Please be aware that as College policies may be subject to change during the academic year, we reserve the right to change the information contained within this handbook. Any changes will be made to the online version on the handbook available on Moodle and on the Management website.
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1. **Introduction**

Welcome to our new students, and welcome back to our continuing students. The purpose of this handbook is to provide you with key information regarding the Department of Management and to explain how our programmes work. It is important that you read this handbook to familiarise yourself with your programme of study and departmental policies before you begin your studies.

Our modules are taught across three terms of 11 weeks in the autumn, spring and summer. This 11 week period includes nine weeks of teaching followed by a revision week. The exam period for each module is in the final week of each term.

1.1 **Term Dates 2016/17**

**Postgraduate Induction Evening:** Friday 30th September 2016: 6pm

**Autumn Term:** Monday 3 October 2016 – Friday 16 December 2016

*Christmas Closure:* The College will close at 6pm on Thursday 22 December 2015 and normal services will resume from 9am on Monday 3 January 2017.

**Spring Term:** Monday 9 January 2017 – Friday 24 March 2017

*Easter Closure:* College will close at 6pm on Wednesday 12 April 2017 and normal services will resume from 9am on Wednesday 19 April 2017.

**Summer Term:** Monday 24 April 2017 – Friday 7 July 2017

*The College will be closed all day on the following bank holidays:*

- May Day Bank Holiday: closed all day on Monday 1 May 2017.
- Spring Bank Holiday: closed all day on Monday 29 May 2017.
- August Bank Holiday: closed all day on Monday 28 August 2017.

1.2 **Social Events**

In the spring term there will be a social event for each programme (or cluster of similar programmes). The event will take place in the first week of term, following the first session of one of the compulsory modules for the respective programmes. See the dates and the modules below.

The event is for students and academic staff associated with the programmes. It is a forum for discussion of issues of common interest related to the specific programmes. It provides an opportunity to discuss experiences, clarify issues of concern and talk about future study in addition to general social interaction. The event is meant to facilitate networking with fellow students and staff. Drinks and snacks will be available.

**MSc International Management** Monday 9th January (after Multinational Financial Management’)

**MSc Accounting and Financial Management/Investment Management** Monday 9th January 2017 (after Multinational Financial Management)
MSc Business Innovation Wednesday 11th January 2017 (after Innovation Systems, Networks and Social Capital)

MSc Creative Industries Thursday 12th January 2017 (after Digital Creativity and New Media Management)

MSc Corporate Governance and Business Ethics / MSc Corporate Responsibility and Sustainability Wednesday 30th November 2016 (after Corporate Governance)

MSc International Business Tuesday 10th January 2017 (after The Business Environment: International and Comparative Perspectives)

MSc International Business and Development Thursday 12th January 2017 (after International Business and Economic Development)

MSc International Marketing / MSc Marketing / MSc Marketing Communication Wednesday 11th January 2017 (after Consumer Behaviour)

MSc Management Tuesday 10th January 2017 (after Research Methods in Management I)

MSc Sport Management / MSc Sport Management and the Business of Football / MSc Sport Management and Marketing / MSc Sport Management, Governance and Policy / MSc Sport Marketing Tuesday 10th January 2017 (after Sport, Governance and Regulation)

1.3 Department contact details

All members of staff can be contacted directly by phone or email. All Birkbeck numbers begin 020 7631 unless otherwise indicated. Contact details of staff members may change. All offices are in the Clore Management Centre unless otherwise indicated. The room numbers relate to the floor on which offices can be found, i.e. room 301 is on the third floor. Rooms prefixed with ‘G’ are on the ground floor, and rooms prefixed with ‘B’ are in the basement.

Administrative team

The Department’s general administration office is in Room G01 of the Clore Management Centre. The office is open from 10am - 6pm. The phone lines are open between 12pm and 6pm. The Departmental Administration Office remains open during vacation times, unless the whole College is closed for Christmas, Easter or a public holiday.

Contact details for the postgraduate administrative team are as follows, the Administrator should be your first point of contact:

- MSc and PG Cert Business Innovation programmes; MSc Management (including streams, Diploma and Certificate) programmes; PhD/MPhil/MRes
  - Administrator: Rachel Dowle (r.dowle@bbk.ac.uk; 020 7631 6740)

- MSc Marketing programmes; all MSc and PG Cert Sports programmes; MSc and PG Cert Creative Industries
  - Administrator: Becca Lewis (r.lewis@bbk.ac.uk; 020 7631 6776)
MSc Accounting and Financial Management; MSc Investment Management; all MSc International programmes; MSc and PG Cert Corporate Governance and Business Ethics; MSc Corporate Responsibility & Sustainability

- Administrator: Kiranjit Johal; k.johal@bbk.ac.uk; 020 7631 6670)

The Postgraduate Team Leader is Gilly Gambardella (g.gambardella@bbk.ac.uk; 020 7631 6836)

General enquiries: management-pg@bbk.ac.uk
Academic Staff

<table>
<thead>
<tr>
<th>Name</th>
<th>Tel.</th>
<th>Email</th>
<th>Room</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Head of Department</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professor Kevin Ibeh</td>
<td>020 7631 6876</td>
<td><a href="mailto:k.ibeh@bbk.ac.uk">k.ibeh@bbk.ac.uk</a></td>
<td>205</td>
</tr>
<tr>
<td><strong>Deputy Assistant Dean</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr Geoff Walters</td>
<td>020 7631 6884</td>
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<td>206b</td>
</tr>
<tr>
<td><strong>PG Programme Director</strong></td>
<td></td>
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</tr>
<tr>
<td>Professor Klaus Nielsen</td>
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<tr>
<td><strong>Academic Staff</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
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<tr>
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<td></td>
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<tr>
<td>Dr Daniele Archibugi</td>
<td>020 7631 6741</td>
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<td>209</td>
</tr>
<tr>
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</tr>
<tr>
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<td>B05</td>
</tr>
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<td>106</td>
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</tr>
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</tr>
<tr>
<td>Dr Wendy Hein</td>
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</tr>
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<td>211</td>
</tr>
</tbody>
</table>

Students should be aware that academic staff may be away from Birkbeck outside term time. During the 2016-17 academic year the following academic staff will be away during term time and will not be contactable during this period:

**Autumn Term 2016**: Wendy Hein, Helen Lawton-Smith; Anastasia Stathopoulou; Richard Tacon

**Spring Term 2017**: Joanna Boulouta; Wendy Hein, John Kelly

**Summer Term 2017**: Wendy Hein
Programme Directors

Contact the following programme directors if you have difficulties or queries about your course in general:

<table>
<thead>
<tr>
<th>Programme</th>
<th>Tutor</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSc Accounting and Financial Management</td>
<td>Dr Basil Al-Najjar</td>
</tr>
<tr>
<td>MSc Business Innovation with Entrepreneurship and Innovation Management</td>
<td>Professor Klaus Nielsen</td>
</tr>
<tr>
<td>MSc Business Innovation with International Technology Management</td>
<td>Professor Klaus Nielsen</td>
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<tr>
<td>MSc Business Innovation with E-Business</td>
<td>Professor Klaus Nielsen</td>
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<tr>
<td>MSc Corporate Governance and Business Ethics</td>
<td>Dr Sue Konzelmann</td>
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<td>MSc Corporate Responsibility and Sustainability</td>
<td>Dr Ioanna Boulouta</td>
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<td>MSc Creative Industries</td>
<td>Professor Klaus Nielsen</td>
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<tr>
<td>MSc International Business</td>
<td>Dr Paz Estrella Tolentino</td>
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<tr>
<td>MSc International Business and Development</td>
<td>Professor Xiaming Liu</td>
</tr>
<tr>
<td>MSc International Business and the European Union</td>
<td>Professor Klaus Nielsen</td>
</tr>
<tr>
<td>MSc International Management</td>
<td>Dr Odile Janne</td>
</tr>
<tr>
<td>MSc International Marketing</td>
<td>Dr Peter Trim</td>
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<tr>
<td>MSc Investment Management</td>
<td>Dr Basil Al-Najjar</td>
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<tr>
<td>MSc Management</td>
<td>Dr Giambattista Rossi</td>
</tr>
<tr>
<td>MSc Marketing</td>
<td>Dr Wendy Hein</td>
</tr>
<tr>
<td>MSc Marketing Communications</td>
<td>Dr Olivier Sibai</td>
</tr>
<tr>
<td>MSc Public Administration</td>
<td>Dr Geoff Walters</td>
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<tr>
<td>MSc Sport Management</td>
<td>Mr Sean Hamil</td>
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<tr>
<td>MSc Sport Management and the Business of Football</td>
<td>Mr Sean Hamil</td>
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<td>Mr Sean Hamil</td>
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<td>Mr Sean Hamil</td>
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<td>Dr Geoff Walters</td>
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<tr>
<td>MRes Management</td>
<td>Dr Luca Andriani</td>
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<tr>
<td>Postgraduate Diploma in Management</td>
<td>Dr Luca Andriani</td>
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<tr>
<td>Postgraduate Certificate in Management</td>
<td>Dr Luca Andriani</td>
</tr>
<tr>
<td>Postgraduate Certificate in Corporate Governance and Business Ethics</td>
<td>Dr Sue Konzelmann</td>
</tr>
<tr>
<td>Postgraduate Certificate in Sport Management</td>
<td>Dr Geoff Walters</td>
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<tr>
<td>Postgraduate Certificate in Sport Governance</td>
<td>Dr Geoff Walters</td>
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<tr>
<td>Postgraduate Certificate in Creative Industries</td>
<td>Professor Klaus Nielsen</td>
</tr>
<tr>
<td>Postgraduate Certificate in Business Innovation</td>
<td>Professor Klaus Nielsen</td>
</tr>
</tbody>
</table>

Personal Tutors

The Department operates a mentoring system and encourages students to seek advice from their personal tutors.

Your personal tutor is there to advise and support you with all sorts of problems. You'll be able to talk to your tutor about things like:
• modules and your course of study
• difficulties meeting deadlines
• exam revision and study concerns
• timetabling difficulties
• problems outside of Birkbeck that may have an effect on your studies

To find out who your personal tutor is, log in to your student profile and under ‘My studies and timetable’ / ‘Studies’ / ‘My personal tutors’ you can see the name of your personal tutor.

1.4 Student Conduct

Students are expected to take responsibility for their own studies and to seek help from academic and administrative staff where necessary.

At all times, students are expected to communicate with Birkbeck staff in a polite and respectful manner. Any abusive, threatening or aggressive behaviour may result in disciplinary proceedings against the student.

Birkbeck’s policy regarding student conduct and disciplinary proceedings can be found online:

http://www.bbk.ac.uk/mybirkbeck/services/rules/discipline.pdf

1.5 Registry Services

Registry Services at Birkbeck is responsible for the delivery of services to staff and students in respect of the College regulations, assurance and enhancement of academic standards and core student functions such as admissions, registration, financial support and assessment. For a complete list of the regulations including the Common Award Scheme regulations please go to http://www.bbk.ac.uk/reg/regs.

Where relevant, reference is made to the appropriate section within this handbook to set out the specific application of College policies at a departmental level.

1.6 Additional study costs

The purchase of books may be required, although many texts and readings are made available in the library or electronically on Moodle. As a general rule, students can expect to buy one textbook per 15 credit module. This will vary from module to module and will depend on a student’s research and academic needs.
2. **STUDENT SERVICES AND SUPPORT**

This section sets out the variety of general services and support that Birkbeck offers students during their studies.

### 2.1 My Birkbeck Helpdesk

My Birkbeck Helpdesk can help you with:

- general information about all our courses at Birkbeck
- enrolment queries
- general information about any aspect of your studies at Birkbeck
- getting referred to specialist staff for more in-depth professional support
- making an appointment for one-to-one advice

You can also use the self-service terminal to access information. The My Birkbeck Helpdesk is located in the main building at Torrington Square (WC1): [http://www.bbk.ac.uk/maps](http://www.bbk.ac.uk/maps)

**Opening hours**

A list of frequently asked questions is available online: [www.bbk.ac.uk/ask](http://www.bbk.ac.uk/ask) or you can contact the Helpdesk as shown below. Please check the website for details of opening hours as these may vary: [http://www.bbk.ac.uk/mybirkbeck/services/facilities/helpdesk](http://www.bbk.ac.uk/mybirkbeck/services/facilities/helpdesk)

My Birkbeck Helpdesk  
Birkbeck, University of London  
Malet Street  
London WC1E 7HX

Email: info@bbk.ac.uk; Telephone: 020 7631 6316

### 2.2 Library

The entrance to Birkbeck Library is on the ground floor of the main building in Malet Street (entrance on Torrington Square). Your College ID card gives you automatic access to the Library. There is no need to register. The opening times of the Library are designed to meet the needs of part-time students in full-time work. During term-time, the Library is open 7 days a week from 8.30am to 11.45pm. More information on using the library can be found on the library webpage at [http://www.bbk.ac.uk/lib/](http://www.bbk.ac.uk/lib/).

**Rights and responsibilities**

You can borrow up to 15 items at a time. Most books can be borrowed for 3 weeks. Some books and DVDs can be borrowed for 1 week. 1 week and 3 week loan books can be renewed as long as no-one else requests them. A few items can only be issued for 1 day and cannot be renewed. There are also books marked reference and a Reading Room Collection with reference access to key course readings. These books cannot be borrowed.
Please be a responsible Library user. The smooth running of the Library depends on your co-operation. Please renew or return items promptly, especially if someone else has requested them. If you fail to return items on time you will incur fines and your borrowing rights will be suspended. Students who have overdue items at the end of the academic year will have examination results withheld until they return the items.

**Accessing resources from your PC**

You can access a whole host of electronic journals and databases from any PC in College. These resources can also be accessed from outside College with your IT Services (ITS) username and password.

The Library website is at [http://www.bbk.ac.uk/lib](http://www.bbk.ac.uk/lib). As well as giving comprehensive information about the Library’s services and collections, you can also:

- Search the Library catalogue, renew your books and place reservations on items that are out on loan.
- Read articles in over 28,000 electronic journal titles and newspapers.
- Search databases to help you find out what has been written about the subject you are researching, including ABI-INFORM Global, Business Source Premier, Nexis UK and the Social Sciences Citation Index.
- Access past exam papers.
- Work through LIFE – an online tutorial to help you make the most of the Library.

**Disability assistance**

Birkbeck Library aims to be accessible and convenient for all and offers a range of services and equipment designed to meet the needs of Library users with disabilities. This includes postal loans, one-to-one help with Subject Librarians, leaflets in alternative formats, a CCTV magnification system, writing slopes and orthopaedic chairs.

