analysis methods to allow case study work.

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

Corporate social responsibility [8010104]

This course will provide students with more in-depth knowledge of CSR issues in the business world. The aim is to introduce the student to the tensions and trade-offs involved in the adoption of CSR by a firm in a competitive economy. Students will also learn to understand the role of central, regional and local government in providing a facilitating framework for CSR and encouraging its adoption. It will provide students with an understanding of the problems involved in implementing a CSR programme and the culture change necessary to achieve a successful CSR firm strategy for companies previously concerned only with shareholder value.

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

Management of Japanese multinationals [8010105]

This course analyses the business strategies, organization and operations of leading Japanese multinational companies, by reviewing and comparing case-studies. The course will develop insight into the approaches and methods of leading Japanese executives, and the practical realities of multinational management. It will consider the influence of national and organizational cultures on the operations of multinationals, and analyze the organizational capabilities of Japanese multinationals in relation to their competitors. Student will be able to evaluate relevant literature and theory on the multinational enterprise and Japanese business with contemporary practice, and to utilize research skills in the investigation of individual Japanese multinationals. A key feature of this course is the opportunity to confer with leading business executives and officials, and extend the personal skills and experiences of students.

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

Multinational enterprise and the global economy [8010106]

This course will provide an overview of the development and current position and role of Multinational Enterprises (MNEs) as key agents on the international economic stage. Attention is placed on the growth and development of MNEs, the emergence of a 'global' economy, trends in Foreign Direct Investment (FDI) and more strategic issues such as the foreign market entry decision, co-operative structures and strategies and ethical concerns. Therefore, the course attempts to interrogate the importance of MNEs as key agents of integration across the international economy. The course also addresses the implications of 'globalisation' for the organization and operation of multinational firms.

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

Investment management [8010107]

The course will provide students with a comprehensive overview of portfolio management in theory and practice. It will develop an understanding of the pricing of bonds, equities and derivatives and their risk/return characteristics and evaluate the relative merits of active and passive management from both a domestic and international perspective. Recent changes in international fund management and their implications will also be examined. The main valuation models for bonds and equities will be critically analysed, and the problems of international investment strategy and the relative merits of different approaches will be examined in detail. The current state of financial markets will be analysed with a view to devising a relevant portfolio strategy.

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

Corporate finance [8010108]

This course will provide an overview of corporate finance in both a domestic and an international setting. It will explain the valuation of real investments and their financing as well as the dividend decision. By developing an understanding of international capital markets, the course will identify the main trends in mergers and acquisition activity. Students will be able to apply the main principles of financial theory to contemporary commercial problems and understand the problems of investment appraisal and the relative merits of different approaches. This will enable them also to evaluate the consequences of a proposed takeover or merger, and to analyse the current state of financial markets.

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

Knowledge management [8010109]

This course will develop students' knowledge and understanding of contemporary theories and practices of knowledge management (KM) by examining the theoretical understanding of knowledge management to real life situations and by integrating different dimensions of knowledge management arising from human resource management, information systems and strategic management. The course will explain the concept of 'intellectual capital' and how it is managed and exploited in organisations. The course will demonstrate a critical understanding of knowledge management policies and strategies in organisations that enhance effectiveness. Students will be able to apply a range of transferable skills including literature search, analytical skills, application of theory to real life situations, teamwork, motivation and interpersonal skills.

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

International business law [8010110]

This course provides an understanding of the essential elements of international business law. It will focus on the main issues relating to Contract Law, Commercial Law, Business Regulation, Employment Law, Company Law, Commercial Arbitration Law (theory and practice) and Business Ethics (theory and practice). It is intended to give students a comprehensive and coherent appreciation of the main legal aspects of the subject as well as exploring ethical issues within the international business context. The course will give a grounding in the legal issues of international business, and provide an understanding of the national and international legal practice relating to international business law.

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

Global financial markets [8010111]

Global financial markets is concerned with the nature of the capital securities which are traded on the international money and capital markets and with the operation of those markets themselves. Over the last 20 years, there has been an explosion in the variety of securities and tradable assets, fuelled by deregulation and paralleled by an equally explosive growth in the technical and academic development of the discipline of finance. This development came about because of a number of important theoretical advances: the development of the theory of risk, the formal development of the concept of arbitrage and, of equal importance, the development of sophisticated information processing systems.

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

International entrepreneurship [8010112]

This course will provide students with the intellectual and practical background to equip would-be entrepreneurs with the skills and knowledge to set up their own international companies successfully. Students will gain an understanding of the key differences between large companies and SMEs and learn to appreciate the role of start-up and entrepreneurial activity in the hi-tech and Bio-pharma sectors. It will also provide students with an understanding of the financing options available to start-up and developing companies.

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

International sustainability management [8010007]

This course provides the student with an understanding of how Corporate Social Responsibility (CSR) fits into a programme of Sustainable Development for an organisation. The aim is to introduce the student to the tensions and trade-offs involved in the adoption of CSR by a firm in a competitive economy. The students will also learn to understand the role of central, regional and local government in providing a facilitating framework for CSR and encouraging its adoption. The students will also learn to understand the problems involved in implementing a CSR programme and the culture change necessary to achieve a successful CSR firm strategy for companies previously concerned only with shareholder value. It will enable students to evaluate the factors that need to be considered by politicians in encouraging the adoption of CSR, the factors that need to be considered by corporate strategists in developing a business and corporate strategy including CSR and to evaluate the economic and cultural factors involved in the adoption of CSR by firms. It identifies the implications for a firm in terms of risk and competitiveness of the adoption of a CSR agenda when other

firms in its markets may not have done so and enables students to understand the implications of CSR for capital markets as well as the implications of implementing and embedding CSR in a corporation.

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

Business research methods

Business research methods – (how to write your dissertation)

This is an innovative course designed as a step-by-step guide on how to write your dissertation. 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 a 12,000 word dissertation.

Course outline

Starting your dissertation: 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 report: 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.

Group project plenary [8010400]

The group work forms an important part of the MBA schedule and experience. It comprises one presentation assessed in two parts and one written group report. The presentations and report focus on relevant management issues, functions, and organisational outcomes. The group work draws on practical application of theory gained from the study of the core subjects on the MBA.

The course aims:

1. To assist students in understanding the linkages between the various core management functions – Accounting and finance, Human resources management, Organizational behaviour, Strategy, Operations management, Information Systems, and Marketing.
2. To provide a forum in which to discuss the practical elements of leadership and group working.
3. To provide an environment in which distance learning students can experience the networking aspects so important in an MBA programme.

The project material is case study based, with each group being given a case study on which to base their presentations and report. The first part of the project focuses on literature review and problem identification, and the second part focuses on case study analysis and interpretation. In both portions of the project students are expected to gather further information from library and web sources, evaluate this information and use it to inform their approach to the case study assigned. There is also a strong emphasis on group dynamics.

Assessment: two group presentations and one written group report.

Dissertation [8010500]

The dissertation is an excellent opportunity to analyse a business or management issue in depth as an independent research project. The dissertation could be carried out in conjunction with a 'blue chip' business or you could use your experience and knowledge to study a topic of relevance to your own professional or national background. You will be assigned a supervisor who will be able to offer advice and suggestions about your chosen field of inquiry, your methods and analysis. The supervisor will also provide support and encouragement to assist you in completing this challenging and final component of the MBA course.

Assessment: by submission of a dissertation of approximately 12,000 words (excluding bibliographies or appendices and the project statement or executive summary).

Schedule C / Exemptions

The University gives notice that it reserves the right to review its exemption policy each year. The regulations concerning exemptions below apply from 1 January to 31 December 2010.

This Schedule should be read together with paragraph 4 of the Programme Regulations and paragraph 3 of the General Regulations.

Students must note that no exemption will be granted unless specific application has been made in accordance with the instructions given on the External System website, in the Student Handbook and on the WWLC.

1. Under paragraph 4 of the Programme Regulations, students holding the qualifications detailed in paragraph 5 below may apply for exemption and may be credited with a pass in up to a total of **20%** of the courses constituting the MBA degree, on the basis of academic studies which they have previously followed. Applications for exemption will be considered only from students who satisfy the entrance requirements for registration for the MBA degree in International Management. There is no provision for exemption from the **Research course, Plenary session or the Research project.**

2. Students who have other relevant qualifications may also apply for exemption. The University will consider such qualifications individually, in the light of the unit outline, the level of examination performance and the equivalence of the course to the Masters level of units from which exemption is sought. The granting of exemptions by other higher educational or professional institutions will be noted but in no way binds the University of London.