For full details of our services and equipment, please visit the online guide at [http://www.bbk.ac.uk/lib/about/userinfo/access](http://www.bbk.ac.uk/lib/about/userinfo/access) or contact Library Access Support on 020 7631 6491. Email: library-disability@bbk.ac.uk

If you have particular difficulty in accessing the Library, you may benefit from using the LAMP Service (Library Materials by Post) which provides extended loans, postal loans for books and photocopies of journal articles and a book fetching service. LAMP is free to students who have registered their disability with the Birkbeck Disability Office - contact the Disability Office (Tel: 020 7631 6336 Email: disability@bbk.ac.uk) in the first instance.

**Other libraries**

Birkbeck students can also use a range of other libraries. Students have reference access to many University of London college libraries. In addition, postgraduate students can join the SCONUL Access Scheme which allows access to most other higher education libraries with limited borrowing rights. See the Library web site for more information.

**Further help**

If you require any assistance using the resources or finding information either in Birkbeck Library or elsewhere, please ask at the Help Desk. Telephone: 020 7631 6063.
Alternatively, contact the Management Subject Librarian, Mr Aidan Smith, directly. Telephone: 020 7631 6062. Email am.smith@bbk.ac.uk

2.3 IT Services

Help and information with IT Services is available online: www.bbk.ac.uk/mybirkbeck/services/facilities/computing

or by calling the IT Helpdesk on 020 7631 6543.

Alternatively go to the ITS Help Desk on the ground floor in the main building.

Opening hours are:
   Term Time: 10am-8pm Monday-Friday.
   Outside Term: 10am-6pm Monday-Friday.

If required, Helpdesk staff will liaise with appropriate ITS technical support staff to answer user queries.

ITS is an academic service department responsible for the central communications and IT infrastructure of the College. It provides a wide range of network services to support the teaching & learning, research and administrative activities of College staff and students.

ITS facilities and services include:

- Extensive campus data network providing high speed connectivity to the Internet
- Purpose-built computer classrooms equipped with up-to-date networked PCs and high-quality printers (at least one open 24 hours a day)
- A wide range of general software applications (e.g. word-processing, email, web) and specialist packages
- Wireless connectivity to the College network from your laptop or other personal computer equipment
- Facilities for students with special needs, including technical support and advice on the use of assistive technologies to help with specific disabilities
- Helpdesk with extended opening hours for general computing queries
- Practical, hands-on training workshops on general applications and self-training materials to enable you to work at your own pace
- Remote access to College electronic resources and services
- An online electronic course management system to support learning - the Moodle Virtual Learning Environment

You can find out more about these services and others by visiting the 'My Birkbeck' website.

Access to all IT services is via a username and password (issued by email) and includes personal storage space on a networked server. Once enrolled we recommend you register for our “Self Service Reset Password Management” service; after setting answers to 3 security questions you will be able to reset your password if you forget it.

You need to provide and maintain an email address that can be used for all College correspondence. Alternatively, you can apply for a web-based Birkbeck email account (hosted by Google). You are expected to access the 'My Studies at Birkbeck' website to
update your email address and other personal details and to access information about your
programme of study.

There is also a text message news flash service which enables you to receive free urgent
messages from the College via their mobile phones. Full details are available on the 'My
Birkbeck' website.

**Computers and the law**

These guidelines will help you avoid breaking the law (i.e. the Computer Misuse Act of
1990) and College Regulations.

- Do not use any software product that is not properly licensed either individually or
  through a campus site licence.
- Do not make unauthorised copies of licensed software.
- Do not allow others to use your registered user identifier or password.
- Do not attempt to gain access across a network into a computer system of which you are
  not a registered user.
- Do not send offensive or excessive private material over a network.
- Do not attempt to interfere with or destroy systems software or data not belonging to
  you, for example by deliberately introducing a computer virus.
- Make sure you abide by the principles and obligations of the Data Protection Act under
  which the College is registered as both a Data User and Computer Bureau. The College
takes a serious view of such offences and you are advised to consult the Computing
Regulations for more details. These are available from the Central Computing Services.

**Support for disabled users**

In our experience, support is best tailored to the individual student’s needs. The Disability
IT officer can provide advice on a range of specialist products to support students with
special needs, and support with accessing the specialist hardware and software in the
computer workstation rooms and the Library. If you would like an appointment, please
contact the Disability Office on 020 7631 6336, email disability@bbk.ac.uk, or visit the ITS
Helpdesk on the ground floor of the Main Building.

**Workstation room PCs and software**

Most users access ITS facilities using PC workstations located in eight rooms around the
College. The workstations allow personal tailoring of the desktop, which is then available
from all PCs in any ITS workstation room. This may include size of icons, size of text and
colour schemes. ITS Reception can provide help in setting up the desktop.

A number of systems have additional enabling technologies available:

- Hardware includes mouse replacements, additional keyboards, large screen monitors and
  scanners, adjustable desks, and specialist orthopaedic chairs.
- Software is designed to be of assistance to students with visual impairment, blind
  students, students with dyslexia and a range of other problems. Software includes
  SuperNova, TextHelp Read and Write, Inspiration.
Access to facilities from home

The College provides a Virtual Private Network service providing access to network services from home via your Internet Service Provider. This includes: College based electronic mail, Intranet, World Wide Web, ITS documentation, Library catalogue, Birkbeck Electronic Library and networked filestore.

Use of personal equipment

The College has a Wireless and Mobile computing service that allows students to connect their own equipment (including laptops and PDAs) to the College network for access to resources required for their study.

Documentation

Most documentation is provided in electronic form, and may be easily viewed on PCs via the Internet/Intranet. Large print versions are available on request.

2.4 The Disability Office

At Birkbeck there are students with a wide range of disabilities, specific learning difficulties, medical conditions and mental health conditions. Many of them have benefited from the advice and support provided by the College’s Disability & Dyslexia Service.

The Disability & Dyslexia Service and Mental Health Service

The Disability & Dyslexia Service is located in the Wellbeing Centre G26, on the ground floor of the Malet Street building.

All enquiries should come to the Wellbeing Centre, who will determine the appropriate referral to specialist staff. They can provide advice and support on travel and parking, physical access, the Disabled Students’ Allowance, specialist equipment, personal support, examination arrangements, etc. If you have a disability or dyslexia, we recommend you call us on 0207 631 6316 to book an appointment.

The Disability & Dyslexia Service can help you to complete your Study Support Plan, confirming your support requirements with your School and relevant Departments at the College so they are informed of your needs.

Access at Birkbeck

Birkbeck's main buildings have wheelchair access, accessible lifts and toilets, our reception desks and teaching venues have induction loops for people with hearing impairments, and we have large print and tactile signage. Accessible parking, lockers, specialist seating in lectures and seminars and portable induction loops can all be arranged by the Disability & Dyslexia Service.
The Disabled Students’ Allowance

UK and EU (with migrant worker status) disabled and dyslexia students on undergraduate and postgraduate courses are eligible to apply for the Disabled Students’ Allowance (DSA). The DSA provides specialist equipment including computers with assistive technology and training, personal help e.g. note takers, BSL interpreters, specialist tutors for students with dyslexia and mental health mentors and additional travel costs for students who have to use taxis. It provides **thousands of pounds worth of support** and all the evidence shows that students who receive it are more likely to complete their courses successfully. The Disability & Dyslexia Service can provide further information on the DSA and can assist you in applying to Student Finance England for this support.

Support in your Department

Your Department will receive a copy of your Study Support Plan from the Disability and Dyslexia Service. This will make specific recommendations about the support you should receive from the Department.

Support will be provided by the Programme Director, tutors and Programme Administrator in the Department. Within the Department of Management, the Disability Lead is Dr Rebecca Gumbrell-McCormick. She can be contacted on 020 7631 6777 or r.gumbrell-mccormick@bbk.ac.uk

Support in IT Services and Library Services

There is a comprehensive range of specialist equipment for students with disabilities in IT Services. This includes an Assistive Technology Room, which may be booked by disabled students. We have software packages for dyslexic students (e.g. Claroread and Mind view), screen reading and character enhancing software for students with visual impairments available in our computer laboratories, specialist scanning software, large monitors, ergonomic mice and keyboards, specialist orthopaedic chairs, etc. We have an Assistive Technology Officer, who can be contacted via IT Services.

The Library has an Assistive Technology Centre, where there is also a range of specialist equipment, including an electronic magnifier for visually impaired students, as well as specialist orthopaedic chairs and writing slopes. The Disability and Dyslexia Service Office refers all students with disabilities to the Library Access Support service, who provide a comprehensive range of services for students with disabilities and dyslexia.

Examinations and Assessments

Many disabled and dyslexic students can receive support in examination, including additional time, use of a computer, etc. They are often also eligible for extensions of up to two weeks on coursework, which should be requested in writing. In order to receive special arrangements a student must provide medical evidence of their disability (or, if you are dyslexic, an Educational Psychologists report) to the Disability Office as soon as they enrol on the programme. The department will then receive this information from the Disability Office in order to make the necessary special arrangements.

Please note that students with an SSP (Study Support Plan) which allows an extension of two weeks on coursework can request to use it on any piece of coursework and will not be
capped if they submit the coursework by the relevant deadline, usually two weeks after the
original submission deadline. The absolute cut off deadline runs alongside this; if a student
with an SSP submits after the two week SSP deadline but before the three week absolute
cut-off deadline, the assignment will be capped at the pass mark.

**Specific Learning Difficulties (e.g. dyslexia, dyspraxia)**

Mature students who experienced problems at school are often unaware that these
problems may result from their being dyslexic. Whilst dyslexia cannot be cured, you can
learn strategies to make studying significantly easier. If you think you may be dyslexic you
can take an online screening test in the computer laboratories, the instructions for the
screening test are available on the Disability Office website. If appropriate, you will be
referred to an Educational Psychologist for a dyslexia assessment. Some students can
receive assistance in meeting this cost, either from their employer or from Birkbeck.

**Further information**

For further information or to make an appointment to see the Disability & Dyslexia Service,
please call the Wellbeing Administrators on 020 7631 6316 or email disability@bbk.ac.uk.

**Examinations**

Students with disabilities and dyslexia may be eligible for special arrangements for
examinations e.g. extra time, use of a word processor, amanuensis, enlarged examination
papers etc. In order to receive special arrangements a student must provide medical
evidence of their disability (or, if you are dyslexic, an Educational Psychologists report) to
the Disability Office as soon as they enrol on the programme. The examinations office will
then receive this information from the Disability Office in order to make special
examinations arrangements.

For in-class tests you should contact your lecturer and the programme administrator to
request special arrangements at least 2 weeks before the examination.

**2.5 Student fees**

Student fees are payable on either a monthly, termly or annual basis. Student fees are
decided by individual student status: the status categories are set out below. More detailed
information on fees can be found on the Birkbeck website:
http://www.bbk.ac.uk/prospective/

**Enrolled students**

All enrolled students attending a full programme year will usually be charged the applicable
full fee.

**Repeating (retaking) modules**

Where students need to retake modules, i.e. re-attend classes, and are not paying
programme fees, a pro rata fee will be charged.
**Assessment Only – resits or deferrals**

Where a student is not attending classes but has access to College facilities (Library and workstation rooms) and is registered for one or more assessments, an administrative fee may be charged.

**Deferring Dissertation – Master’s students only**

Where a student has permission to extend their registration beyond the standard length of the programme of study in order to complete a dissertation with supervision, the fee is one third of the programme fee for part-time students and one sixth of the programme fee for full-time students.

**International students**

The College is required to monitor and confirm to the UK Border Authority the attendance for international students with Tier 4 visas. Students who have Assessment only and Unsupervised Dissertation status will be assumed to be not attending. The College cannot sponsor any students with these statuses for Tier 4 visas.

**Birkbeck College Hardship Fund**

The College Awards and Hardship Fund is open to applications from all undergraduate and postgraduate students whose financial circumstances have changed leading to difficulties in paying tuition fees.

Students should contact the Student Financial Support Office for advice:

Email: studentfinancialsupport@bbk.ac.uk
Tel: 020 7631 6362 (12.00-5.30pm, Monday to Thursday)

For tuition fees enquiries, please go to the Student Centre helpdesk which is open all year:
- Monday to Thursday, 11am – 6.30pm
- Friday, 11am – 5pm
- Saturday, 12 noon – 5pm
- Sunday, Closed

Telephone: 020 7631 6316

Should students need to contact the student centre outside of these hours, please do so via the web form at [www.bbk.ac.uk/ask](http://www.bbk.ac.uk/ask)

**2.6 Break in studies**

Requests to take a break in studies must normally be made by the end of the preceding term. A Break in Studies request will usually only be approved for a period of one calendar year.

For example, if a student requests a break in studies at the end of the autumn term they would be expected to return at the beginning of the spring term in the following academic year.
In this case the student would study their credit load (between 60 and 80 credits part-time or 120 credits full-time) over the autumn term before the break in studies and over the spring and summer term of the subsequent year once they return. The credit load cannot be increased when a student returns from a break in studies.

Fees are not charged for the period that the student is on a break in studies. Students taking a break in studies will be charged termly fees for any term(s) they attend in the year they took the break and on returning from the break, will be charged a termly fee for any remaining terms - at the rate of fees set for that year.

If a student would like to request a break in studies they should discuss their intention with their personal tutor and then submit a request through their My Birkbeck Profile:

1. Login to your My Birkbeck Profile: [http://www.bbk.ac.uk/mybirkbeck/my-birkbeck-profile](http://www.bbk.ac.uk/mybirkbeck/my-birkbeck-profile)
2. Once logged in, under ‘My studies and timetable’ click on ‘Request a change to study status’
3. Click on the 'break in studies (interruption)' tab
4. Fill in the requested details on the form and click on 'submit request'
5. You will receive a notification that your request has been submitted
6. Once the request has been considered and a decision made you will be notified of the outcome by email. Please be aware that this will not happen immediately as several departments will need to review and process the request. A normal time frame is 4 weeks.

### 2.7 Careers Information and Guidance

Most students are interested in developing their careers, either within their current field of work or in a completely new direction. The Careers Group, located next door to Birkbeck within Senate House, offers expertise and experience in working with students and graduates of all ages and at all stages of career development.

Further information on our careers services can be found at this link: [http://www.bbk.ac.uk/mybirkbeck/services/facilities/careers/career-services](http://www.bbk.ac.uk/mybirkbeck/services/facilities/careers/career-services)

### 2.8 Students’ Union

All internal students of Birkbeck College are automatically members of Birkbeck College Students’ Union, which exists to promote welfare and social activities for students, and to represent their interests on College committees. It also provides a free, confidential and Professional counselling service, an advice centre and study skills support. More information about these is available on its website: [http://www.bbk.ac.uk/su](http://www.bbk.ac.uk/su) or from the BCSU office on 020 7631 6335, or the President on 020 7631 6365 or by email at president@bcsu.bbk.ac.uk

A broader range of social and sporting activities, including the Energy Base gym, is offered by the University of London Union (ULU), located next to the Malet Street Building, which Birkbeck students are entitled to join. Their website is [http://www.ulu.ac.uk](http://www.ulu.ac.uk)
2.9 Nursery

The College operates a well-equipped evening nursery at a moderate cost and nursery facilities are available to students registered for the 2014-15 academic year. The nursery is open in term-time from 5.30 – 9.00pm and takes a maximum of 16 children per evening. Children aged two to ten years are accepted. For further information please go to http://www.bbk.ac.uk/mybirkbeck/services/facilities/nursery/about

2.10 Health and Safety

The College Safety Officer is Mr Keith Ryan, who can be contacted on 020 7631 6218 or on email k.ryan@bbk.ac.uk.