3. In order for an application to be considered a student must normally have successfully completed the **whole** of the qualification on the basis of which he or she is claiming exemption and have already received the final award for that

qualification. An application from a student who has not yet received his or her award will be considered under the rules governing exemptions at the time that the award is finally made and **not** at the time that the application for exemption was submitted. If you wish for the exemption to take effect in time for the next possible examination, the exemption application must have been received no later than **31 January** for the October examinations and **31 July** for the May examinations.

4. A fee is not payable for applications for exemption where exemption is awarded automatically (see paragraph 5). A fee is payable for all applications which are given individual consideration (see paragraph 2). This fee is currently £58 for each full unit for which exemption is requested. Students should note that the exemption application fee is not refundable even if exemption(s) is not awarded.

5. Exemption from the units specified in the following table (up to a total of **20%** of the courses constituting the MBA degree) is awarded automatically on the basis of the following qualifications, **provided that the qualification has been obtained in the five years preceding the application for exemption.** The exemption application fee is **not** required for exemptions awarded in this category.

Institution	Qualification	Exemption granted	Condition
University of Hong Kong, SPACE, Hong Kong	Postgraduate Diploma in China Business	China and the international economy [8010100]	None
University of Hong Kong, SPACE, Hong Kong	Postgraduate Diploma in Professional Accounting	International accounting and finance [8010001] Corporate Finance [8010108]	None
University of Hong Kong, SPACE, Hong Kong	Executive Postgraduate Diploma in Corporate Governance and Pragmatic Business Ethics	International sustainability management [8010007] Corporate social responsibility [8010104]	None

Schedule D / Scheme of award

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

- The overall weighting for the assessment of the MBA degree in International Management of written paper to coursework is **60:40**.
- The **Philosophy of Management** course is only assessed once. A student must make a second attempt at any other course in which they have been awarded a mark of 39% or below and any course in which they have been awarded a mark of 40 - 49% which cannot be condoned as described below.
- A student who has satisfied the Examiners in the **nine** compulsory core courses (or the courses of the Postgraduate Certificate in International Management plus the four core link courses), **four** elective courses, the **group project plenary** and the **dissertation**, will be considered for the award of the **MBA degree**. A student who has reached this stage will **not** be permitted to make any further attempts at any failed courses.
- In order to be awarded the MBA degree in International Management, a student must achieve a mark of at least 50% in each of the **nine** compulsory core courses (except for **Philosophy of Management** which is assessed online), **four** elective courses, the **group project plenary** and the **dissertation**. Failure marks between 40-49% may be condoned in courses that, when combined, constitute no more than 25% of the programme, provided that the weighted average is at least 50%. A failure mark in the dissertation (i.e. below 50%) cannot be condoned.
- A final weighted average mark for the MBA degree in International Management will be calculated from the marks achieved using the following weighting:
 - Each compulsory core course (except for **Philosophy of Management**) and each elective course will be weighted equivalent to **one** course.
 - **Philosophy of Management** is a compulsory core course, but carries no weighting towards the MBA degree.
 - The plenary session will be weighted equivalent to **one** compulsory core course/elective course.
 - The dissertation will be weighted equivalent to **three** compulsory core courses/elective courses.
- At the discretion of the Board of Examiners a mark of Distinction or Merit may be awarded.
- A Distinction may be awarded if a student achieves a weighted average of 70% or above with no mark falling below 60%. A Distinction will not normally be awarded if a student re-sits or re-takes any element of the programme.
- Students achieving a weighted average of 65.00 – 69.99% with no mark for any element below 50% may be awarded the MBA degree in International Management with Merit.
- Students achieving a weighted average of 50.00 – 64.99% will be awarded the MBA degree in International Management without Merit or Distinction.
- Students may exit their studies at an earlier stage to accept an award for the MSc in International Management or International Business; the Postgraduate Diploma in International Management or International Business or the Postgraduate Certificate in International Management or Business.

Schedule E / Assessment criteria

Marking Criteria

Assessment will be by two internal markers, moderated by the External Examiner. Assessed elements will be marked according to the Royal Holloway's generic Postgraduate marking criteria:

85-100%

Work displaying some or all of the following features, depending on the nature of the assignment or task:

- Publishable quality
- Outstanding research potential
- Ability to plan, organise and execute independently a research project to the highest professional standards
- Exceptional degree of creativity, originality and independence of thought
- Ability to make informed judgements, develop original insights, and construct productive hypotheses in the absence of complete data
- Highest professional standards of competence, expression and presentation (written, oral, visual)
- Ability to assemble information from different sources to produce exceptionally well-organised and original answers
- Ability to analyse data critically and formulate questions which lead to original lines of enquiry
- Ability to evaluate critically existing methodologies and suggest new approaches to current research or professional practice
- Flexibility of thought, and the ability to employ different approaches to the solution of highly complex and novel problems
- Ability to evaluate published or publicly-presented work critically and to the highest professional standards
- Penetrating analysis of primary sources of literature and information
- A exceptionally high level of understanding of current research techniques and how they can be applied most effectively to investigate challenging new problems
- Outstanding levels of accuracy and technical competence

70-84%

Work displaying some or all of the following features, depending on the nature of the assignment or task:

- Excellent research potential
- Ability to plan, organise and execute independently a research project to a very high professional standard
- Very high professional standards of competence, expression and presentation (written, oral, visual)
- High degree of creativity, originality and independence of thought
- Ability to assemble information from different sources to produce very well organized and original answers
- Ability to analyse data critically and formulate questions which may lead to productive lines of enquiry
- Flexibility of thought, and the ability to employ different approaches to the solution of complex and novel problems
- Ability to evaluate published or publicly-presented work critically and to a high professional standard
- Ability to analyse primary sources of literature and information critically
- Very high levels of accuracy and technical competence

65-69%

Work displaying some or all of the following features, depending on the nature of the assignment or task:

- Very good professional standard of competence, expression and presentation (written, oral, visual)
- Clear evidence of the potential to undertake original research given appropriate guidance and support
- Evidence of some creativity, originality and independence of thought
- Ability to assemble information from different sources to produce well-organised and insightful answers
- Ability to analyse data critically
- Flexibility of thought, and the ability to solve complex, though not entirely original problems
- Some ability to evaluate published or publicly-presented work
- Some ability critically to analyse primary sources of literature and information
- Good degree of accuracy and technical competence

N.B. Candidates who have achieved an overall average mark of not less than 65%, with a pass (min 50%) in each taught element/course-unit and the dissertation, may be eligible for the award of a Pass with Merit.

50-64%

Work displaying some or all of the following features, depending on the nature of the assignment or task:

- Sound knowledge and understanding of the relevant literature and other key sources of information
- Ability to produce satisfactory answers to problems and questions
- Ability to construct coherent and relevant answer to questions, though with few signs of originality
- A competent professional standard of organisation and expression
- Ability to engage in research involving a moderate degree of originality, when provided with close supervision and support
- Satisfactory degree of competence and technical accuracy

40-49%

Work displaying some or all of the following features, depending on the nature of the assignment or task:

- Basic knowledge and understanding of some of the essential literature and other key sources of information, but answers are either incomplete or not entirely coherent
- Shows some grasp of the problem or topic but lacks clarity in written or oral presentation
- Little evidence of independent thought
- Little or no evidence of originality in answers
- Work which is just below an acceptable basic professional standard

20-39%

Work displaying some or all of the following features, depending on the nature of the assignment or task:

- Fragmentary knowledge and understanding of the essential literature and other key sources of information, yielding answers which show only a limited degree of understanding
- Shows little grasp of the problem or topic, and lacks clarity in written or oral presentation
- Almost no evidence of independent or original thought
- Work that is clearly below an acceptable basic professional standard

0-19%

Work displaying some or all of the following features, depending on the nature of the assignment or task:

- Almost entirely lacking in evidence of knowledge and understanding of the essential literature and other key sources of information, yielding answers which, at best, show only the most rudimentary understanding of the question
- Shows almost no insight into the problem or topic
- Confused and incoherent written or oral presentation
- Totally devoid of independent or original thought
- Work that is far below an acceptable basic professional standard

General Regulations

These General Regulations govern all degrees and other awards placed at Level 7 of the Framework for Higher Education Qualifications (FHEQ). The FHEQ forms part of the academic infrastructure of the Quality Assurance Agency for Higher Education (QAA) in England and Wales.