In the event of an emergency, phone 555 (internal telephone number). This can be dialled from most Birkbeck buildings to REPORT any emergency and to REQUEST help. A 555 call is routed to a special telephone staffed at all times by a Duty Attendant who will summon the required assistance. 555 callers MUST identify themselves and the specific assistance required, and also inform the Duty Attendant of the precise location of the emergency.

In the event of the fire alarm being sounded, everyone must leave the building without delay by the nearest available exit and must not re-enter the building until the alarm has been silenced and permission has been granted by the Senior Fire Officer or Duty Attendant.

2.11 International students

The International Office at Birkbeck can provide support and advice for students studying from overseas: http://www.bbk.ac.uk/prospective/international/coming-to-birkbeck.

A range of orientation events take place during late September – for further information, please go to http://www.bbk.ac.uk/prospective/international/coming-to-birkbeck/orientation-events

Obligations under Tier 4 to monitor and report on student attendance, change of circumstance and withdrawal:

Overseas students must notify their programme administrator of their intention to:

- withdraw from a programme / transfer to another programme of study
- return to their country of origin (either temporarily or permanently)
- to take a holiday / conduct research in another country

Department staff will then ensure that the Registry is notified without delay. Records will be kept of all approved holidays and breaks and students must ensure that they notify department staff on their return so that they can be checked back in. Students must report any permanent withdrawal from a programme, which Birkbeck must then report to UK BA immediately.
Any intention to change programme or change your period of study must be reported to admin staff who will then inform the Registry immediately.

We also have a BEI School contact who is responsible for International Students, for any additional queries or support you can contact Andrea Williams on a.williams@bbk.ac.uk; Tel: 020 3073 8048.

**Failure to comply could lead to your visa being revoked.**

### 2.12 Study skills

**Workshops**

During the first weeks of the autumn term a number of study skills workshops will be organised for new students. The purpose is to provide students with the general skills required for successful postgraduate study. The **Success in Academic Writing** workshops will cover the following topics: (a) Reading and research skills; (b) Essay writing; (c) Referencing and plagiarism; (d) Critical thinking and writing; (e) Personal/professional development planning: presentation skills, time management, team work, and how to cope with cultural differences etc..

It is expected that all new overseas students will attend the workshops. However, students who have not been at university for many years, and students with entry marks at 2:2 or lower, should also take part.

Information about the time and location of the workshops will appear on new students’ timetables.

**Learning Coordinators**

Richard Carabine and Eva Szatmari are the Learning Coordinators for the Department of Management. Their role is to support students in their studies. Richard is available 4 days per week and Eva is available 5 days per week to meet with students and to discuss their needs. They work closely with Birkbeck staff to ensure that support structures are in place to ensure that students have every opportunity to be successful in their studies. Please contact either Richard or Eva directly for individual support to go to the Study Support area on Moodle to see what support sessions are currently scheduled.

**Richard Carabine**
Tel: 020 7631 6464; email: r.carabine@bbk.ac.uk; room: 715a Malet Street

Richard offers advice on the following:
- Returning to study
- Note taking
- Critical thinking & reading skills
- Essay writing
- Referencing
- Giving presentations
- Taking part in seminars
- Managing time and workloads
- Avoiding plagiarism
- Writing a dissertation
- Coping with exams
• Motivation

Eva Szatmari
Tel: 020 7631 6464; email: e.szatmari@bbk.ac.uk; room: 707 Malet Street

Eva offers advice on the following:
• Maths
• Statistics

Please see below for information on further study skills support available in the College:

Study skills sessions
http://www.bbk.ac.uk/mybirkbeck/global/workshop_timetable?orgunit=BU

Moodle tutorials & resources
http://moodle.bbk.ac.uk/ School of BEI Study Skills Area

Birkbeck website Learning Support & Skills Training
http://www.bbk.ac.uk/mybirkbeck/get-ahead-stay-ahead &
http://www.bbk.ac.uk/mybirkbeck/services/facilities/support

Get Ahead Postgraduate Presentations
http://www.bbk.ac.uk/mybirkbeck/services/orientation/getaheadpostgraduate

2.14 Employability

Careers and Employability Service
We provide comprehensive careers, recruitment and employability advice, events and information services for our students, both online and face-to-face at our dedicated support space on the Birkbeck campus in Bloomsbury. These include: speaking to a careers advisor; panel discussions with employers, Birkbeck alumni and careers consultants; workshops and events on finding work, CV and application writing, and preparing for interviews; and online social media support.

We also work closely with Birkbeck Talent, our in-house recruitment service, to provide bespoke support for student pursuing employment and internship opportunities.

To find out more, visit http://www.bbk.ac.uk/careers

Birkbeck Talent
Birkbeck Talent is a professional recruitment service aimed exclusively at assisting Birkbeck students to find work whilst studying and after graduation. We work with London’s top employers to offer innovative internships, prestigious job vacancies and exciting graduate opportunities.

To find out more, visit http://www.bbk.ac.uk/careers/birkbeck-talent/
**Business Engagement team**
The School of Business, Economics and Informatics has a dedicated Business Engagement team where you can take advantage of extra support - in addition to what is offered by Birkbeck Talent and Birkbeck Careers. The Business Engagement team deliver a range of activities to support you in your career aspirations including:

**Mentoring Pathways**
Mentoring Pathways pairs successful applicants with industry professionals for individual advice and guidance. There are approximately 100 places available for final year undergraduates and postgraduate students. We have partnerships with a number of key organisations and work alongside Birkbeck alumni who provide mentors. Please email mentoring@bbk.ac.uk

**Enterprise Pathways**
Whether you are setting out in your journey as an entrepreneur or have already established a thriving business, we offer various pathways to support you. These include a non-credit bearing module with workshops once a month throughout the academic year, access to digital resources, and enterprise boot camps to help you to develop your ideas and network with other students. Please email enterprise@bbk.ac.uk or visit www.bbk.ac.uk/enterprise

**School Events**
From time to time we run events, competitions or offer the opportunity to attend conferences, with the aim to help you to find out more about industry sectors, entrepreneurs and professional bodies.

**Insiders’ Guides**
We take a small number of students to visit workplaces and ask questions about the culture, the roles and career progression. If you would like to participate please email developus@bbk.ac.uk

**Employer Sponsorship**
Talk to a member of the team about how your current employer might sponsor you through your studies. Please email: developus@bbk.ac.uk

You can also follow BEI on social media for information and conversations:
- Twitter: @BirkbeckBEI
- Facebook, Google+ and LinkedIn: Search ‘BirkbeckBEI’

Please visit our website www.bbk.ac.uk/business/business-services for resources and information about all of these initiatives.

We send a regular email newsletter with details of all upcoming events and activities to students in the School of Business, Economics and Informatics who allow marketing communications through their MyBirkbeck Profile.
## BUSINESS ENGAGEMENT EVENT SCHEDULE 2016/17

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<thead>
<tr>
<th>Month</th>
<th>Enterprise Pathways</th>
<th>Mentoring Pathways</th>
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<tbody>
<tr>
<td>October</td>
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<td>Briefing sessions Week commencing 31/10/16</td>
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<tr>
<td>November</td>
<td>Community Launch &amp; Brunch 05/11/16</td>
<td>Training sessions Weeks commencing 12/11/16 and 19/11/16</td>
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<td></td>
<td>Global Entrepreneurship Week Event 16/11/16</td>
<td>Launch event 21/11/16</td>
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<tr>
<td>December</td>
<td>Who are you? What type of entrepreneur can you be? 03/12/16</td>
<td>1-1 Mentoring</td>
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<tr>
<td>January</td>
<td>Get LEAN 07/01/16</td>
<td>1-1 Mentoring</td>
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<tr>
<td>February</td>
<td>Dynamic Business Plans 04/02/16</td>
<td>1-1 Mentoring</td>
</tr>
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<td>March</td>
<td>Pitch Perfect and Santander Competition Launch 04/03/16</td>
<td>1-1 Mentoring</td>
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<tr>
<td>April</td>
<td>Sources of Finance 01/04/16</td>
<td>1-1 Mentoring</td>
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<tr>
<td>May</td>
<td>Take-off 06/05/16</td>
<td>1-1 Mentoring</td>
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<tr>
<td>June</td>
<td>Birkbeck Angels 03/06/16</td>
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<td>July</td>
<td>Awards Evening 15/07/16</td>
<td>Celebration event 05/07/16</td>
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3. **Programme Information**

This section provides a background to our postgraduate programmes and sets out the programme structures for each programme. Each structure shows which evenings the modules will run for both full-time and part-time students.

The Department of Management offers four types of postgraduate programme:

- Masters (MSc) programmes
- MRes programme
- Postgraduate Diploma
- Postgraduate Certificates

**MSc programmes**

All MSc degrees require that students obtain 180 credits. The postgraduate programmes in management comprise:

- eight taught modules of 15 credits each, which in total account for 120 credits or two thirds of the overall final mark; and
- a dissertation of 12,000 words, accounting for 60 credits or one third of the overall final mark (due to be submitted in September)

The eight taught modules are normally made up of a combination of compulsory modules and optional modules. Compulsory modules must be undertaken as part of the programme. Compulsory modules vary from programme to programme and are detailed in the programme structures below.

We recommend that part-time students take a minimum of five modules in the Autumn, Spring and Summer terms of their first year, and a further three modules plus the dissertation in their second year. However part-time students are able to take up to six modules in their first year if they wish. In such circumstances there will be a reduced workload in year two which will allow more time to work on the dissertation. Consideration must be given to how this will fit in with professional and personal commitments. If students wish to shift their workload and take one module more in one term and one module less in another term, they need to discuss this with their Programme Director and get approval.

It is recommended that full-time students take no more than three modules in the autumn term. The programme structures are constructed in a way to make this possible. Also in the autumn term new students are expected to follow a number of study skills sessions.

Most postgraduate programmes consist of a mixture of compulsory and optional modules. Some optional modules must be chosen among a portfolio of selected modules. Most optional modules can be chosen among all postgraduate modules offered by the Department. However, please note some marketing modules are restricted to students on the marketing programmes while others require you to take Principles of Marketing as a pre-requisite; see module overviews on the department website.

All programme descriptions provide an overview of the scheduling of the compulsory modules. The overview distinguishes between full-time (FT) and part-time (PT) students. Please note that the timetable for 2017-18 (Year 2 for PT students) is not finalised and that the days on which the modules take place could be subject to change.
**MRes programme**

This programme is designed for students with a good academic background who wish to improve their research skills and do a substantial piece of dissertation research. The research training modules are the same as those taken by our MPhil/PhD students; the MRes is suitable for students who are considering undertaking a PhD in Management. The programme comprises:

- Six taught modules of 15 credits each, accounting for 90 credits in total, or half of the final overall mark
- A dissertation of 20,000 words, accounting for 90 credits, or half of the final overall mark

The six modules are made up of a combination of compulsory and optional modules (see section 3.2)

**Postgraduate Diploma**

The Department of Management offers a Postgraduate Diploma in Management (see section 3.3 for more details). The Postgraduate Diploma requires that students study eight modules and obtain 120 credits (there is no dissertation). Providing these credits are obtained, a student can progress on to study for an MSc by undertaking a dissertation.

**Postgraduate Certificates**

The Department of Management offers six Postgraduate Certificates that can be studied over a one-year period part-time (see section 3.4 for more details). The Postgraduate Certificates require that students study four modules and obtain 60 credits. Any student who wishes to transfer from the PG Certificate to the MSc must first successfully complete these four modules: all transfers are subject to the approval of the relevant programme director.

**Postgraduate modules**

Information about any individual module can be found on the departmental website: [http://www.bbk.ac.uk/management/study-here/postgraduate/modules](http://www.bbk.ac.uk/management/study-here/postgraduate/modules)
### 3.1 Programme Structures

The Management timetable can be found on the Departmental website: [http://www.bbk.ac.uk/management/current-students/copy_of_timetables](http://www.bbk.ac.uk/management/current-students/copy_of_timetables)

#### 3.1.1 Accounting and Financial Management

**Programme Structure**

Students take the following compulsory modules:

<table>
<thead>
<tr>
<th></th>
<th>Autumn</th>
<th>Spring</th>
<th>Summer</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FT</strong></td>
<td>Financial Modelling <em>(Monday)</em></td>
<td>Multinational Financial Management <em>(Monday)</em></td>
<td>Contemporary issues in Financial Reporting for Complex Entities <em>(Tuesday)</em></td>
</tr>
<tr>
<td></td>
<td>Applied Financial Management <em>(Tuesday)</em></td>
<td>Principles of Financial Reporting <em>(Tuesday)</em></td>
<td>Management Accounting and Decision Making *(2) <em>(Wednesday)</em></td>
</tr>
<tr>
<td></td>
<td>Principles of Investment Management <em>(Wednesday)</em></td>
<td>Management Accounting and Decision Making *(1) <em>(Wednesday)</em></td>
<td></td>
</tr>
<tr>
<td><strong>PT Y1</strong></td>
<td>Financial Modelling <em>(Monday)</em></td>
<td>Multinational Financial Management <em>(Monday)</em></td>
<td>Management Accounting and Decision Making *(2) <em>(Wednesday)</em></td>
</tr>
<tr>
<td></td>
<td>Applied Financial Management <em>(Tuesday)</em></td>
<td>Management Accounting and Decision Making *(1) <em>(Wednesday)</em></td>
<td></td>
</tr>
<tr>
<td><strong>PT Y2</strong></td>
<td>Principles of Investment Management <em>(Wednesday)</em></td>
<td>Principles of Financial Reporting <em>(Tuesday)</em></td>
<td>Contemporary issues in Financial Reporting for Complex Entities <em>(Tuesday)</em></td>
</tr>
</tbody>
</table>
3.1.2 Business Innovation

Three streams are offered for both MSc (Master of Science) with specialized focus on:
- Entrepreneurship and Innovation Management
- E-business
- International Technology Management

MSc Business Innovation with Entrepreneurship and Innovation Management

Programme Structure

Students take the following five compulsory modules:

<table>
<thead>
<tr>
<th></th>
<th>Autumn</th>
<th>Spring</th>
<th>Summer</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Principles of Organization and Management</td>
<td>Innovation systems, networks and social</td>
<td>Entrepreneurship and Innovation</td>
</tr>
<tr>
<td>FT</td>
<td>(Monday)</td>
<td>capital (Wednesday)</td>
<td>(Thursday)</td>
</tr>
<tr>
<td></td>
<td>Innovation: Management and Policy</td>
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<td></td>
<td>(Wednesday)</td>
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<tr>
<td></td>
<td>Research Methods in Management I</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Friday)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PT Y1</td>
<td>Principles of Organization and Management</td>
<td>Research Methods in Management I</td>
<td></td>
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<tr>
<td></td>
<td>(Monday)</td>
<td>(Tuesday)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Innovation: Management and Policy</td>
<td>Innovation systems, networks and social</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Wednesday)</td>
<td>capital (Wednesday)</td>
<td></td>
</tr>
<tr>
<td>PT Y2</td>
<td></td>
<td></td>
<td>Entrepreneurship and Innovation (Thursday)</td>
</tr>
</tbody>
</table>

Choose one module from the following:
- Intellectual Capital and Competitiveness (Autumn, Tuesday)
- Entrepreneurship in the Bio-Business Industry (Spring, Monday)
- Digital Creativity and New Media Management (Spring, Thursday)
- Digital Business (Summer, Tuesday)
- Entrepreneurial Finance (Summer, Tuesday)
- Innovation and the Knowledge Economy (Summer, Wednesday)

Two free module choices from all postgraduate modules
MSc Business Innovation with E-Business

Programme Structure

Students take the following five compulsory modules:

<table>
<thead>
<tr>
<th>Autumn</th>
<th>Spring</th>
<th>Summer</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FT</strong></td>
<td>Principles of Organization and Management (Monday)</td>
<td>Digital Creativity and New Media Management (Thursday)</td>
</tr>
<tr>
<td></td>
<td>Intellectual Capital and Competitiveness (Tuesday)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Research Methods in Management I (Friday)</td>
<td></td>
</tr>
<tr>
<td><strong>PT Y1</strong></td>
<td>Principles of Organization and Management (Monday)</td>
<td>Research Methods in Management I (Tuesday)</td>
</tr>
<tr>
<td></td>
<td>Intellectual Capital and Competitiveness (Tuesday)</td>
<td></td>
</tr>
<tr>
<td><strong>PT Y2</strong></td>
<td>Digital Creativity and New Media Management (Thursday)</td>
<td></td>
</tr>
</tbody>
</table>

Choose one module from the following:
- Innovation: Management and Policy (Autumn, Wednesday)
- Entrepreneurship in the Bio-Business Industry (Spring, Monday)
- Innovation Systems, Networks and Social Capital (Spring, Wednesday)
- Entrepreneurial Finance (Summer, Tuesday)
- Innovation and the Knowledge Economy (Summer, Wednesday)
- Entrepreneurship and Innovation (Summer, Thursday)

Two free module choices from all postgraduate modules
MSc Business Innovation with International Technology Management

Programme Structure

Students take the following six compulsory modules:

<table>
<thead>
<tr>
<th></th>
<th>Autumn</th>
<th>Spring</th>
<th>Summer</th>
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<tbody>
<tr>
<td></td>
<td>(Monday)</td>
<td>International and Comparative Perspectives</td>
<td>(Tuesday)</td>
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<tr>
<td></td>
<td>Innovation: Management and Policy</td>
<td>Innovation systems, networks and</td>
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<td>(Wednesday)</td>
<td>social capital (Wednesday)</td>
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<td>Research Methods in Management I</td>
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<td></td>
<td>(Friday)</td>
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<tr>
<td>PT Y1</td>
<td>Principles of Organization and Management</td>
<td>Research Methods in Management I</td>
<td>International Business Strategy</td>
</tr>
<tr>
<td></td>
<td>(Monday)</td>
<td>(Tuesday)</td>
<td>(Tuesday)</td>
</tr>
<tr>
<td></td>
<td>Innovation: Management and Policy</td>
<td>The Business Environment:</td>
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<tr>
<td></td>
<td>(Wednesday)</td>
<td>International and Comparative Perspectives</td>
<td></td>
</tr>
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<td></td>
<td>(Tuesday)</td>
<td>(Tuesday)</td>
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</tr>
<tr>
<td>PT Y2</td>
<td></td>
<td>Innovation systems, networks and</td>
<td></td>
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<td></td>
<td></td>
<td>social capital (Wednesday)</td>
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</tr>
</tbody>
</table>

Choose one module from the following:
- Intellectual Capital and Competitiveness (Autumn, Tuesday)
- Entrepreneurship in the Bio-Business Industry (Spring, Monday)
- Digital Creativity and New Media Management (Spring, Thursday)
- Entrepreneurial Finance (Summer, Tuesday)
- Digital Business (Summer, Tuesday)
- Innovation and the Knowledge Economy (Summer, Wednesday)
- Entrepreneurship and Innovation (Summer, Thursday)

Choose one module from the following:
- The Business Environment: International and Comparative Perspectives (Spring, Tuesday)
- International Business and Economic Development (Spring, Thursday)
- Business in the European Union (Spring, Friday)
- International Business Ethics (Summer, Thursday)
- Globalization: Forces, Players and Management (Summer, Friday)
## 3.1.3 Corporate Governance and Business Ethics

### Programme Structure

Students take the following compulsory modules:

<table>
<thead>
<tr>
<th>Autumn</th>
<th>Spring</th>
<th>Summer</th>
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</thead>
<tbody>
<tr>
<td><strong>FT</strong></td>
<td><strong>Principles of Organization and Management (Monday)</strong></td>
<td>*Corporate Responsibility (Thursday)</td>
</tr>
<tr>
<td>Corporate Governance (Wednesday)</td>
<td><strong>Strategic Management (Thursday)</strong></td>
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</tr>
<tr>
<td><em>Theoretical Perspectives &amp; Research in Corporate Responsibility (Thursday)</em></td>
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<tr>
<td>Research Methods in Management I (Friday)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>PT Y1</strong></td>
<td><strong>Principles of Organization and Management (Monday)</strong></td>
<td>Research Methods in Management I (Tuesday)</td>
</tr>
<tr>
<td>Corporate Governance (Wednesday)</td>
<td><strong>Strategic Management (Thursday)</strong></td>
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</tr>
<tr>
<td><em>Theoretical Perspectives &amp; Research in Corporate Responsibility (Thursday)</em></td>
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<td></td>
</tr>
<tr>
<td><strong>PT Y2</strong></td>
<td><em>Theoretical Perspectives &amp; Research in Corporate Responsibility (Thursday)</em></td>
<td>*Corporate Responsibility (Thursday)</td>
</tr>
</tbody>
</table>

* Students choose to do either Theoretical Perspectives and Research in Corporate Responsibility or Corporate Responsibility

** Students choose to do either Strategic Management or Principles of Organization and Management

Choose 2 modules from the following:
- Theoretical Perspectives and Research in Corporate Responsibility (Autumn, Thursday) **OR** Corporate Responsibility (Spring, Thursday)
- Comparative Employment Relations (Spring, Tuesday)
- The Business Environment: International & Comparative Perspectives (Spring, Tuesday)
- Sport Governance and Regulation (Spring, Tuesday)
- Trust Social Norms & Development (Spring, Wednesday)
- Economics For Managers (Spring, Friday)
- Environmental Economics (Spring, Friday)
- Globalization: Forces, Players & Management (Summer, Friday)

Plus one free module choice from all postgraduate modules
With a concentration on Environmental Issues in Corporate Governance and Ethics (in collaboration with the Department of Geography, Environment and Development Studies)

<table>
<thead>
<tr>
<th>Autumn</th>
<th>Spring</th>
<th>Summer</th>
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</thead>
<tbody>
<tr>
<td>PT Y1</td>
<td>** Principles of Organization and Management (Monday)</td>
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<tr>
<td></td>
<td>Corporate Governance (Wednesday)</td>
<td></td>
</tr>
<tr>
<td>PT Y2*</td>
<td>*Theoretical Perspectives &amp; Research in Corporate Responsibility (Thursday)</td>
<td></td>
</tr>
</tbody>
</table>

Choose one module from the following in year one:
- Energy and Climate Change (Spring, Wednesday)
- Sustainable Business Practice (Autumn, Wednesday)
- Environmental Economics (Spring, Friday)

Choose two modules from the following in year two:
- Environment and Policy (Department of Geography, Environment and Development Studies) (30 credit module, Spring, Monday)
- Sustainable Business Practice (Department of Geography, Environment and Development Studies) (Autumn, Wednesday)
- Energy and Climate Change (Department of Geography, Environment and Development Studies) (Spring, Wednesday)

Plus one free module choice from all postgraduate modules

With a concentration on Public Sector Governance (in collaboration with the Department of Politics)

<table>
<thead>
<tr>
<th>Autumn</th>
<th>Spring</th>
<th>Summer</th>
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</thead>
<tbody>
<tr>
<td>PT Y1</td>
<td>*** Principles of Organization and Management (Monday)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Corporate Governance (Wednesday)</td>
<td></td>
</tr>
<tr>
<td>PT Y2*</td>
<td>**Theoretical Perspectives &amp; Research in Corporate Responsibility (Thursday)</td>
<td></td>
</tr>
</tbody>
</table>

*** Students choose to do either Strategic Management or Principles of Organization and Management

Plus one free module choice from all postgraduate modules
With a concentration on Finance & Accounting

<table>
<thead>
<tr>
<th></th>
<th>Autumn</th>
<th>Spring</th>
<th>Summer</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Corporate Governance <em>(Wednesday)</em></td>
<td>Strategic Management <em>(Thursday)</em></td>
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<tr>
<td>*Theoretical Perspectives &amp; Research in Corporate Responsibility <em>(Thursday)</em></td>
<td>*Corporate Responsibility <em>(Thursday)</em></td>
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<tr>
<td>PT Y1</td>
<td>Corporate Governance <em>(Wednesday)</em></td>
<td>Principles of Financial Reporting <em>(Tuesday)</em></td>
<td>International Business Ethics <em>(Thursday)</em></td>
</tr>
<tr>
<td>PT Y2*</td>
<td>Applied Financial Management <em>(Tuesday)</em></td>
<td>Strategic Management <em>(Thursday)</em></td>
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<tr>
<td></td>
<td>*Theoretical Perspectives &amp; Research in Corporate Responsibility <em>(Thursday)</em></td>
<td>*Corporate Responsibility <em>(Thursday)</em></td>
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</tbody>
</table>

* Students choose to do either Theoretical Perspectives and Research in Corporate Responsibility or Corporate Responsibility

Plus two free module choices from all postgraduate modules Part-time students are advised to take one option in year one, and one option in year two.

We also offer a **Postgraduate Certificate in Corporate Governance** (see section 3.4).
3.1.4 Corporate Responsibility & Sustainability

Programme Structure

Students take the following six compulsory modules:

<table>
<thead>
<tr>
<th>Autumn</th>
<th>Spring</th>
<th>Summer</th>
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</thead>
<tbody>
<tr>
<td>FT</td>
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<td></td>
</tr>
<tr>
<td>Corporate Governance</td>
<td>Corporate Responsibility</td>
<td>Public Relations</td>
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<tr>
<td>(Wednesday)</td>
<td>(Thursday)</td>
<td>(Tuesday)</td>
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<tr>
<td>Theoretical Perspectives</td>
<td></td>
<td>International Business Ethics</td>
</tr>
<tr>
<td>and Research in Corporate</td>
<td></td>
<td>(Thursday)</td>
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<tr>
<td>Responsibility (Thursday)</td>
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<tr>
<td>Research Methods in</td>
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<tr>
<td>Management I (Friday)</td>
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<tr>
<td>PT</td>
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<tr>
<td>Y1</td>
<td>Corporate Governance</td>
<td>Research Methods in</td>
</tr>
<tr>
<td>(Wednesday)</td>
<td>(Thursday)</td>
<td>Management I (Tuesday)</td>
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<td></td>
<td></td>
<td>International Business Ethics</td>
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<tr>
<td></td>
<td>Theoretical Perspectives and</td>
<td>(Thursday)</td>
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<tr>
<td></td>
<td>Research in Corporate Responsibility (Thursday)</td>
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<tr>
<td>PT</td>
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</tr>
<tr>
<td>Y2</td>
<td>Corporate Responsibility</td>
<td>Public Relations</td>
</tr>
<tr>
<td>(Thursday)</td>
<td>(Thursday)</td>
<td>(Tuesday)</td>
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</tbody>
</table>

Choose one module from the following:
- Environmental Science for Environmental Management (Department of Geography, Environment and Development Studies) (15 or 30 credit module, Autumn, Monday)
- Sustainable Business Practice (Department of Geography, Environment and Development Studies) (Autumn, Wednesday)
- Environment and Policy (Department of Geography, Environment and Development Studies) (30 credit module, Spring, Monday)
- Energy and Climate Change (Department of Geography, Environment and Development Studies) (Spring, Wednesday)

Choose one module from the following:
- Principles of Marketing (Autumn, Thursday)
- Comparative Employment Relations (Spring, Tuesday)
- Principles of Financial Reporting (Spring, Tuesday)
- Trust Social Norms and Development (Spring, Wednesday)
- Strategic Management (Spring, Thursday)
- International Human Resource Management (Spring, Friday)
- International Business Strategy (Summer, Tuesday)
- Accounting and Financial Management (Summer, Wednesday)
- Globalization: Forces, Players and Management (Summer, Friday)

Other modules may also be available subject to the Programme Director’s approval.
### 3.1.5 Creative Industries

#### Programme Structure

Students take the following four compulsory modules:

<table>
<thead>
<tr>
<th>Autumn</th>
<th>Spring</th>
<th>Summer</th>
</tr>
</thead>
<tbody>
<tr>
<td>FT</td>
<td>Principles of Organization and Management <em>(Monday)</em></td>
<td></td>
</tr>
<tr>
<td></td>
<td>The Creative Industries: Theory and Context <em>(Wednesday)</em></td>
<td>Digital Creativity and New Media Management <em>(Thursday)</em></td>
</tr>
<tr>
<td></td>
<td>Research Methods in Management I <em>(Friday)</em></td>
<td></td>
</tr>
<tr>
<td>PT</td>
<td>Principles of Organization and Management <em>(Monday)</em></td>
<td></td>
</tr>
<tr>
<td>Y1</td>
<td>The Creative Industries: Theory and Context <em>(Wednesday)</em></td>
<td>Research Methods in Management I <em>(Tuesday)</em></td>
</tr>
<tr>
<td>PT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Y2</td>
<td></td>
<td>Digital Creativity and New Media Management <em>(Thursday)</em></td>
</tr>
</tbody>
</table>

Students take an additional 60 credits. This can be either 2 x 15 credit Management modules and 1 or 2 (total 30 credits) Arts modules OR 4 x 15 credit Management modules.