1. The Regulations

Introduction

1.1 These General Regulations govern all degrees and other awards placed at Level 7 of the Framework of Higher Education Qualifications (FHEQ) as listed in paragraph 2.1. Individual programmes of study leading to degrees and other awards at those levels are governed by both these General Regulations and specific Programme Regulations.

1.2 The rules within these General Regulations apply, in their entirety, to all of the awards listed in paragraph 2.1, except where indicated otherwise.

1.3 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.

1.4 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.

1.5 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 1.8).

1.6 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

1.7 The Regulations are reviewed and published annually, and certain programme details are subject to change. Each year's Regulations booklet replaces the one for the previous year, and so students must ensure that they refer to the current year's booklet at all times.

1.8 Changes to the Regulations for registered students will be introduced as follows:

- Two year's notice will be given when a subject is withdrawn, when a syllabus is amended substantially, when a prerequisite for a subject is introduced, and when the assessment method for a subject is changed.
- Five year's notice will be given in the event that the University is required to withdraw the programme.
- All other aspects of the Regulations may be amended without notice provided there is no detriment to the student or, where there is possible detriment, only with appropriate consultation. Normally, in the case of the latter, changes will be introduced for a new cohort of students only.

Terminology and definitions

1.9 The programmes of study leading to degrees and other awards may be referred to, in the Regulations, as 'programmes'. Postgraduate Certificates are referred to as 'certificates', and Postgraduate Diplomas as 'diplomas'. Postgraduate degrees are referred to as 'degrees'.

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

1.11 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 contributes towards the final assessment.

1.12 'Credit' for a subject, on the basis of the same or an equivalent subject previously passed, may be awarded to a student who has been registered with the University of London for a programme of study. The mark obtained at the examination at which the subject was passed will be carried forward to the student's record and will contribute towards his or her award, in accordance with the criteria for awards given in the respective Programme Regulations.

1.13 'Exemption' from a subject may be granted to a student who has studied **either** for an award with another institution **or** for a programme of study with the University of London, where the subject passed is not sufficiently equivalent for credit to be awarded. The mark obtained at the examination at which the subject was passed will **not** be carried forward to the student's record and therefore will not contribute towards his or her award.

1.14 The 'Admission Notice' is provided to each student who has made an entry to an examination. The Admission Notice contains the student's candidate number and confirmation of the dates and time of the examination(s) for which he/she has entered.

1.15 The 'Notice to Candidates' contains prescribed rules for the examinations. The Notice to Candidates is provided to students together with their Admission Notice.

Student complaints procedure

1.16 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 System web site.

2. Awards to External students

2.1 The University grants the following awards at Level 7 of the FHEQ to External students:

- Postgraduate Certificates
- Postgraduate Diplomas

- Postgraduate (or Master's) degrees.

2.2 The definition, level, volume and learning outcomes of these awards are described in the Framework for Higher Education Qualifications, which can be accessed via the web site for the Quality Assurance Agency for Higher Education (QAA) in England and Wales.

2.3 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).

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

2.5 The standard of a University of London award is the same whether it is obtained by an External student or by a student who has been registered with a College of the University. The University's Regulations (which govern all University of London awards) state that "*candidates granted degrees and other awards shall have attained the same academic standard irrespective of mode or place of study or examination*".

2.6 To be eligible for an award of the University as an External student, a student must have:

- registered with the University as an External student **and**
- satisfied the requirements for the relevant award and complied with the Regulations for the programme concerned in all respects **and**
- made satisfactory payment to the University of all due fees and accounts.

The University reserves the right not to grant the award to students who fail to satisfy any of these conditions.

2.7 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 previously either registered as an External student or 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.

2.8 An intermediate award or awards (i.e. a related certificate or diploma), if applicable, may be granted to a student registered for a diploma or degree in the following circumstances:

- 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.
- At the discretion of the University, and where permitted in Paragraph 1 of the Programme Regulations, a student registered for a diploma or degree, and in circumstances other than those described in (a), may be considered for the award of a related certificate or diploma (if applicable), provided that he or she has satisfied in full

the requirements for the certificate or diploma concerned.

The award of the certificate or diploma will be with effect from the year in which the requirements for the certificate or diploma were satisfied.

2.9 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.

2.10 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.

2.11 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.

2.12 A former student of the University who is applying to register again as an External student under the provisions of paragraphs 2.10 or 2.11 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 2.7.

3. Application, entrance requirements and exemptions

Application

3.1 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

3.2 To be eligible to register as an External student for a programme of study leading to an award at Level 7 of the FHEQ, an applicant must satisfy in full the entrance requirements specified in paragraph 4 of the relevant Programme Regulations.

3.3 The University reserves the right to request applicants to provide evidence acceptable to the University of oral and written competence in English before an offer of registration can be made.

Exemptions

3.4 At the discretion of the University, students who satisfy the relevant entrance requirements to register for a programme of study and are appropriately qualified may apply for exemption from specified subjects. Applications will be considered on the basis of studies successfully completed at a level considered by the University to be appropriate.

3.5 Where permitted in paragraph 4 of the Programme Regulations students can be considered for exemption from up to **one third** of the programme concerned. Exemption can be granted from core and optional subjects, but cannot be granted from the dissertation, project or final examination (as appropriate) of the programme.

3.6 No exemption will be granted unless the student has made an application in accordance with the University's procedures and deadlines.

3.7 Applications for exemption cannot be considered after a student has made entry to the examination for the subject concerned. Students who have failed an examination may not, at a later stage, apply for exemption from that examination.

3.8 A fee is payable for all applications for exemption (see paragraph 11).

3.9 All exemptions are granted at the discretion of the University.

3.10 Exemptions are valid only for a limited time and as indicated in the offer of exemption. If a student does not enter an examination within this period, then the exemption will lapse and it will be necessary to make a fresh application.

3.11 Exemptions are valid only for the particular programme of study and subject for which they have been awarded. Exemptions will no longer be valid if the programme is withdrawn before the student registers. Students who transfer their registration to another programme may be required to submit a further application for exemption.

3.12 Students who are exempt from a specific subject are not required or permitted to offer the same, or equivalent, subject at a later stage.

4. Rules of progression

Progression within a programme of study

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

4.2 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

4.3 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.

4.4 A student who progresses from a certificate or diploma to a related award will be credited the same or equivalent subjects passed. Any restriction on the use of credited subjects is given in the Programme Regulations.

4.5 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

4.6 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 under the Old Regulations).

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

4.8 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.

4.9 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.

4.10 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.

5. Period of registration

5.1 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, except within the parameters given in paragraph 5.2 and at the discretion of the University.

5.2 Postgraduate Certificates may not be completed in less than **six months**. Master's degrees and Postgraduate Diplomas may not be completed in less than **one year**.

5.3 Where permitted in paragraph 5 of the Programme Regulations, application for a renewal of registration for a further period may be made by students who have not completed all the requirements of the programme 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.

5.4 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.

5.5 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.

5.6 Students who are permitted to proceed from a certificate or diploma to a related diploma or degree (see paragraph 4) 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.

5.7 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.

5.8 If a student fails to pay the appropriate fees or breaches any relevant disciplinary conduct code, the University reserves the right to apply the Code of Student Discipline and The Suspension and Termination of Registration of Students in Debt process as described in the University of London Ordinances (Ordinance 17 and 18 respectively).

6. Transfer

Transfer of External students to different programmes at Level 7 of the FHEQ, and within the same programme

6.1 Unless otherwise prohibited by the Programme Regulations concerned, an External student registered for a programme of study at Level 7 of the FHEQ who wishes to change to another programme at the same level may apply to transfer his or her registration. The student will be required to satisfy the regulations and entrance requirements for the programme to which he or she wishes to transfer.