**Management modules:**
- Intellectual Capital and Competitiveness *(Autumn, Tuesday)*
- Principles of Marketing *(Autumn, Thursday)*
- The Business Environment: international and comparative perspectives *(Spring, Tuesday)*
- Innovation systems, networks and social capital *(Spring, Wednesday)*
- Digital Business *(Summer, Tuesday)*
- Innovation and the Knowledge Economy *(Summer, Wednesday)*
- Sport Event Management *(Summer, Thursday)*
- Entrepreneurship and Innovation *(Summer, Thursday)*

**Arts modules:**
- Arts Policy and Planning *(15 Credits) (Autumn)*
- Arts Administration and Management *(15 credits) (Autumn)*
- Managing the Arts: Business and Legal Aspects *(30 credits) (Autumn)*
- Arts Management and Urban Development *(30 credits) (Autumn)*
- Marketing: Strategies and Planning *(30 credits) (Spring)*
- Digital Culture *(30 credits) (Spring)*
3.1.6 International Business

Programme Structure

Students take the following five compulsory modules:

<table>
<thead>
<tr>
<th></th>
<th>Autumn</th>
<th>Spring</th>
<th>Summer</th>
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</thead>
<tbody>
<tr>
<td><strong>FT</strong></td>
<td>Principles of Organization and Management</td>
<td>The Business Environment: International and Comparative</td>
<td>International Business Strategy</td>
</tr>
<tr>
<td></td>
<td>(Monday)</td>
<td>Perspectives (Tuesday)</td>
<td>(Tuesday)</td>
</tr>
<tr>
<td></td>
<td>International Business: Theories and Issues</td>
<td>Research Methods in Management I (Tuesday)</td>
<td></td>
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<td></td>
<td>(Thursday)</td>
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<td></td>
<td>Research Methods in Management I (Friday)</td>
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<tr>
<td><strong>PT Y1</strong></td>
<td>Principles of Organization and Management</td>
<td>Research Methods in Management I (Tuesday)</td>
<td>International Business Strategy</td>
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<tr>
<td></td>
<td>(Monday)</td>
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<td>(Tuesday)</td>
</tr>
<tr>
<td></td>
<td>International Business: Theories and Issues</td>
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<td></td>
<td>(Thursday)</td>
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<tr>
<td><strong>PT Y2</strong></td>
<td>The Business Environment: International and</td>
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<td></td>
<td>Comparative Perspectives (Tuesday)</td>
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</table>

Choose 2 modules from the following:
- Principles of Marketing (Autumn, Thursday)
- Multinational Financial Management (Spring, Monday)
- Comparative Employment Relations (Spring, Tuesday)
- International Business and Economic Development (Spring, Thursday)
- International Human Resource Management (Spring, Friday)
- Business in the European Union (Spring, Friday)
- Economics for Managers (Spring, Friday)
- International Marketing (Summer, Wednesday)
- International Business Ethics (Summer, Thursday)
- Globalization: Forces, Players and Management (Summer, Friday)

Plus one free module choice from all postgraduate modules
3.1.7 International Business and Development

Programme Structure

Students take the following four compulsory modules:

<table>
<thead>
<tr>
<th>Autumn</th>
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<th>Summer</th>
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<tbody>
<tr>
<td><strong>FT</strong></td>
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<tr>
<td>Principles of Organization</td>
<td>International Business and Economic</td>
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<tr>
<td>and Management (Monday)</td>
<td>Development (Thursday)</td>
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<tr>
<td>Development Policy</td>
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<td>(Wednesday)</td>
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<tr>
<td>Research Methods in</td>
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<tr>
<td>Management I (Friday)</td>
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<tr>
<td><strong>PT Y1</strong></td>
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</tr>
<tr>
<td>Principles of Organization</td>
<td>Research Methods in Management I</td>
<td></td>
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<tr>
<td>and Management (Monday)</td>
<td>(Tuesday)</td>
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</tr>
<tr>
<td><strong>PT Y2</strong></td>
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</tr>
<tr>
<td>Development Policy</td>
<td>International Business and Economic</td>
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</tr>
<tr>
<td>(Wednesday)</td>
<td>Development (Thursday)</td>
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</tbody>
</table>

Choose 2 modules from the following:
- International Business: Theories and Issues (Autumn, Thursday)
- Principles of Marketing (Autumn, Thursday)
- Multinational Financial Management (Spring, Monday)
- The Business Environment: International and Comparative Perspectives (Spring, Tuesday)
- Trust Social Norms and Development (Spring, Wednesday)
- Economics for Managers (Spring, Friday)
- International Human Resource Management (Spring, Friday)
- International Business Strategy (Summer, Tuesday)
- International Marketing (Summer, Wednesday – Principles of Marketing is a pre-requisite)
- International Business Ethics (Summer, Thursday)
- Globalization: Forces, Players and Management (Summer, Friday)

Plus 2 free module choices from all postgraduate modules
3.1.8 International Management

Programme Structure

Students take the following six compulsory modules:

<table>
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<tr>
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<th>Autumn</th>
<th>Spring</th>
<th>Summer</th>
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<tr>
<td></td>
<td>Research Methods in Management I</td>
<td>International Human Resource Management</td>
<td>International Marketing</td>
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</tr>
<tr>
<td>PT Y1</td>
<td>Principles of Organization and Management</td>
<td>Multinational Financial Management</td>
<td>International Business Strategy</td>
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<td>Research Methods in Management I</td>
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<td>International Marketing</td>
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<tr>
<td>PTY2</td>
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<td>International Human Resource Management</td>
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</table>

Choose one module from the following:

- International Business: Theories and Issues (Autumn, Thursday)
- Comparative Employment Relations (Spring, Tuesday)
- The Business Environment: International and Comparative Perspectives (Spring, Tuesday)
- Strategic Management (Spring, Thursday)
- International Business and Economic Development (Spring, Thursday)
- Economics for Managers (Spring, Friday)
- Business in the European Union (Spring, Friday)
- Accounting and Financial Management (Summer, Wednesday)
- International Business Ethics (Summer, Thursday)
- Globalization: Forces, Players and Management (Summer, Friday)

Plus one free module choice from all postgraduate modules
3.1.9 International Marketing

Programme Structure

Students take the following eight compulsory modules:

<table>
<thead>
<tr>
<th></th>
<th>Autumn</th>
<th>Spring</th>
<th>Summer</th>
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</thead>
<tbody>
<tr>
<td><strong>FT</strong></td>
<td>Marketing Management <em>(Monday)</em></td>
<td>Digital and Social Media Marketing <em>(Tuesday)</em></td>
<td>International Business Strategy <em>(Tuesday)</em></td>
</tr>
<tr>
<td></td>
<td>Marketing Research <em>(Wednesday)</em></td>
<td>Consumer Behaviour <em>(Wednesday)</em></td>
<td>International Marketing <em>(Wednesday)</em></td>
</tr>
<tr>
<td></td>
<td>Marketing Strategy and Planning <em>(Thursday)</em></td>
<td></td>
<td>Brand Management <em>(Friday)</em></td>
</tr>
<tr>
<td><strong>PT Y1</strong></td>
<td>Marketing Management <em>(Monday)</em></td>
<td>Consumer Behaviour <em>(Wednesday)</em></td>
<td>International Business Strategy <em>(Tuesday)</em></td>
</tr>
<tr>
<td></td>
<td>Marketing Strategy and Planning <em>(Thursday)</em></td>
<td></td>
<td>International Marketing <em>(Wednesday)</em></td>
</tr>
<tr>
<td><strong>PT Y2</strong></td>
<td>Marketing Research <em>(Wednesday)</em></td>
<td>Digital and Social Media Marketing <em>(Tuesday)</em></td>
<td>Brand Management <em>(Friday)</em></td>
</tr>
</tbody>
</table>
### 3.1.10 Investment Management

#### Programme Structure

Students take the following eight compulsory modules:

<table>
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</thead>
<tbody>
<tr>
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<td>Financial Modelling <em>(Monday)</em></td>
<td>Multinational Financial Management <em>(Monday)</em></td>
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<tr>
<td></td>
<td>Principles of Investment Management <em>(Wednesday)</em></td>
<td>Portfolio and Market Analysis <em>(Thursday)</em></td>
</tr>
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<td>PT</td>
<td>Financial Modelling <em>(Monday)</em></td>
<td>Multinational Financial Management <em>(Monday)</em></td>
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<tr>
<td>Y1</td>
<td>Applied Financial Management <em>(Tuesday)</em></td>
<td>Principles of Financial Reporting <em>(Tuesday)</em></td>
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<tr>
<td></td>
<td>Principles of Investment Management <em>(Wednesday)</em></td>
<td>Portfolio and Market Analysis <em>(Thursday)</em></td>
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</tbody>
</table>
3.1.11 Management

Programme Structure

Students take the following two compulsory modules:

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<th>Autumn</th>
<th>Spring</th>
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<tbody>
<tr>
<td>FT</td>
<td>Principles of Organization and Management</td>
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<td>Research Methods in Management I</td>
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<tr>
<td>PT Y1</td>
<td>Principles of Organization and Management</td>
<td>Research Methods in Management I</td>
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<tr>
<td>PTY2</td>
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Choose one module from the following:

- Sustainable Business Practice (Department of Geography, Environment and Development Studies) (Autumn, Wednesday)
- Corporate Governance (Autumn, Wednesday)
- Perspectives on Organization (Autumn, Wednesday)
- Principles of Marketing (Autumn, Thursday)
- Strategic Management (Spring, Thursday)
- Corporate Responsibility (Spring, Thursday)
- Business in the European Union (Spring, Friday)
- International Business Strategy (Summer, Tuesday)
- International Business Ethics (Summer, Thursday)
- Leadership and Performance Management (Department of Organizational Psychology) (Summer, Thursday)

Choose one module from the following:

- Creative Industries: Theory and Context (Autumn, Wednesday)
- International Business: Theories and Issues (Autumn, Thursday)
- Development Policy (Autumn, Wednesday)
- Comparative Employment Relations (Spring, Tuesday)
- The Business Environment: International and Comparative Perspectives (Spring, Tuesday)
- Trust Social Norms & Development (Spring, Wednesday)
- Innovation systems, networks and social capital (Spring, Wednesday)
- International Business and Economic Development (Spring, Thursday)
- Economics for Managers (Spring, Friday)
- Entrepreneurship and Innovation (Summer, Thursday)
- Globalization: Forces, Players and Management (Summer, Friday)

Choose a third module from either of the above two lists.

Choose a further 3 modules from within the Department of Management or Department of Organizational Psychology
MSc Management with streams

The following programme structures are for students who have enrolled on a focused MSc Management stream. Students may transfer to any of the following areas of specialization from the MSc Management.

Programme Structure

Students on all streams take the following two compulsory modules:

<table>
<thead>
<tr>
<th></th>
<th>Autumn</th>
<th>Spring</th>
<th>Summer</th>
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</thead>
<tbody>
<tr>
<td>FT</td>
<td>Principles of Organization and Management</td>
<td>Research Methods in Management 1</td>
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<td>(Monday)</td>
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<tr>
<td>PT Y1</td>
<td>Principles of Organization and Management</td>
<td>Research Methods 1</td>
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<td>PTY2</td>
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</tbody>
</table>

Modules 3 and 4: choose two modules from the following list
- Perspectives on Organization (Autumn, Wednesday)
- Principles of Marketing (Autumn, Thursdays)
- Strategic Management (Spring, Thursday)
- Accounting and Financial Management (Summer, Wednesday)
- Leadership and Performance Management (Department of Organizational Psychology) (Summer, Thursday)

Modules 5 and 6: students choose two additional modules in the area of specialization (details below). Depending on the stream, these may be compulsory or chosen from a list of options.

Modules 7 and 8: optional modules chosen from postgraduate modules in the Department of Management, or in other departments subject to approval.
MSc Management with Business Innovation

Options: choose any two of the following
- Intellectual Capital and Competitiveness (Autumn, Tuesday)
- Innovation: Management and Policy (Autumn, Wednesday)
- Innovation Systems, Networks and Social Capital (Spring, Wednesday)
- Digital Creativity and New Media Management (Spring, Thursday)
- Innovation and the Knowledge Economy (Summer, Wednesday)
- Entrepreneurship and Innovation (Summer, Thursday)

MSc Management with Business Strategy and the Environment

Options: choose one or two modules (30 credits required) from the following
- Environmental Science for Environmental Management (Department of Geography, Environment and Development Studies) (30 credits) (Autumn, Monday)
- Sustainable Business Practice (Department of Geography, Environment and Development Studies) (30 credits) (Autumn, Wednesday)
- Sustainable Business Practice (Department of Geography, Environment and Development Studies) (15 credits) (Autumn, Wednesday)
- Environment and Policy (Department of Geography, Environment and Development Studies) (30 credits) (Spring, Monday)
- Readings in the Environment (Department of Geography, Environment and Development Studies) (15 credits) (Spring, Monday)
- Energy and Climate Change (Department of Geography, Environment and Development Studies) (15 credits) (Spring, Wednesday)

All these modules are offered by the Department of Geography, Environment and Development Studies. Permission to attend these modules will be required.

MSc Management with Corporate Governance and Ethics

Compulsory module:
- Corporate Governance (Autumn, Wednesday)

Options: choose one of the following:
- Theoretical Perspectives and Research in Corporate Responsibility (Autumn, Thursday)
- Corporate Responsibility (Spring, Thursday)
- International Business Ethics (Summer, Thursday)

MSc Management with Creative Industries

Compulsory module:
- Creative Industries: Theory and Context (Autumn, Wednesday)

Options: choose one of the following
- Intellectual Capital and Competitiveness (Autumn, Tuesday)
- Digital Creativity and New Media Management (Spring, Thursday)

MSc Management with Human Resource Management

Compulsory module:
- Leadership and Performance Management (Summer, Thursday)

Options: choose one of the following
- Employee Relations and Motivation (Spring, Monday)
- Comparative Employment Relations (Spring, Tuesday)
- Learning and Development (Spring, Wednesday)
- International Human Resource Management (Spring, Friday)
- Leadership and Performance Management (Summer, Thursday)
- Selection and Assessment (Summer, Thursday)

**MSc Management with International Business**

Compulsory module:
- International Business: Theories and Issues (Autumn, Thursday)

Options: choose one of the following:
- The Business Environment: International and Comparative Perspectives (Spring, Tuesday)
- International Business Strategy (Summer, Tuesday)

**MSc Management with International Business and Development**

Compulsory modules:
- Development Policy (Autumn, Wednesday)
- International Business and Economic Development (Spring, Thursday)

**MSc Management with Marketing**

Compulsory module:
- Principles of Marketing (Autumn, Thursday)

Optional modules: choose one of the following
- Marketing Management (Autumn, Monday)
- Marketing Strategy and Planning (Autumn, Thursday)
- Marketing Communications (Spring, Monday)
- Relationship Marketing (Spring, Tuesday)
- Consumer Behaviour (Spring, Wednesday)
- Public Relations (Summer, Tuesday)
- International Marketing (Summer, Wednesday)
- Strategic Sport Marketing (Summer, Wednesday)
- Brand Management (Summer, Friday)

**MSc Management with Sport Management**

Compulsory module:
- Sports Economics (Autumn, Tuesday)

Optional modules: choose one of the following:
- Sport Policy and Development (Autumn, Thursday)
- Sport in Society (Spring, Monday)
- Sport Governance and Regulation (Spring, Tuesday)
- Sport Event Management (Summer, Thursday)
- International Sports Law (Summer, Friday)

We also offer a **Postgraduate Certificate in Management** (see section 3.4).
3.1.12 Marketing

Programme Structure

Students take the following five compulsory modules:

<table>
<thead>
<tr>
<th></th>
<th>Autumn</th>
<th>Spring</th>
<th>Summer</th>
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<tbody>
<tr>
<td><strong>FT</strong></td>
<td>Marketing Management <em>(Monday)</em></td>
<td>Consumer Behaviour <em>(Wednesday)</em></td>
<td>Brand Management <em>(Friday)</em></td>
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<tr>
<td></td>
<td>Marketing Research <em>(Wednesday)</em></td>
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<tr>
<td></td>
<td>Marketing Strategy and Planning <em>(Thursday)</em></td>
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<tr>
<td><strong>PT</strong></td>
<td><strong>Y1</strong> Marketing Management <em>(Monday)</em></td>
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<td>Brand Management <em>(Friday)</em></td>
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<tr>
<td></td>
<td>Marketing Strategy and Planning <em>(Thursday)</em></td>
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<tr>
<td><strong>PT</strong></td>
<td><strong>Y2</strong> Marketing Research <em>(Wednesday)</em></td>
<td>Consumer Behaviour <em>(Wednesday)</em></td>
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</tbody>
</table>

Choose 3 modules from the following:

- Public Relations (Summer, Tuesday)
- Strategic Sport Marketing (Summer, Wednesday)
- International Marketing (Summer, Wednesday)
- Marketing Communications (Spring, Monday) **OR** Digital and Social Media Marketing (Spring, Tuesday) **OR** Relationship Marketing (Spring, Tuesday)
- Corporate Responsibility (Spring, Thursday) **OR** International Business Ethics (Summer, Thursday)
3.1.13 Marketing Communications

Programme Structure

Students take the following eight compulsory modules:

<table>
<thead>
<tr>
<th></th>
<th>Autumn</th>
<th>Spring</th>
<th>Summer</th>
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<tbody>
<tr>
<td><strong>FT</strong></td>
<td>Marketing Management (Monday)</td>
<td>Marketing Communications (Monday)</td>
<td>Public Relations (Tuesday)</td>
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<td></td>
<td>Marketing Research (Wednesday)</td>
<td>Relationship Marketing (Tuesday)</td>
<td>Brand Management (Friday)</td>
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<td></td>
<td>Marketing Strategy and Planning (Thursday)</td>
<td>Consumer Behaviour (Wednesday)</td>
<td></td>
</tr>
<tr>
<td><strong>PT</strong></td>
<td><strong>Y1</strong></td>
<td>Marketing Management (Monday)</td>
<td>Marketing Communications (Monday)</td>
</tr>
<tr>
<td></td>
<td>Marketing Strategy and Planning (Thursday)</td>
<td>Consumer Behaviour (Wednesday)</td>
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<tr>
<td><strong>PT</strong></td>
<td><strong>Y2</strong></td>
<td>Marketing Research (Wednesday)</td>
<td>Relationship Marketing (Tuesday)</td>
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</table>
3.1.14 Sport Management

Programme Structure

Students take the following seven compulsory modules:

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<tr>
<th>Autumn</th>
<th>Spring</th>
<th>Summer</th>
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<tr>
<td><strong>FT</strong></td>
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<tr>
<td>Sport Economics <em>(Tuesday)</em></td>
<td>Sport in Society <em>(Monday)</em></td>
<td>Strategic Sport Marketing <em>(Wednesday)</em></td>
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<tr>
<td>Sport Policy and Development <em>(Thursday)</em></td>
<td>Sport Governance and Regulation <em>(Tuesday)</em></td>
<td>Sport Event Management <em>(Thursday)</em></td>
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<tr>
<td>Research Methods in Management I <em>(Friday)</em></td>
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<tr>
<td><strong>PT Y1</strong></td>
<td>Sport Economics <em>(Tuesday)</em></td>
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<td>Sport in Society <em>(Monday)</em></td>
<td>Strategic Sport Marketing <em>(Wednesday)</em></td>
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<td>Research Methods in Management I <em>(Tuesday)</em></td>
<td>Sport Event Management <em>(Thursday)</em></td>
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<tr>
<td><strong>PT Y2</strong></td>
<td>Sport Policy and Development <em>(Thursday)</em></td>
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<td></td>
<td>Sport Governance and Regulation <em>(Tuesday)</em></td>
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</table>

Choose one module from the following:
- Sport Labour Markets *(Spring, Wednesday)*
- International Sports Law *(Summer, Friday)*

We also offer a **Postgraduate Certificate in Sport Management** (see section 3.4).
3.1.15 Sport Management and the Business of Football

Programme Structure

Students take the following seven compulsory modules:

<table>
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<tr>
<th>Autumn</th>
<th>Spring</th>
<th>Summer</th>
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<tr>
<td>Sport Economics</td>
<td>Sport Governance and Regulation</td>
<td>Strategic Sport Marketing</td>
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<td>Sport Policy and Development</td>
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<tr>
<td>Research Methods in Management I</td>
<td>Strategic Management</td>
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<td>Y1</td>
<td>Sport Economics</td>
<td>Strategic Sport Marketing</td>
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<td>Strатегic Management</td>
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<td>PT</td>
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<tr>
<td>Y2</td>
<td>Sport Policy and Development</td>
<td>Sport Event Management</td>
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<tr>
<td>(Thursday)</td>
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<td>(Thursday)</td>
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</tbody>
</table>

Choose one module from the following:
- Sport in Society (Spring, Monday)
- Sport Labour Markets (Spring, Wednesday)
- International Sports Law (Summer, Friday)
3.1.16 Sport Management and Marketing

Programme Structure

Students take the following eight compulsory modules:

<table>
<thead>
<tr>
<th></th>
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<th>Spring</th>
<th>Summer</th>
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<tbody>
<tr>
<td><strong>FT</strong></td>
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<td>Marketing Communications <em>(Monday)</em></td>
<td>Strategic Sport Marketing <em>(Wednesday)</em></td>
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<td></td>
<td>Principles of Marketing <em>(Thursday)</em></td>
<td>Sport Governance and Regulation <em>(Tuesday)</em></td>
<td>Sport Event Management <em>(Thursday)</em></td>
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<td>Research Methods in Management I <em>(Friday)</em></td>
<td>Strategic Management <em>(Thursday)</em></td>
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<tr>
<td><strong>PT Y1</strong></td>
<td>Principles of Marketing <em>(Thursday)</em></td>
<td>Research Methods in Management I <em>(Tuesday)</em></td>
<td>Strategic Sport Marketing <em>(Wednesday)</em></td>
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<td>Strategic Management <em>(Thursday)</em></td>
<td>Sport Event Management <em>(Thursday)</em></td>
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<tr>
<td><strong>PT Y2</strong></td>
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<td>Marketing Communications <em>(Monday)</em></td>
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<tr>
<td></td>
<td></td>
<td>Sport Governance and Regulation <em>(Tuesday)</em></td>
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</table>
3.1.17 Sport Management, Governance and Policy

Programme Structure

Students take the following seven compulsory modules:

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<tr>
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<tbody>
<tr>
<td><strong>FT</strong></td>
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</tr>
<tr>
<td>Sport Economics</td>
<td>Sport in Society</td>
<td>International Sports Law</td>
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<td>(Tuesday)</td>
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<td>(Friday)</td>
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<tr>
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<td>(Friday)</td>
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<td>Sport Policy and Development</td>
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<td><strong>PT Y1</strong></td>
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<tr>
<td>Sport Economics</td>
<td>Research Methods in Management I</td>
<td>International Sports Law</td>
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<td>(Friday)</td>
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<td>Corporate Governance</td>
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<td>Sport Policy and Development</td>
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<td><strong>PT Y2</strong></td>
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<tr>
<td>Sport in Society</td>
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<tr>
<td>Sport Governance and Regulation</td>
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</table>

Choose one module from the following:
- Sport Labour Markets (Spring, Wednesdays)
- Strategic Sport Marketing (Summer, Wednesday)
- Sport Event Management (Summer, Thursday)

We also offer a **Postgraduate Certificate in Sport Governance** (see section 3.4).
### 3.1.18 Sport Marketing

**Programme Structure**

Students take the following eight compulsory modules:

<table>
<thead>
<tr>
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<th>Spring</th>
<th>Summer</th>
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<td>Consumer Behaviour <em>(Wednesday)</em></td>
<td>Strategic Sport Marketing <em>(Wednesday)</em></td>
</tr>
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<td></td>
<td>Sport Economics <em>(Tuesday)</em></td>
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<td>Sport Event Management <em>(Thursday)</em></td>
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<td></td>
<td>Marketing Research <em>(Wednesday)</em></td>
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<td>Brand Management <em>(Friday)</em></td>
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<td>Marketing Strategy and Planning <em>(Thursday)</em></td>
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<td><strong>PT Y1</strong></td>
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<td>Consumer Behaviour <em>(Wednesday)</em></td>
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<td>Sport Economics <em>(Tuesday)</em></td>
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<td>Brand Management <em>(Friday)</em></td>
</tr>
<tr>
<td><strong>PT Y2</strong></td>
<td>Marketing Research <em>(Wednesday)</em></td>
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<td>Sport Event Management <em>(Thursday)</em></td>
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<tr>
<td></td>
<td>Marketing Strategy and Planning <em>(Thursday)</em></td>
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</tbody>
</table>
3.2 MRes in Management

Programme Structure

Students take the following four compulsory modules:

<table>
<thead>
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<th>Spring</th>
<th>Summer</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FT</strong></td>
<td>Perspectives on Organization (Wednesday)</td>
<td>Qualitative Research Methods (<em>Wednesday</em>)</td>
</tr>
<tr>
<td></td>
<td>Research Philosophy (Thursday)</td>
<td>Statistical Methods for Business Research (Thursday)</td>
</tr>
<tr>
<td><strong>PT</strong></td>
<td>Perspectives on Organization (Wednesday)</td>
<td>Qualitative Research Methods (<em>Wednesday</em>)</td>
</tr>
<tr>
<td><strong>Y1</strong></td>
<td></td>
<td>Statistical Methods for Business Research (Thursday)</td>
</tr>
<tr>
<td><strong>PT</strong></td>
<td>Research Philosophy (Thursday)</td>
<td></td>
</tr>
<tr>
<td><strong>Y2</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Students also choose 30 credits of options from any within the Department of Management.

*Please note some marketing modules are restricted to students on the marketing programmes while others require you to take Principles of Marketing as a pre-requisite; see module overviews on the department website.*
3.3 Postgraduate Diploma in Management

Programme Structure

Students take the following five compulsory modules:

<table>
<thead>
<tr>
<th></th>
<th>Autumn</th>
<th>Spring</th>
<th>Summer</th>
</tr>
</thead>
<tbody>
<tr>
<td>FT</td>
<td>Principles of Organization and Management</td>
<td>Human Resource Strategies (Wednesday)</td>
<td>Accounting and Financial Management (Wednesday)</td>
</tr>
<tr>
<td></td>
<td>(Monday)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Principles of Marketing (Thursday)</td>
<td>Strategic Management (Thursday)</td>
<td></td>
</tr>
<tr>
<td>PT Y1</td>
<td>Principles of Marketing (Thursday)</td>
<td>Human Resource Strategies (Wednesday)</td>
<td>Accounting and Financial Management (Wednesday)</td>
</tr>
<tr>
<td></td>
<td>(Thursday)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Principles of Organization and Management</td>
<td>Strategic Management (Thursday)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Monday)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Y2 Module Options

Students must also choose three options from the following:

- Research Methods in Management I (Autumn, Friday full-time, Spring, Tuesday part-time) OR Marketing Research (Autumn, Wednesday)
- Innovation: Management and Policy (Autumn, Wednesday)
- Corporate Governance (Autumn, Wednesday)
- The Business Environment: International and Comparative Perspectives (Spring, Tuesday)
- Qualitative Research Methods (Spring, Wednesday)
- Corporate Responsibility (Spring, Thursday)
- Business in the European Union (Spring, Friday)
- International Human Resource Management (Spring, Friday)
- Entrepreneurial Finance (Summer, Tuesday)
- International Business Strategy (Summer, Tuesday)
- Public Relations (Summer, Tuesday)
- Accounting and Financial Management (Summer, Wednesday)
- International Marketing (Summer, Wednesday)
- Entrepreneurship and Innovation (Summer, Thursday)
- International Business and Economic Development (Spring, Thursday)

Students who want to progress on to the MSc programme must choose Research Methods in Management I as one of the three optional modules.
3.4 Postgraduate Certificates

3.4.1 Postgraduate Certificate in Management

| Module 1 | Principles of Organization and Management (Autumn, Monday) |
| Module 2 | Plus any other 3 modules offered by the department |
| Module 3 | |
| Module 4 | |

3.4.2 Postgraduate Certificate in Corporate Governance and Business Ethics

| Module 1 | Corporate Governance (Autumn, Wednesday) |
| Module 2 | Corporate Responsibility (Spring, Thursday) or Theoretical Perspectives and Research in Corporate Responsibility (Autumn, Thursday) |
| Module 3 | International Business Ethics (Summer, Thursday) |
| Module 4 | Plus one optional module |

3.4.3 Postgraduate Certificate in Sport Management

| Module 1 | Sports Economics (Autumn, Tuesday) |
| Module 2 | Sports Governance and Regulation (Spring, Tuesday) |
| Module 3 | Sport Event Management (Summer, Thursday) |
| Module 4 | Strategic Sport Marketing (Summer, Wednesday) |

3.4.4 Postgraduate Certificate in Sport Governance

| Module 1 | Sports Economics (Autumn, Tuesday) |
| Module 2 | Corporate Governance (Autumn, Wednesday) |
| Module 3 | Sports Governance and Regulation (Spring, Tuesday) |
| Module 4 | International Sports Law (Summer, Friday) |

3.4.5 Postgraduate Certificate in Business Innovation

| Module 1 | Innovation: Management and Policy (Autumn, Wednesday) |
| Module 2 | Innovation Systems, Networks and Social Capital (Spring, Wednesday) |
| Module 3 | Entrepreneurship and Innovation (Summer, Thursday) |
| Module 4 | One from: Intellectual Capital and Competitiveness (Autumn, Tuesday) Digital Creativity and New Media Management (Spring, Thursday) Digital Business (Summer, Tuesday) |
### 3.4.6 Postgraduate Certificate in Creative Industries

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 1</td>
<td>Intellectual Capital and Competitiveness (Autumn, Tuesday)</td>
</tr>
<tr>
<td>Module 2</td>
<td>The Creative Industries: Theory and Contexts (Autumn, Wednesday)</td>
</tr>
<tr>
<td>Module 3</td>
<td>Digital Creativity and New Media Management (Spring, Thursday)</td>
</tr>
<tr>
<td>Module 4</td>
<td>Digital Business (Summer, Tuesday)</td>
</tr>
</tbody>
</table>

### 3.5 Professionally Accredited Programmes

CIM (Chartered Institute of Marketing): MSc Marketing; MSc International Marketing; MSc Marketing Communications; MSc Sport Marketing

CFA (Chartered Financial Analyst): MSc Accounting and Financial Management; MSc Investment Management
4. **POSTGRADUATE MODULES**

The following section provides information about what you should do to confirm your choice of modules, online support, and a timetable to show when each module is running. More detailed information relating to the content of each individual module can be found on the Departmental website: [http://www.bbk.ac.uk/management/study-here/postgraduate/modules](http://www.bbk.ac.uk/management/study-here/postgraduate/modules).