6.2 A student registered for a programme of study with more than one 'scheme' or 'route' may apply to transfer between those schemes or routes.

6.3 The rules in paragraphs 6.4 to 6.9 apply both to students transferring between different programmes of study and to students transferring within the same programme. Further rules are given in the relevant Programme Regulations.

6.4 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.

6.5 Any additional fees payable (see also paragraph 11.5) 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 11.

6.6 An application to transfer which is submitted after a student has made entry to any examination will **not** be considered until after the result of that examination has been published. The result of that examination will then be taken into account by the University in instances when permission to transfer is dependent on the student's examination record and/or where the student is applying to transfer between the routes or schemes of the same programme of study.

6.7 In certain circumstances, students who transfer may receive credit for subjects already passed. Details of such credit arrangements are given in the Programme Regulations.

6.8 Students who receive credit for subjects passed will not be permitted to re-enter the examination for those subjects. The marks obtained at the examinations at which the subjects were passed will contribute towards the student's award, in accordance with the criteria for awards given in the respective Programme Regulations.

6.9 Students who are not permitted to transfer to a particular programme but who wish to register for that programme must cancel their registration for the other award and apply to register afresh, subject to satisfying the requirements of paragraph 4 of the Programme Regulations. Students who are permitted to register afresh in this way:

- will **not** be permitted to carry credit for any subjects previously passed either to the programme concerned, or, in the event of a subsequent transfer, to another programme **and**
- will **not** be permitted to carry any failed attempts at subjects from their previous registration.

Transfer of External students to a programme at Levels 4, 5 or 6 of the FHEQ

6.10 Students registered for a programme of study at Level 7 of the FHEQ (see paragraph 2.1) are not permitted to transfer their registration to a programme at Levels 4, 5 or 6 of the FHEQ. Students will instead be required to cancel their existing registration and to submit a fresh application for registration and comply with the Regulations for the programme concerned.

Registration and credit transfer of College-based students

6.11 A student in attendance at a College or Institute of the University of London may apply to complete their studies for the same award as an External student and may be considered for credit and/or exemption for subjects previously passed. All applications for credit and/or exemption will be considered on an individual basis and at the discretion of the University.

6.12 Students who receive credit for subjects passed will not be permitted to re-enter the examination for that subject. The mark obtained at the examination at which the subject was passed will contribute towards the student's award, in accordance with the criteria for awards given in the respective Programme Regulations.

7.13 The rules concerning exemptions are given in paragraph 3.

7. Assessment

7.1 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 8.

7.2 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 1.8).

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

- have completed the relevant application and registration/enrolment 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 Centre's instructions and deadlines.

7.4 Except in the circumstances of paragraph 7.5, 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.

7.5 In the event of any unavoidable delay in the arrangement of examinations in a country other than the United Kingdom, the Overseas Examination Centre 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.

7.6 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.

7.7 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.

Examination centres

7.8 Examinations by written paper are held at established examination centres worldwide.

7.9 Outside the United Kingdom and Republic of Ireland, examinations are conducted by independent bodies known as Overseas Examination Centres.

7.10 In countries where an established Overseas Examination Centre exists, students must use the facilities provided by that Centre. The University will not establish an alternative centre in those countries.

7.11 All examinations are held at the discretion of the examination centre/Overseas Examination Centre and are subject to any conditions they may impose.

7.12 Students are required to apply to the relevant examination centre/Overseas Examination Centre 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 Centre to accept or refuse an entry to an examination.

7.13 A fee is normally levied by all examination centres (other than London) and Overseas Examination Centre. This fee is payable by students each time they make an examination entry. The University cannot be responsible for this fee nor can it influence the level of fee charged.

8. Number of attempts permitted

8.1 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**.

8.2 A student who enters an examination hall to attempt a written paper will be considered to have made an examination attempt. Unless otherwise stated in the Programme Regulations, absence from an examination will not count as an attempt.

8.3 The mark or grade awarded for a second attempt at an examination will supersede any previously awarded mark or grade for that examination, unless the Programme Regulations state otherwise.

8.4 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 as the requirements for that award may still be satisfied, in which case the mark or grade obtained on the latest occasion may be carried forward and may count towards the final award.

8.5 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.

9. Students with a disability and/or special needs

9.1 The University has a policy for External students with a disability and/or special needs and a statement explaining this policy is given on the External System web site.

9.2 As part of its policy, the University will make every reasonable effort to accommodate the requirements of a student with a disability and/or special needs by, wherever possible, providing any study materials in a different format (e.g. large print) or another medium, and/or by making special examination arrangements. If the University is unable to provide the study materials in the format which has been requested, the University will endeavour to make an alternative suggestion.

Special examination arrangements

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

9.4 Applications from students with a disability and/or special needs may be considered for the use of special aids or for extra time in the examinations.

9.5 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.

9.6 A student who finds handwriting difficult 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.

10. Conduct of examinations

10.1 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

10.2 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.

10.3 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

10.4 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.

10.5 The use of calculators in the examinations is strictly controlled. Students may use their own electronic calculators in the examinations provided that:

- a) the Programme Regulations permit this
- b) the calculator complies with the specification given in paragraph 10.6
- c) where no such permission is given in the Programme Regulations, calculators may **not** be used.

10.6 Where calculators are permitted, the following specification will apply, unless the Programme Regulations state otherwise:

- Non-programmable. The use of a calculator or other electronic device that communicates, stores textual or numerical information, or displays textual (except error) messages, graphical or algebraic information is strictly forbidden. The use of a calculator with alphabet and/or symbol keys not listed below is strictly forbidden.
- PDAs, mobile phones or other devices are forbidden
- Hand held
- Compact
- Portable
- Solar and/or battery powered
- Quiet in operation
- The use of calculators with the following symbols and functions **only** are permitted:
 - Digit keys 0 to 9 and decimal point;
 - Keys for basic arithmetical functions of addition, subtraction, multiplication, division and equals;
 - Percentage key;
 - Square root key;
 - Basic 3 key memory (MRC, M-, M+);
 - Clear keys (C, AC);
 - On/off key.

10.7 The use of any calculator other than the type specified in the paragraph 10.6 of the General Regulations, or in paragraph 6 of the Programme Regulations, will constitute an examination offence and will be subject to the provisions in paragraph 10.16 of these regulations. Students are responsible for ensuring that their calculators are in working order for the examination. Students must ensure that they have alternative means of calculation in the event of the calculator failing during the examination, either through the use of a second calculator, which complies with the specification given in the Programme Regulations, or to continue the examination without the use of a calculator. If students use electronic calculators in examinations they must indicate on their examination scripts the name and type of machine used. Calculators will **not** be provided by the University.

Examination offences

10.8 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 10.4) 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.

10.9 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.

10.10 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 10.12). Plagiarism is an examination offence.

10.11 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.

10.12 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.

10.13 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.

10.14 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.

10.15 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.

10.16 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

10.17 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.

10.18 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.

10.19 All question papers will be retained by the University.

11. Fees

11.1 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).

11.2 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).

11.3 Students who are permitted to proceed from a certificate or diploma to a related diploma or degree (see paragraph 4) will be required to pay the fees indicated in paragraph 8 of the Programme Regulations.

11.4 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.

11.5 Students who are permitted to transfer their registration to another programme of study (see paragraph 6) 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 11.8 and 11.9.

11.6 Students who cancel their registration for one programme of study and register afresh for another programme of study (see paragraphs 6.4 and 6.9) 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 11.8 and 11.9.

11.7 Students who are permitted to renew their registration at the expiry of the initial period of registration (see paragraph 6) 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 subject fees, under the Regulations in force at that time.

Refunds

11.8 Fees will only be refunded in exceptional circumstances and at the discretion of the University (but see also paragraphs 11.9 and 11.10). 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.

11.9 Exemption application fees are **not** refundable.

11.10 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.

Programme Regulations for Short Courses

These Programme Regulations apply to the short course programme that is related to the MBA in International Management (New Regulations).

1. Introduction

1.1 The University offers individual courses of the MBA degree in International Management as credit bearing short courses.

1.2 The rules governing this short course programme are given in both these Programme Regulations and the General Regulations for Short Courses that follow.

2. Short course programme of study

2.1 The following courses are offered as credit bearing short courses under this short course programme:

International accounting and finance	(8010001)
International business economics	(8010005)
Information systems	(8010006)
International sustainability management	(8010007)
International human resource management	(8010008)
Leadership and organisations	(8010009)
International operations management	(8010011)
International marketing	(8010012)
International strategy	(8010013)
China and the international economy	(8010100)
Advertising and promotional communication	(8010101)
Cooperative strategy	(8010102)
International business analysis	(8010103)
Corporate social responsibility	(8010104)
Management of Japanese multinationals	(8010105)
Multinational enterprise and the global economy	(8010106)
Investment management	(8010107)
Corporate finance	(8010108)
Knowledge management	(8010109)
International business law	(8010110)
Global financial markets	(8010111)
International entrepreneurship	(8010112)

All courses accommodate 100 notional study hours.

2.2 Students may take up to **three** courses as short courses (see also paragraph 2.2 of the Short Course General Regulations).

2.3 Not all courses will necessarily be available in every year.

2.4 In addition, as there are limits to the number of students who can be registered for each course in any year, the University cannot guarantee that a student's preferred choice of courses will always be available. On registration, therefore, students will be asked to indicate their alternative choices.

Period of registration

2.5 All students registering for a short course will be registered for a maximum period of **two** years (Short Course General Regulations paragraph 4.1).

2.6 Further information on the period of registration is given in paragraph 4 of the Short Course General Regulations.

3. Progression to the related awards

3.1 Students who successfully complete the assessment for one or more of the short courses in this short course programme may be considered for progression to the MBA degree in International Management (New Regulations).

3.2 Students who are permitted to progress may be credited with any short courses successfully completed.

3.3 Further rules governing progression to the degree or diploma is given in paragraph 3 of the Short Course General Regulations.

4. Entrance requirements

4.1 In order to be eligible to register for a short course governed by these Regulations, an applicant must satisfy the entrance requirements given in paragraphs 4.2 to 4.5

4.2 An applicant must have:

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.

4.3 All other applications will be considered on an individual basis at the discretion of the University.

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.

5. Assessment

5.1 Students may choose whether or not to be formally assessed in the credit bearing short course for which they are registered. Students who choose to be formally assessed will be examined to the same standard as that required by students registered for the related degree (see paragraph 3.1).

Paragraphs 5.2 to 5.17 apply to all students who wish to be assessed.

5.2 Each short course will be assessed by one three-hour unseen written paper and one written assignment.

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

5.4 Examinations by written paper, whenever held, will take place on two occasions each year, normally in **May** and **October** (see paragraph 5.9).

5.5 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.

5.6 Students will be permitted to attempt the written paper for a course if they do not submit an assignment or the assignment is received after the dates given in paragraph 5.12. 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.

5.7 A student who fails to satisfy the Examiners in an examination at the first attempt will be permitted to make **one** further attempt at that examination. The maximum number of attempts permitted at any examination is **two** (Short Course General Regulations, paragraph 6.1), *provided* the student's registration has not expired.

5.8 If, on the second occasion that a student attempts the assessment for any short course, he or she receives the result 'Fail' the highest mark achieved over the two attempts for that short course will count as the final result and, for students who progress to the related MBA degree, be taken into account for classification purposes.

Date of first examination

5.9 The first examinations to take place under these Regulations will be held in **October 2009**.

Assignments

5.10 Students may submit one assignment for each short course. Students must submit assignments in accordance with the instructions given below and on the World Wide Learning Community website (WWLC).

5.11 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.

Students who have submitted assignments in accordance with the deadlines given in paragraph 5.12 will **not** be permitted to revise their work and re-submit it.

5.12 Completed assignments must be received 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 short course.

5.13 It is the responsibility of the student to retain a copy of the assignment.

5.14 Students must submit an assignment electronically via the WWLC using the instructions given in the Student Handbook.

5.15 The assignment(s) for each short course will normally be submitted in the same examination session in which the student undertakes the examination for that course. Students who have submitted an assignment(s) and are subsequently unable to undertake the examination for that course must immediately inform the Student Assessment Office, University of London External Programme supplying supporting certification where applicable.

Marks

5.16 The pass mark for a short course is 50%.

5.17 Information on assessment criteria and how a mark achieved for a credit-bearing short course might contribute to a related award, for students who progress to such an award, are given in Schedules D and E of the Programme Regulations for the awards.

6. Fees

6.1 The fees payable to the University are as follows:

Fee per short course	£649
Examination re-entry fee	
three papers	£341
two papers	£245
one paper	£161

(Payable by students who enter an examination on a second occasion, having failed on the first occasion.)

6.2 Fees may be paid at any time of the year. However, the deadlines for registering and buying or requesting course materials 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.

6.3 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.

6.4 The deadlines for payment of examination re-entry fees are:

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

6.5 The fees above refer to 20010 only.

6.6 A fee is normally levied by all examination centres (other than London) and Overseas Examination Authorities. This fee is payable by students who choose to be assessed each time they make an examination entry. The University cannot be responsible for this fee nor can it influence the level of fee charged.

Progression to an award

6.7 When a student progresses from a short course to the related MBA degree in International Management, the following additional fees shall be payable:

- a registration fee to register for the MBA degree
- the relevant course fees.

Refunds

6.8 A refund of the short course fee will be given where the fee has been paid but no study materials have been despatched. Such refund will be subject to a charge determined by the University (currently £50).

Schedule A / Course outlines

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

International accounting and finance

[8010001]

This course gives a fundamental understanding of accounting and finance techniques and practices. It will also provide an awareness of the impact of contexts – different countries, industries, markets, and regulatory regimes – on accounting and finance. It will enable students to focus on the analytical usefulness of accounting and finance data, but in a manner which emphasises the importance of a wider business understanding for such analysis and the limitations as well as the strengths of the data.

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

International business economics

[8010005]

The course will introduce students to the economics of business enterprise through a strategic framework that incorporates both traditional and modern approaches to the firm. Combining real-world examples with economic methodology, it will explore decision-making within a competitive context and demonstrate an understanding of economic analysis and reasoning relevant within a business context. Using the theory of the firm, the course will display an appreciation of the economic underpinnings of business strategy. It will also evaluate how various models of competitive analysis can be used to assess strategic behaviour. Students will learn how to formulate and respond to differing competitive scenarios at the firm level, and apply presentation and analytical skills to develop argument and evidence to support evaluation.

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

Information systems

[8010006]

This course examines key information systems (IS) issues faced by organisations in today's global business environment. Starting with the use of information systems for attaining competitive advantage, the course will address organisational and managerial concerns in the development, implementation and effective management of information systems. Particular emphasis will be placed on using a variety of case studies to make explicit the problems involved in the management of technological change in organisations as well as the impact of information systems on organizational culture and context. Through the course students should be able to develop a critical understanding of the strategic issues in IS and ways in which organisations might strengthen their competitive position through the use of such systems. It will also address the concept of an IS strategy, the most common approaches to IS development, implementation and evaluation, the opportunities and challenges posed by outsourcing of IS as well as the critical success factors involved in developing and implementing electronic business strategies.

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

International sustainability management

[8010007]

This course provides the student with an understanding of how Corporate Social Responsibility (CSR) fits into a programme of Sustainable Development for an organisation. The aim is to introduce the student to the tensions and trade-offs involved in the adoption of CSR by a firm in a competitive economy. The students will also learn to understand the role of central, regional and local government in providing a facilitating framework for CSR and encouraging its adoption. The students will also learn to understand the problems involved in implementing a CSR programme and the culture change necessary to achieve a successful CSR firm strategy for companies previously concerned only with shareholder value. It will enable students to evaluate the factors that need to be considered by politicians in encouraging the adoption of CSR, the factors that need to be considered by corporate strategists in developing a business and corporate strategy including CSR and to evaluate the economic and cultural factors involved in the adoption of CSR by firms. It identifies the implications for a firm in terms of risk and competitiveness of the adoption of a CSR agenda when other firms in its markets may not have done so and enables students to understand the implications of CSR for capital markets as well as the implications of implementing and embedding CSR in a corporation.