4.1 **Moodle**

Moodle is an online learning environment for delivering web-based course materials. Every undergraduate management module is listed in Moodle and when you log on it will show you the modules you are registered for - [http://moodle.bbk.ac.uk/](http://moodle.bbk.ac.uk/). It also contains a ‘Postgraduate Students’ section which provides you with important administrative information as well as the latest announcements.

You can access Moodle from any location with an Internet connection and web browser, using your ITS username and password to log on. Central Computing Services will send you these details once you officially enrol as a student - go to [http://www.bbk.ac.uk/its/](http://www.bbk.ac.uk/its/) for more details. For help, go to the ITS Helpdesk, on the ground floor in the main building in Malet Street or phone 020 7631 6543.

If there are modules missing on your Moodle account, please contact your programme administrator.

4.2 **Module choices**

**First Year Students**

Once enrolled, first year students will be able to find their personalised timetable on their MyBirkbeck profile ([www.bbk.ac.uk/mybirkbeck](http://www.bbk.ac.uk/mybirkbeck)). Where options are required you should contact the administration team.

**Continuing Students**

Progression emails will be sent to all students following the publication of the examination results in the summer. These will outline options for the following year (where required).

**Student Module Confirmation Process**

All students on taught Postgraduate programmes are required to confirm the modules they are taking. You will be contacted by the Examinations Office. It is important that you check the information is correct and that you respond as any delays will hamper the production of the examination timetables. An email from the Examinations Office will be sent to you once the module confirmation process is available.

Your list of modules should include **ALL** the modules you are taking this academic year, not just those assessed by examinations, but also those assessed by coursework or
project as this will ensure the marks and grades you achieve are properly recorded and reported to you at the end of the year.

**Online Module Selection**

Online Module selection is available for certain programmes when a student is invited to enrol for the upcoming academic year.

To access the system students should go to their [My Birkbeck Profile](#) and click on the Online Module Selection link which you can find in the ‘My Studies’ section.

Once you have accessed the system you will be shown the modules available to you for the following academic year and asked to confirm those that you wish to take. In most cases any Core and Compulsory modules that you must take will have already been selected for you. Once you have submitted your choices they will be sent to your programme team for review.

Please note that at this stage your selections are provisional, they will reviewed by your programme team and may be amended, for example, if a module is no longer available. Your module choices may also be changed due to your assessment results.

To assist you in using the system a user guide has been produced called 'Using Online Module Selection'. You are advised to read this before making your module selections as it has step-by-step instructions including screen shots of the Online Module Selection System. The guide can be downloaded from the Online Module Selection web page here: [http://www.bbk.ac.uk/mybirkbeck/services/administration/online-module-selection](http://www.bbk.ac.uk/mybirkbeck/services/administration/online-module-selection)

In some cases your programme team will send you additional information to assist you in choosing your modules. If you have any queries about which modules to choose you should contact your programme administrator for advice.

Please note that not all Birkbeck students will have access to the facility this year. As we continue to develop the system some features may be changed based on feedback from users.

### 4.3 Lecture attendance

Classes for taught modules run from 6pm to 9pm in the evening usually with a short break in the middle.

Students are expected to attend at least one lecture for each module on their timetable by week 2 of the term at the latest. If there are circumstances preventing attendance, students must let the admin team know as soon as possible and before the end of Week 2.

**Students who fail to attend a module during the first 2 weeks of term are unlikely to be allowed to take the module.**

Regular attendance at lectures is a requirement of the degree and registers are kept. It is the responsibility of students to ensure that they swipe their student card on the card reader to register their attendance at each lecture and/or seminar they attend, or to sign the paper register where no card reader is available. You are expected to attend your lectures and seminars in order to complete a module. It is not uncommon, however, for Birkbeck students to find attendance difficult on occasions during their course. Any student who misses more than three lectures for a module in any one term will be contacted by the admin team to discuss if there are any difficulties.
Students who cannot make a particular class for any reason should send their apologies by email to the lecturer, copying in their programme administrator. It is the responsibility of students, not the lecturer, to ensure that they receive any materials or instructions that may be given out in lectures that they miss.

If you find it difficult to maintain regular attendance you must discuss this with your personal tutor, as it may be possible to arrange a break in studies while you deal with any problems.

**Students who have enrolled but do not attend any lectures, or who do not contact us, may be put on a break in studies or withdrawn from their programme.**

Non-attendance of multiple assessments can result in termination of your studies.

Lack of progression (attempting assessments and passing modules) without suitable mitigating circumstances can also result in termination of studies.

**Tier 4 students**

Students on Tier 4 visas who have absences of more than two weeks need to submit an authorised absence request with supporting evidence that needs to be approved by the programme director. The College is obliged to report unauthorised absences to the Home Office and could withdraw sponsorship of the student’s visa.

### 4.4 Departmental policy on lecture recording

We recognise that students from time to time will wish to record lectures in audio or visual/audio media for a variety of reasons. The Department of Management has reviewed student needs on this issue and balanced these against the legal issues of privacy and copyright for students, staff and visitors. The department will permit recording of lectures as a reasonable adjustment that would be made for a student with a relevant disability. Any student who requires recording of lectures, seminars or tutorials as a reasonable adjustment must seek permission to do so from the person(s) delivering the material to be recorded, which may, in the case of a seminar for example, include fellow students. If permission is not granted, a recording should not be made.

Students should note that the copyright in the content of a recording belongs to the lecturer and may not be reproduced without their consent. A student making a recording may use it for personal study only and may not reproduce or distribute it to others without the express consent of all those recorded. The policy can be found on the departmental website at:

http://www.bbk.ac.uk/registry/policies/documents/recording-of-lectures.pdf

### 4.5 Deferral of a module

If a student wants to defer a module until the following academic year they can do so at any point up to the end of the second week of term. If a student wishes to defer after week 2 but before the end of week 8 their programme director must send written confirmation of their approval to the relevant programme administrator.

A student will have been deemed to have attempted a module if they have registered for that module and do not get permission to defer it from their programme director by the
end of week 8 of the module. If deferral is approved a student will be allowed to defer the module to the next time the module is offered and be assessed without losing an attempt.

If a student wishes to apply to defer a module after the end of week 8, they must submit a mitigating circumstances claim to their programme administrator.

If a student defers a module to the following academic year and therefore extends their prescribed programme of academic study there will be a modular fee charged for taking the module.

### 4.6 Deferral of an assessment

If a student has attended a module but wants to defer the assessment until the resit period or the following academic year they must get the approval of their programme director. This can be done up to the end of week 8 of the module.

Students who have a high number of assessments and reassessments in the same assessment period may wish to defer an assessment. However, approval for deferral is at the discretion of the programme director.

A student will have been deemed to have attempted a module and all its assessments if they have registered for that module and do not get permission from their programme director to defer the assessment by the end of week 8 of the module. If deferral is approved a student will be allowed to defer the assessment(s) to the next time the assessment(s) on the module are offered and be assessed without losing an attempt.

If a student wishes to apply to defer an assessment after the end of week 8, they must submit a mitigating circumstances claim to their programme administrator.

If a student wishes to apply to defer an assessment in the August/September resit period they must get the approval of their programme director. This can be done up to the Friday before the resit period. For 2016/17 this is Friday 25 August 2017.

If a student defers a module to the following academic year and therefore extends their prescribed programme of academic study there will be a modular fee charged for taking the module.

The department reserves the right to refuse repeated requests to defer assessments and may require a student to retake a module instead.

### 4.7 Withdrawal from an optional module

Should a student wish to change their optional module choice(s), they must notify the department administration team by the end of week 2 at the latest. If a student wishes to withdraw outside this period then they must contact their programme administrator stating why they want to withdraw.

The decision to allow a student to withdraw from a module after week 2 and enrol onto another optional module is subject to the approval of the Postgraduate Director, in consultation with the module convenor, and will depend on the number of students already taking the module, how much work will have been missed, as well as whether it fits with the student’s timetable. If a student is allowed to withdraw from an optional module and take another option, the new module will be considered a first attempt.
If a student wishes to withdraw from an optional module after they have taken and failed the assessment they are able to do so however the new optional module will be considered as second attempt and if the student’s studies go into an additional year, a pro-rata fee may be applied. This may also delay when graduation was scheduled.

Students are not allowed to withdraw from an optional module once they have passed the module.

4.8 Feedback Charter

Feedback is considered an on-going process within the Department of Management, not simply something that is received after assignment submission or exams. Feedback is designed according to the nature of the subject, the method of teaching and the learning for each specific module.

The range of feedback mechanisms we offer can include:

- Written or oral guidance on what is required for each element of coursework, including the criteria by which the assessment will be marked;
- Assessment Question and Answer forum during class sessions;
- Dedicated “assessment feedback drop-in sessions” during staff availability hours preceding assignment submissions and after results have been returned to you. You can discuss any concerns or issues relating to assessment during these sessions;
- Class discussion on the aggregate strengths, weaknesses and improvement areas for each completed coursework;
- Summary aggregate comments on students’ examination performance for each module, including answer guide, class average mark, range of marks and characteristics of good and poor answers to each question. These comments will be placed on Moodle after exam boards.

Additionally, we aim to provide:

- Formal feedback within 4 weeks of the coursework submission date, i.e. before the exam week.

What we expect from you:

- That you submit assignments in the form and format required, in the manner requested, and by the times indicated. Failure to do this can hold up the marking process;
- That you collect, read and act on any written feedback, and attend any lectures or seminars where general feedback is provided.

Your feedback to us:

You will have a number of opportunities to give us feedback about your study. Please take the time to complete the following individual module surveys when sent to you to allow us to evaluate and improve our teaching, learning and feedback practices:

- Week 3 feedback forms: forms will be circulated in the third lecture for you to provide feedback to the lecturer/tutor while the module is still being taught;
- End of term module evaluation forms: forms will be circulated in the final lecture of each module for you to provide feedback about your experience on the module.
The College policy on feedback, including further details on departmental feedback policy in section 4.8, is available online: http://www.bbk.ac.uk/registry/policies/documents/feedback-on-assessment.pdf

We are committed to providing you with effective and helpful feedback and would in turn welcome any additional feedback you may have regarding our delivery of this feedback charter. You can email us at the following dedicated email addresses:

Postgraduate students: managementfeedback-pg@bbk.ac.uk
5. **Assessment**

The MSc degrees described in this handbook are awarded in three grades: Pass, Merit and Distinction. The grade achieved depends on the weighted average of marks achieved over all the elements taken together. The classification scheme is as follows:

<table>
<thead>
<tr>
<th>Classification</th>
<th>Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distinction</td>
<td>70% or above overall with 50% or above on each module, and, normally, at least 70% for the dissertation.</td>
</tr>
<tr>
<td>Merit</td>
<td>60 - 69% overall with 50% or above on each module and the dissertation.</td>
</tr>
<tr>
<td>Pass</td>
<td>50 - 59% overall with 50% or above on each module and the dissertation.</td>
</tr>
<tr>
<td>Fail</td>
<td>49% and below overall and on any module or the dissertation*.</td>
</tr>
</tbody>
</table>

* See section 5.8 for information on compensated fails.

Assessment criteria are explained in more detail in the following pages. The overall mark is calculated as a weighted average of the required taught module marks and the dissertation mark. Where a student’s average result is within 2% of the next (higher) degree classification, the Sub Board of Examiners considers the number of modules and credits for which the assessment falls within a particular class. If a candidate has a preponderance of module results in a higher class than that determined by the aggregate result, the higher class of degree may be awarded.

The majority of modules are assessed by a combination of coursework and written examinations that are taken at the end of each term. See section 5.4 for exam periods.

Students are allowed two attempts to pass a module. The pass mark for elements of assessment at postgraduate level is 50%. Although you do not need to pass each piece of coursework and each examination to pass the degree, you do need to obtain an overall pass mark of 50% in each module.

If a student fails an optional module at their first attempt they may select an alternative optional module. This will be considered their second attempt at the new module and a pro-rata fee may be applied for taking a new optional module if the usual period of study is extended. Please see section 4.7 for further information on withdrawing from optional modules.

### 5.1 Assessment Criteria

Although the nature of assessment and requirements varies between exams, coursework, and dissertations, all work is marked according to the same basic criteria. Examiners assess the following aspects of the work:

- Relevance of content in addressing the question;
- Use of relevant literature and examples;
- Analysis and development of argument;
- Depth of knowledge and critical understanding;
- Provision of new insights or original ideas based on independent thought and creative thinking;
- Structure (logical arrangement of the work into sections; length);
- Presentation (putting across ideas clearly, succinctly, and without grammatical or spelling errors);
- References and bibliography.
The following table gives an indication of what is expected for each range of marks.