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

International human resource management

[8010008]

This course introduces students to the key concepts and policies underlying international human resource management (HRM) in organisations. With the growth of 'knowledge work' and what some see as a 'knowledge economy', human resources have increased in importance for the firm, and therefore appropriate strategies for managing these resources have become critical to competition between companies. As firms internationalise and integrate their production and services across national borders, they find that they need to coordinate workforces that are accustomed to contrasting management styles, and with skills and competences that have been differently constructed. The course examines knowledge work and more mobility within labour markets as firms internationalise and globalise their operations. This course will also examine the impact of labour markets and other factors on the changing nature of human resource management over recent years, focusing on the core HR issues that firms have to deal with in a globalising economy. Furthermore, the course explores HRM in multinational corporations and discusses the issue of 'transfer' of HRM practices from one country setting to another.

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

Leadership and organisations

[8010009]

This course will enable students to develop an advanced understanding of the processes of leadership – its scope and limitations - in different social and organizational contexts. It draws on the students' own experiences as leaders and followers to enable them to understand a wide range of organizational phenomena, including motivation, teamwork, culture and change management. The course will give an understanding of the relationship between leadership, management and administration; transactional and transforming leadership, leadership and the management of culture and meaning and dysfunctional forms of leadership. It will also explore organizational politics, business ethics, morality and sustainability as well as the management of diversity and difference.

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

International operations management

[8010011]

The course will introduce students to some of the main topics in the important field of operations management – the activities which produce the goods and/or deliver the services required by customers. These activities are at the core of any organisation and typically involve the management of the vast majority of its assets, employees and expenditure. The success of any organisation depends on its ability to manage its operations efficiently – to make the best use of its resources, and effectively – to satisfy its customers. In today's globalised economy, more and more organisations operate internationally, increasing the complexity and importance of operations management decision-making. The consequences are felt not merely in operations but throughout the whole organisation. These decisions usually involve significant sums of money and affect the competitive position of the organisation for many years. This course will consider the strategic impact of these issues as the organizations engaged in international operations.

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

International marketing

[8010012]

This course aims to develop an advanced understanding of the managerial marketing vocabulary of concepts, maxims and normative models within an international context drawing on issues in differing domains of practice including the public sector. The baseline for the course is the influential US normative tradition of applied marketing principles. Alongside this, the course encourages a critical engagement from students supported by reference to traditions of marketing scholarship which seek not to advance organisational effectiveness but to study the evolution, production and communication of marketing thought itself. Students successfully completing this course will understand the historical development of marketing from its roots in classical economics in the USA, to the normative tradition promoted by academic consultants such as Drucker, Levitt and Kotler. Students would furthermore demonstrate an understanding of popular normative marketing concepts such as the Mix and STP through application in practical case scenarios, learn to appreciate the scope of marketing activity in diverse sectors including non-profit and develop an awareness of some of the work that critiques the practical and theoretical assumptions of the managerial marketing tradition

and which explores the idea of marketing as an intellectual domain.

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

International strategy

[8010013]

This course provides the student with an understanding of how Corporate and Business Strategy fits into the organisation and running of a company or multi-company corporation. It will introduce students to the way in which a firm can achieve sustainable competitive advantage and develop the corporation internationally. It will enable students to evaluate the factors that need to be considered in analysing a firm's external environment as well as the internal core competences of a firm. Students will learn how to formulate strategy for a firm and will understand the nature of corporate and international strategy.

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

China and the international economy

[8010100]

This course will explore China's role in the integration of the Asia Pacific region, and the nature of diplomatic and economic relations. It will specifically analyse the role of FDI and overseas and Asian MNEs in China, and assess the causes of economic growth and reform in China, and the nature of business organisation and management. The role of entrepreneurship and the growth of Chinese corporations and their global strategies will be discussed. The impact of the financial crisis of 1997 and the implications of China's accession to the World Trade Organization on Chinese business will be explored. Attention will also be paid to the role of the state, personal connections, and the Communist Party. Students will learn about the practical realities of business and management in China, and the relationship between indigenous practice and international influences.

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

Advertising and promotional communication

[8010101]

This course will provide students with an advanced strategic perspective on contemporary marketing communication management within an international context. It will develop an integrated approach within a strategic and international marketing communication perspective, and offer a theoretically and practically robust basis for further postgraduate study/research and/or careers in marketing and advertising. The course will draw on the research-based expertise in the marketing group in advertising and promotional communication within the School of Management.

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

Cooperative strategy [8010102]

Many companies today engage in co-operative strategies. A cooperative strategy is an attempt by a firm to realize its objectives through cooperation with other firms, in alliances, rather than competition with them. This course focuses on the benefits that can be gained through cooperation and how to manage the cooperation so as to realize them. It will examine

how a cooperative strategy can offer significant advantages for companies that are lacking particular competencies or resources to secure these through links to others possessing complementary skills or assets; this course will also examine how cooperative strategy may also offer easier access to new markets, and opportunities for mutual synergy and learning.
Assessment: by one three hour unseen written paper (80%) and a written assignment (20%)

International business analysis [8010103]

This course analyses corporate management by examining two interconnected themes: (a) literature and debates, and (b) the macro and meso background. The first theme presents a form of business analysis that draws on three sources. First, it outlines relevant management/strategy literatures. Second, it introduces political economy debates, which help us to understand the changing structural context around firms and industry. Third, it demonstrates how market, financial and productive analysis can be used to develop empirically based stories about strategies and their outcomes. The second theme contains two features: first, economic/product market context; second, use of business analysis methods to allow case study work.

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

Corporate social responsibility [8010104]

This course will provide students with more in-depth knowledge of CSR issues in the business world. The aim is to introduce the student to the tensions and trade-offs involved in the adoption of CSR by a firm in a competitive economy. Students will also learn to understand the role of central, regional and local government in providing a facilitating framework for CSR and encouraging its adoption. It will provide students with an understanding of the problems involved in implementing a CSR programme and the culture change necessary to achieve a successful CSR firm strategy for companies previously concerned only with shareholder value.

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

Management of Japanese multinationals [8010105]

This course analyses the business strategies, organization and operations of leading Japanese multinational companies, by reviewing and comparing case-studies. The course will develop insight into the approaches and methods of leading Japanese executives, and the practical realities of multinational management. It will consider the influence of national and organizational cultures on the operations of multinationals, and analyze the organizational capabilities of Japanese multinationals in relation to their competitors. Student will be able to evaluate relevant literature and theory on the multinational enterprise and Japanese business with contemporary practice, and to utilize research skills in the investigation of individual Japanese multinationals. A key feature of this course is the opportunity to confer with leading business executives and officials, and extend the personal skills and experiences of students.

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

Multinational enterprise and the global economy [8010106]

This course will provide an overview of the development and current position and role of Multinational Enterprises (MNEs) as key agents on the international economic stage. Attention is placed on the growth and development of MNEs, the emergence of a 'global' economy, trends in Foreign Direct Investment (FDI) and more strategic issues such as the foreign market entry decision, co-operative structures and strategies and ethical concerns. Therefore, the course attempts to interrogate the importance of MNEs as key agents of integration across the international economy. The course also addresses the implications of 'globalisation' for the organization and operation of multinational firms.

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

Investment management [8010107]

The course will provide students with a comprehensive overview of portfolio management in theory and practice. It will develop an understanding of the pricing of bonds, equities and derivatives and their risk/return characteristics and evaluate the relative merits of active and passive management from both a domestic and international perspective. Recent changes in international fund management and their implications will also be examined. The main valuation models for bonds and equities will be critically analysed, and the problems of international investment strategy and the relative merits of different approaches will be examined in detail. The current state of financial markets will be analysed with a view to devising a relevant portfolio strategy.

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

Corporate finance [8010108]

This course will provide an overview of corporate finance in both a domestic and an international setting. It will explain the valuation of real investments and their financing as well as the dividend decision. By developing an understanding of international capital markets, the course will identify the main trends in mergers and acquisition activity. Students will be able to apply the main principles of financial theory to contemporary commercial problems and understand the problems of investment appraisal and the relative merits of different approaches. This will enable them also to evaluate the consequences of a proposed takeover or merger, and to analyse the current state of financial markets.

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

Knowledge management [8010109]

This course will develop students' knowledge and understanding of contemporary theories and practices of knowledge management (KM) by examining the theoretical understanding of knowledge management to real life situations and by integrating different dimensions of knowledge management arising from human resource management, information systems and strategic management. The course will explain the concept of 'intellectual capital' and how it is managed and exploited in organisations. The course will demonstrate a critical understanding of knowledge management policies and strategies in organisations that enhance effectiveness. Students will be able to apply a range of transferable skills including literature search, analytical skills, application of theory to real life situations, teamwork, motivation and interpersonal skills.

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

International business law [8010110]

This course provides an understanding of the essential elements of international business law. It will focus on the main issues relating to Contract Law, Commercial Law, Business Regulation, Employment Law, Company Law, Commercial Arbitration Law (theory and practice) and Business Ethics (theory and practice). It is intended to give students a comprehensive and coherent appreciation of the main legal aspects of the subject as well as exploring ethical issues within the international business context. The course will give a grounding in the legal issues of international business, and provide an understanding of the national and international legal practice relating to international business law.

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

Global financial markets [8010111]

Global financial markets is concerned with the nature of the capital securities which are traded on the international money and capital markets and with the operation of those markets

themselves. Over the last 20 years, there has been an explosion in the variety of securities and tradable assets, fuelled by deregulation and paralleled by an equally explosive growth in the technical and academic development of the discipline of finance. This development came about because of a number of important theoretical advances: the development of the theory of risk, the formal development of the concept of arbitrage and, of equal importance, the development of sophisticated information processing systems.

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

International entrepreneurship [8010112]

This course will provide students with the intellectual and practical background to equip would-be entrepreneurs with the skills and knowledge to set up their own international companies successfully. Students will gain an understanding of the key differences between large companies and SMEs and learn to appreciate the role of start-up and entrepreneurial activity in the hi-tech and Bio-pharma sectors. It will also provide students with an understanding of the financing options available to start-up and developing companies.

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

Short Course General Regulations: Masters Level Programmes

1. The Regulations

1.1 The University offers a number of short course programmes to External students. These short course programmes include credit bearing and non-credit bearing short courses.

1.2 The provision of credit bearing and non-credit bearing short course programmes at Masters level, and the registration of External students for credit and non-credit bearing short courses, is regulated by both these General Regulations and the Short Course Programme Regulations.

1.3 Registered External students are required to comply with these General Regulations and the appropriate Short Course Programme Regulations. They must also comply with the procedures, deadlines and instructions issued by the University in, for example, the relevant Student handbook and in the Notice to Candidates, which is sent to students prior to an examination. The University is not responsible for any consequences arising from failure to comply with these Regulations, procedures, deadlines or instructions.

1.4 The rules relating to credit bearing and non-credit bearing short courses in any given year are those included in the General Regulations and the relevant Short Course Programme Regulations for that current year and not in the year in which the student initially registered.

1.5 To register for a short course programme as an External student, an applicant must satisfy any entrance requirements for the short course programme concerned. In addition, an applicant who was either previously registered as an External student or who was 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.

1.6 On all matters concerning the interpretation of these Regulations and the Short Course Programme Regulations, or on which they are silent, the decision of the University shall be final.

Changes to the short course provision

1.7 Short course programmes are reviewed annually and are subject to change. Two years' notice will normally be given to registered students of any major amendment to a programme, particularly where courses are to be withdrawn.

Terminology and definitions

1.8 A 'short course programme' is a collection of short courses in a particular field of study, as defined in the relevant Short Course Programme Regulations.

1.9 'Credit bearing' short courses are short courses that may be taken into account for admission, and for credit, to a related or unrelated Postgraduate degree, diploma or certificate provided the formal assessment of that short course has been successfully completed.

1.10 'Non-credit bearing' short courses are short courses that may **not** be taken into account for admission to a related or unrelated Postgraduate degree, diploma or certificate. No credit or exemption for the related or unrelated degree, diploma or certificate will be given.

1.11 Credit bearing and non-credit bearing short courses are collectively known as 'short courses' in these Regulations.

1.12 These Short Course General Regulations describe the individual elements of a short course programme as 'subjects'. In the relevant Short Course Programme Regulations these may be called 'courses', 'units', 'modules' or 'sections'.

1.13 'Formal assessment' is the means by which credit bearing short courses are examined. The forms of assessment associated with the appropriate level of postgraduate study are used.

1.14 The term 'examination' used in these Regulations refers to the **entire** assessment for a credit bearing short course, and includes not only the written paper for that short course but also any coursework, project, dissertation or online requirements that count towards the final assessment.

1.15 Where short courses are associated with a particular Postgraduate degree, diploma and/or certificate, these are referred to as '**related**' degrees, diplomas and certificates.

1.16 The 'Admission Notice' is provided to each student who has made an entry to an examination. The Admission Notice contains the student's candidate number and confirmation of the dates and time of the examination(s) for which he/she has entered.

1.17 The 'Notice to Candidates' contains prescribed rules for the examinations. The Notice to Candidates is provided to students together with their Admission Notice.

Student complaints procedure

1.18 The University has a *Procedure for External student complaints* which can be found on the External System web site.

2. Short courses

2.1 The short courses available are given in the relevant Short Course Programme Regulations for the current year.

2.2 The relevant Short Course Programme Regulations indicate whether there is a maximum limit to the number of credit bearing and non-credit bearing short courses that may be taken on that programme and will state a maximum if a limit applies.

2.3 All credit bearing short courses will accommodate no less than 50 notional study hours.

2.4 Notional hours for non-credit bearing short courses are indicated in the relevant Short Course Programme Regulations.

2.5 Students may apply to take any short course available in a year unless they have already been awarded a related degree/diploma/certificate, in which case they may not normally offer a short course which is the same as, or equivalent to, a subject previously passed.

2.6 All students registering for any short course will receive a certificate of registration. A certificate of achievement will be presented to students who have satisfactorily completed any study requirements indicated in the relevant Short Course Programme Regulations and who successfully complete the assessment of a short course.

2.7 To be eligible for a certificate of registration and a certificate of achievement, a student must have been registered for that short course as an External student and must have complied with the Regulations in all respects, and have made satisfactory payment to the University of all due fees. The University reserves the right not to present a certificate to students who fail to satisfy any of these conditions.

2.8 A mark or grade awarded for a short course will not replace any mark or grade for a degree, diploma or certificate already awarded.

2.9 Unless the relevant Short Course Programme Regulations state otherwise, a student whose registration for a short course has been terminated because he or she has exhausted the permitted number of attempts at an examination may apply to register again as an External student for a short course or award in the same or different 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 Short Course General Regulations or in the relevant Short Course Programme Regulations, or by the University.

3. Progression to a degree, diploma or certificate

Credit bearing short courses

3.1 Successful completion by formal assessment of a credit bearing short course or courses may be taken into account for admission to a related or unrelated Postgraduate degree, diploma or certificate.

3.2 Successful completion by formal assessment of a credit bearing short course or courses may be taken into account for credit towards the related Postgraduate degree, diploma or certificate, provided that the application is made within **three** years of the completion of the relevant course or courses.

3.3 Where indicated in the relevant Short Course Programme Regulations, a student who has successfully completed the formal assessment of the relevant credit bearing short courses may apply to receive any related awards provided they satisfy the requirements for those awards and the application is made within **three** years of the completion of the relevant short courses.

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

3.5 All applications for progression from a credit bearing short course to a Postgraduate degree, diploma or certificate 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.

3.6 A student who does not successfully complete the assessment for a credit bearing short course may be permitted to proceed to a degree, diploma or certificate **provided** he or she satisfies the entrance requirements for the degree, diploma or certificate concerned. Such students may be required to cancel their existing registration and to submit a fresh application for registration and comply with the Regulations for that degree, diploma or certificate.

Non-credit bearing short courses

3.7 The completion of a non-credit bearing short course or courses will not be taken into account for admission, or for credit, to a related or unrelated Postgraduate degree, diploma or certificate.

3.8 A student who is registered for a non-credit bearing short course or courses may apply to register for a degree, diploma or certificate provided he or she satisfies the entrance requirements for the degree, diploma or certificate concerned. Such students may be required to cancel their existing registration and to submit a fresh application for registration and comply with the Regulations for that degree, diploma or certificate.

4. Period of registration

4.1 Students registering for a short course will be registered for a maximum period of two years. There is no minimum period of registration, unless indicated otherwise in the relevant Short Course Programme Regulations.

4.2 Applications for a renewal of registration for a further two years, or 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 for a short course for which they are registered. A fee may be payable.

4.3 Renewal of registration and extension of registration are approved only at the discretion of the University and will be subject to the General Regulations and Short Course Programme Regulations that are current at the time of renewal or extension.

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

4.5 If a student fails to pay the appropriate fees or breaches any relevant disciplinary or conduct code, the University reserves the right to apply the *Code of Student Discipline* and *The Suspension and Termination of Registration of Students in Debt* process as described in the University of London Ordinances (Ordinance 17 and 18 respectively).

5. Assessment

5.1 The assessment of a short course or courses is governed by the Short Course General Regulations and the relevant Short Course Programme Regulations that is applicable at the time of the examination and **not** at the time that a student was initially registered or first attempted the examination/assessment concerned.

Credit bearing short courses

5.2 The assessment for credit bearing short courses varies and is as described in the relevant Short Course Programme Regulations.

5.3 Credit bearing short courses will be formally assessed using the forms of assessment associated with the appropriate level of postgraduate study.

5.4 Students may choose whether or not to be formally assessed in the credit bearing short course for which they are registered. Students who choose to be formally assessed will be examined to the same standard as that required by students registered for the related degree, diploma or certificate. All students must comply with the rules given in the Short Course Programme Regulations for those examinations, and may not make more than the number of attempts permitted.

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

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

5.6 Except in the circumstances of paragraph 5.7, all examinations by written paper for the same short course, 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.

5.7 In the event of any unavoidable delay in the arrangement of examinations in a country other than the United Kingdom, the Overseas Examination Centre will arrange for the relevant papers to be taken with as little deviation as possible from the original dates 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.

5.8 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.

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

Examination centres

5.10 Examinations by written paper are held at established examination centres worldwide.

5.11 Outside the United Kingdom and Republic of Ireland, examinations are conducted by independent bodies known as Overseas Examination Centres.

5.12 In countries where an established Overseas Examination Centre exists, students must use the facilities provided by that Centre. The University will not establish an alternative centre in those countries.

5.13 All examinations are held at the discretion of the examination centre/Overseas Examination Centre and are subject to any conditions they may impose.

5.14 Students are required to apply to the relevant examination centre/Overseas Examination Centre 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 Centre to accept or refuse an entry to an examination.

5.15 A fee is normally levied by all examination centres (other than London) and Overseas Examination Centres. This fee is payable by students each time they make an examination entry. The University cannot be responsible for this fee nor can it influence the level of fee charged.

Non-credit bearing short courses

5.16 The assessment for non-credit bearing short courses varies and is as described in the Short Course Programme Regulations. There is **no** formal assessment for non-credit bearing courses.

5.17 Students may choose whether or not to be assessed in the non-credit bearing short course for which they are registered. All students who choose to be assessed must comply with the rules and deadlines given in the Short Course Programme Regulations for the assessment.

5.18 All forms of assessment must be written in English, unless the Short Course Programme Regulations state otherwise.

5.19 In addition to paragraph 5, students are required to comply with the rules on the conduct of examinations given in paragraph 8 of these Regulations.

6. Number of attempts permitted

6.1 A student who fails to satisfy the Examiners in an examination at the first attempt will be permitted to make one further attempt at that examination. The maximum number of attempts permitted at any examination for a short course is **two**.

6.2 A student who enters an examination hall to attempt a written paper will be considered to have made an examination attempt. Unless otherwise stated in the Programme Regulations, absence from an examination will not count as an attempt

6.3 The mark or grade awarded for a second attempt at an examination will supersede any previously awarded mark or grade for that examination, unless otherwise indicated in the relevant Short Course Programme Regulations.

6.4 If a student fails to satisfy the Examiners at a second attempt at any examination his or her registration for the short course concerned will cease.

6.5 Except as otherwise provided for by the University, students may not make a further attempt at the examination for a short course that has been passed.

7. Students with a disability and/or special needs

7.1 The University has a policy for External students with a disability and/or special needs and a statement explaining this policy is given on the External System web site.

7.2 As part of its policy, the University will make every reasonable effort to accommodate the requirements of a student with a disability and/or special needs by, wherever possible, providing any study materials in a different format (e.g. large print) or another medium, and/or by making special examination arrangements. If the University is unable to provide the study materials in the format which has been requested, the University will endeavour to make an alternative suggestion.

Special examination arrangements

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

7.4 Applications from students with a disability and/or special needs may be considered for the use of special aids or for extra time in the examinations.

7.5 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.

7.6 A student who finds handwriting difficult 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.

8. Conduct of examinations

8.1 All students are required to comply with the rules governing the conduct of examinations given below, and for credit bearing short course students, in the Notice to Candidates accompanying the Admissions Notice.

Representations about examinations

8.2 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.

8.3 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

8.4 A student may use in the examination only such books, notes, statutes, statistical tables, instruments, or other materials as are specifically permitted in the relevant Short Course Programme Regulations and/or 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.

8.5 The use of calculators in the examinations is strictly controlled. Students may use their own electronic calculators in the examinations provided that:

- the relevant Short Course Programme Regulations permit this
- the calculator complies with the specification given in paragraph 8.6
- Where no such permission is given in the Short Course Programme Regulations, calculators may **not** be used.

8.6 Where calculators are permitted, the following specification will apply, unless the relevant Short Course Programme Regulations state otherwise:

- Non-programmable. The use of a calculator or other electronic device that communicates, stores textual or numerical information, or displays textual (except error) messages, graphical or algebraic information is strictly forbidden. The use of a calculator with alphabet and/or symbol keys not listed below is strictly forbidden.
- PDAs, mobile phones or other devices are forbidden
- Hand held
- Compact
- Portable
- Solar and/or battery powered
- Quiet in operation
- The use of calculators with the following symbols and functions **only** are permitted:
 - Digit keys 0 to 9 and decimal point;
 - Keys for basic arithmetical functions of addition, subtraction, multiplication, division and equals;
 - Percentage key;
 - Square root key;
 - Basic 3 key memory (MRC, M-, M+);
 - Clear keys (C, AC);
 - On/off key.

8.7 The use of any calculator other than the type specified in the paragraph 8.6 of the Short Course General Regulations, or in paragraph 6 of the Short Course Programme Regulations, will constitute an examination offence and will be subject to the provisions in paragraph 8.16 of these regulations. Students are responsible for ensuring that their calculators are in working order for the examination. Students must ensure that they have alternative means of calculation in the event of the calculator failing during the examination, either through the use of a second calculator, which also complies with the specification given in the relevant Short Course Programme Regulations, or to continue the examination without the use of a calculator. If students use electronic calculators in examinations they must indicate on their examination scripts the name and type of machine used. Calculators will **not** be provided by the University.

Examination offences

8.8 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 8.4) 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.

8.9 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.

8.10 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 8.12). Plagiarism is an examination offence.

8.11 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.

8.12 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 handbook.

8.13 It is an examination offence to submit work which has been written jointly by two or more persons, unless expressly permitted in the Short Course Programme Regulations or student handbook.

8.14 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 Short Course Programme

Regulations or student handbook. 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.

8.15 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.

8.16 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 Short Course Programme Regulations or student handbook. 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 Special Examination Services.

Other matters

8.17 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.

8.18 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 short course programme manual. Final reports on research projects or dissertations will not be returned to students, unless indicated otherwise in the Short Course Programme Regulations.

8.19 All question papers will be retained by the University.

9. Fees

9.1 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 the relevant Short Course Programme Regulations.

9.2 The University reserves the right to amend previously announced fees. The University also reserves the right to make additional charges.

9.3 Students who are permitted to proceed from a short course to a Postgraduate diploma, degree or certificate (see paragraph 3) will be required to pay the registration fee for the diploma, degree or certificate and the fee for the remaining subjects.

9.4 Students who are permitted to renew their registration at the expiry of the initial period of registration (see paragraph 4.2) will, as applicable, be required to pay a further fee for the relevant short course concerned.

Refunds

9.5 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.

9.6 Examination re-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.