<table>
<thead>
<tr>
<th>Marks Range</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>80-100%</td>
<td>Marks in this range indicate an exceptionally high level of scholarship and outstanding performance in terms of all of the dimensions outlined. Work at this level exhibits scrupulous completion of the requirements of the assignment, it will also exhibit a high degree of research initiative, high quality of analysis, academic sophistication, comprehension and critical assessment, making a novel contribution to the relevant research area empirically and/or theoretically.</td>
</tr>
<tr>
<td>70%-79%</td>
<td>Marks in this range indicate high levels of scholarship, and high performance in terms of all of the dimensions outlined. Comprehensively argued research of interest and originality which is also well organized and presented exhibiting a sound, critical and analytical grasp of the relevant literature(s) and drawing on an extensive range of relevant academic sources. The work will display an excellent understanding of underlying theory as well as employing appropriate research methods and analytical techniques, resulting in findings of interest and significance.</td>
</tr>
<tr>
<td>60%-69%</td>
<td>Work that demonstrates a good command of the subject and relevant literature(s) as well as a sound grasp of critical issues, with evidence of independent thought and a high standard of argument as well as good presentation. Work towards the bottom of this range may have occasional weaknesses and flaws but will nevertheless show a generally high level of competence. Work towards the top of this range will be highly competent on all dimensions.</td>
</tr>
<tr>
<td>50%-59%</td>
<td>Marks in this range indicate general capability, but with moderate levels of weaknesses on one or more dimensions indicated above. Work in this range may contain inaccuracies, the arguments may lack clarity or rigour, or there may be a lack of critical understanding. It will however be coherently structured and presented, showing a sound command of the subject, some awareness of critical debate, and the ability to construct a generally coherent argument.</td>
</tr>
<tr>
<td>40%-49%</td>
<td>Marks in this range do not quite meet the minimum standards for a pass, with considerable levels of weaknesses on one or more dimensions indicated above. Work in this range may suffer from flawed arguments, weak structure and presentation, an inadequate command of course materials, or a serious failure to reflect on those materials. It will however demonstrate a basic understanding of the course being examined and show evidence of reasonable attention to the course materials.</td>
</tr>
<tr>
<td>30%-39%</td>
<td>Marks in this range display major levels of weaknesses on two or more dimensions. The work may be reliant on a minimal range of reading and reflection with poor attention to detail. Work in this range may be characterised by assertions lacking supporting evidence or argument, or by seriously flawed understanding of key concepts.</td>
</tr>
<tr>
<td>0%-29%</td>
<td>Marks in this range indicate general incompetence, with highly serious levels of weaknesses on two or more dimensions. Work in this range will either fail to present any real argument or opinion, or fail to engage at all with the topic in question. Work may quote heavily from a small number of sources, but fail to integrate them and provide little or no narrative to explain their relevance.</td>
</tr>
</tbody>
</table>
5.2 Coursework

5.2.1 Presentation of coursework

All coursework should be free of spelling, typographical and other technical errors. These can be avoided by using an appropriate spell-checking programme and by proofreading the final draft closely. Headings and captions in diagrams and tables must be fully self-explanatory. All diagrams and tables must have their sources clearly cited at the foot of the diagram or table.

5.2.2 Coursework submission

You need to submit your coursework electronically via Moodle - http://moodle.bbk.ac.uk/ in the relevant module area. You must use your unique ITS username and password to enter Moodle to submit your coursework. If you do not know your ITS username and password then please contact Birkbeck ITS Service as soon as possible at its-helpdesk@bbk.ac.uk or at 020 7631 6543. Any coursework submitted later than the submission deadline will be marked as late and capped at the pass mark as a penalty for late submission.

5.2.3 Marking

Coursework for all postgraduate modules will be marked within four weeks. This time does not include holiday periods when staff may be away. Students will receive their provisional coursework mark and feedback through Moodle. An email will be sent to students when coursework marks and feedback are available.

For further details on how to use feedback see appendix 5.

5.2.4 Word limits

Students are advised to keep to the word limits given for each assignment, as going over or under the word limit (normally more than 10%) will be penalised.

Please note that the cover or title page, table or figures, references or any appendices do not count toward the word limit.

The word limit reflects the level of detail required. This means that if your assignment is too long, you have either taken too many words to explain your point or have given too many or too detailed examples. If your assignment is too short, either there is more to the answer than you have written or the assignment has not gone into enough detail about the answer.

If the assignment is too long:

- Don’t try to remove single words from your assignment. It is unlikely to reduce the assignment's length significantly, but it may confuse your argument. Instead, aim to remove or condense whole sections of your assignment.
- You should not include something just because it is a fact, or just because it is included in your course materials. Include something only if it is relevant to your argument.
- Be direct. State your point rather than writing many paragraphs to ‘lead up’ to it.
- Go back to the question. Which sections relate to the point and which are secondary?
• Go back to the plan. Which paragraphs fit in the overall structure? Which paragraphs overlap and can be combined?
• Remove sections where you over-explain your point, over-specify your point, repeat yourself, or write off-topic.
• Remove multiple examples where one or two are sufficient.

**If the assignment is too short:**

• Explain your argument fully: Make sure every argument in your head and in your plan is on the page. Are there gaps in your argument? Does each point logically follow the last one, or do you overlook important points?
• Look for the ‘hidden’ answer: what theories do you think the marker expects? How does this relate to the materials from lectures and study guides? Use the course information in your answer to the assignment question.
• Are there complications or contradictions in the argument or in your research? Explain them and explore them.
• Define any special terminology that you have used that a general reader would not be familiar with
• Illustrate with more examples and/or quotations
• Contextualise and explain the quotations you use. How do they relate to your argument?

**5.2.5 Referencing**

References are scholarly acknowledgements of work referred to or quoted. Failure to reference works used or quoted is plagiarism. To avoid this it is vital that you read the section on plagiarism below. Proper citation of sources is an essential part of the presentation of academic work.

Further details on referencing can be found on the My Birkbeck website - http://www.bbk.ac.uk/mybirkbeck/get-ahead-stay-ahead/writing


**5.2.6 Deadlines**

For all pieces of coursework (not including the dissertation), two deadlines will be specified: a submission deadline and an Absolute Cut-Off (ACO) deadline. The **ACO is THREE WEEKS AFTER THE COURSEWORK DEADLINE.**

The specific dates for coursework submission and the ACO deadline will be set out in the module outlines on Moodle. Students should submit their coursework in accordance with the submission deadline as per the module specification. However, should a student fail to meet the submission deadline, he/she can still submit the late coursework up to the Absolute Cut-Off deadline (see Late submissions below for penalties).

Please note that there are no Absolute Cut Off (ACO) deadlines for resubmission of coursework.

**5.2.7 Late submissions**

‘Late submissions’ are defined as any coursework that is submitted after the submission deadline and up to the Absolute Cut Off (ACO) deadline – three weeks after the deadline
- regardless of whether it is days or even minutes late. For example, if you submit your work at 12.05am the day after the deadline it will be marked late. For this reason, you are strongly advised not to wait until the last minute to submit your coursework. In all cases, the decision of the Postgraduate Administration Office as to what constitutes ‘late submission’ is final and non-negotiable.

Any work submitted after the submission deadline but before the ACO deadline will be marked late and automatically be awarded a mark of 50%, the lowest possible pass mark (assuming the work is of a pass standard). When coursework that is submitted late has been marked and returned to students, it will display two marks: the actual penalty mark of 50%, and the ‘real’ mark which would have been awarded if the work had been submitted on time. The exception to this rule is that if the work is not considered to be of a pass standard, a single mark (which will be lower than 50%) will be awarded.

If the student concerned has a mitigating circumstances claim approved by the Mitigating Circumstances Committee for the late submission, the coursework will be marked according to its merit (see section 5.6 for procedures on mitigating circumstances).

If the student experiences Turnitin upload failure this may be considered a mitigating circumstance provided that the student takes adequate action (see Appendix 1).

Coursework cannot be submitted after the Absolute Cut Off deadline has passed and will not be accepted. If a student fails to submit a piece of coursework by the Absolute Cut Off deadline they will be awarded a mark of 0 and be required to resubmit a new piece of coursework at the end of the following academic term. This new piece of coursework will be considered as the second and final attempt.

Students resubmitting coursework will be required to answer new questions. These questions will be circulated following the approval of the marks by the exam board, i.e. the students will be informed of their re-sit coursework topics as soon as they know that they have not passed a module with coursework as part of the assessment.

5.2.8 Resubmission of coursework

Where students need to resubmit a piece of coursework from a module taken in 2016/17, the resubmission deadlines are as follows:

**Autumn term 2016/17 modules:** resubmission deadline will be after the spring term exam period: Sunday 2\textsuperscript{nd} April 2017

**Spring term 2016/17 modules:** resubmission deadline will be after the summer term exam period: Sunday 15\textsuperscript{th} July 2017

**Summer term 2016/17 modules:** resubmission deadline will be in the summer break: Sunday 27\textsuperscript{th} August 2017

Please note that starting in 2016/17 all resubmissions (unless there is an accepted mitigating circumstances claim) will be capped at the pass mark.
5.3 Presentations and group work

5.3.1 Submission

On some modules individual or group presentations are part of the assessment of the module. In such cases a written summary of the presentation (typically the slides) must be uploaded to the designated portal on Moodle for the examiners to check. The lecturer attending the presentation should add brief note about the verbal feedback provided in the session.

In the case of group presentations, unless otherwise directed by the module convenor, it is the responsibility of all members of the group to make sure that the presentations are posted on Moodle before the submission deadline.

5.3.2 Working in a group

Effective group work depends on all group members playing a role and taking collective responsibility for the tasks to be undertaken. Time spent at the outset in thinking about how the group will operate and be managed will help develop a strong group dynamic and give all group members the confidence to participate.

Dealing with conflict and tensions within the group is an important part of the learning process and group members should maintain open lines of communication and make every effort to resolve any difficulties that emerge within the group. Where problems persist, students should report these to their tutor as early as possible (see point 8).

At the outset of any group work, there must be agreement between all the participating students and module leader about a protocol for behaviour within the group work situation. The protocol should cover matters such as:

- attendance at group meetings and record/diary keeping;
- timekeeping;
- meeting responsibilities to the group;
- equity in workload;
- the importance of delivering work attributed to individuals on time and to a good standard;
- steps to be taken in the event of failure to adhere to the protocol.

A protocol that covers these matters is set out below. However, if students wish to devise their own group protocol, then they can do so as long as they take these matters into account.

1. At the beginning of the project all group members will agree the roles and responsibilities that each person will take on during the project.

2. Each group should agree a group leader/co-ordinator whose role will be to ensure the smooth running of the project. The same individual or another may also serve as the record/diary keeper. All members must agree on the way in which this person will be identified (for example by democratic election, or requests for a volunteer, or on a rotating basis).

3. A diary record sheet should be completed for each scheduled meeting. These records provide a useful backup if concerns are raised about an individual’s level of contribution or attendance at scheduled group meetings.
4. In dividing up the work to be carried out between the members of the group every effort will be made to make sure that workload is evenly shared.

5. When discussing the way in which the group will work, members must make clear any constraints that will arise from personal circumstances and the group must discuss how they will organise their work to accommodate this.

6. Timing of meetings between group members, and timetables for completion of parts of the work, must be agreed between everyone concerned. Once dates and times are agreed all group members must do everything they can to be on time both in attending meetings and in completing work. If for any reason an individual group member cannot be present at a meeting or cannot finish a piece of work on time, it is their responsibility to ensure that they let the other members know in advance and give them as much notice as possible.

7. Recognising that all members of the group will normally receive the same mark for their efforts, every group member will work to the best of their ability to produce work to a high standard within the time available.

8. If at any time, any member of the group feels that another member is not responding to the agreed protocol (for example if someone is not carrying out their share of the work satisfactorily or is not attending meetings, or is creating difficulties of any other sort), they must feel free to raise their concerns with the group as a whole. If this should happen the group should first of all attempt to resolve the problem by discussion between ALL group members. Only if this approach fails should the group take more formal action by contacting the module convenor.

5.3.3 Assessment of group work

The assessment of group work will take into account the following five criteria:

(1) Structure: Evidence of Planning / Preparedness; Introduction, main points and conclusion; Clear, logical sequence of ideas
(2) Content: Appropriateness of Subject matter; Sources of information used; Description vs Analysis
(3) Communication Skills: Delivery; Timing; Interaction with audience; Response to questions
(4) Resources: Appropriate use of presentation aids; List of References
(5) Group Dynamics: Evidence of effective team-working

Group work is normally assessed and awarded a mark by academic staff, and in a majority of cases, this mark will apply equally to all group members. However, where varying contribution levels are reported among group members, and substantiated with documentary evidence, the Department will use a peer assessment form (see attached) to assist the allocation of half of the mark awarded for the task to individual students. Peer assessment should, thus, apply to only half of the mark awarded by academic staff. The remaining half will apply equally to all group members.

Give some thought to completing the form. Consider the contribution and effort of each group member over the life cycle of the project and do not be vindictive or swayed by personality clashes and disagreements. Remember that some may have worked hard on an aspect not used and that this is still a contribution and should not be penalised by the group for its eventual exclusion. What should be considered are issues relating to non-contribution, non-attendance, failing to do work to the standard of the group, and failing to meet deadlines set by the group.
5.4 Examinations

5.4.1 Examination periods

Our modules are taught across three terms of eleven weeks in the autumn, spring and summer. Each 11 week period includes 9 weeks of teaching followed by a study week. The exam period for each module is in the final week of each term. Therefore there are three exam periods that will take place during the following weeks:

**Autumn Term**
Monday 12\textsuperscript{th} December – Friday 16\textsuperscript{th} December 2016: Exams for Autumn Term modules

**Spring Term**
Monday 20\textsuperscript{th} March – Friday 24\textsuperscript{th} March 2017: Exams for Spring Term modules

**Summer Term**
Monday 3\textsuperscript{rd} July – Friday 7\textsuperscript{th} July 2017: Exams for Summer Term modules

**Re-sit Exams**
Where students need to re-sit an exam, an in-class test or an online test from a module taken in 2016/17, the resit dates are as follows:

**Autumn term 2016/17 modules:** resits are scheduled the week after the spring term exam period (Monday 27\textsuperscript{st} March – Wednesday 29\textsuperscript{th} March 2017)

**Spring term 2016/17 modules:** resits are scheduled the week after the summer term exam period (Monday 10\textsuperscript{th} July – Wednesday 12\textsuperscript{th} July 2017)

**Summer term 2016/17 modules:** resits are scheduled in late August (Tuesday 29\textsuperscript{th} August – Thursday 31\textsuperscript{st} August 2017)

The re-sit dates are all outside of term time.

Examinations may take place in the morning, afternoon or evening. Information pertaining to examinations, timetabling, locations, etc. are released by the Examinations Office as soon as they have been confirmed.

Please note that starting in 2015/16 all re-sits (unless there is an accepted mitigating circumstances claim) will be capped at the pass mark.

5.4.2 Examination Regulations

All students should familiarise themselves with the **College Regulations for Internal Students and Regulations for Degrees**. These are available online at: [http://www.bbk.ac.uk/reg](http://www.bbk.ac.uk/reg) or in the Birkbeck College Library. The examination guide for students can be found here: [http://www.bbk.ac.uk/mybirkbeck/services/administration/assessment/exams/admission_letter](http://www.bbk.ac.uk/mybirkbeck/services/administration/assessment/exams/admission_letter)

You should also read the supplementary course regulations with respect to examinations and assessment described in this handbook. Please see appendix 4 for more details.
All mobile phones and any other devices capable of displaying or receiving data, including smart watches or any other wearable technology must be switched off before you enter the examination hall and deposited as instructed by the invigilator. If you are found with a communication device on your desk or about your person it will be treated as an assessment offence. It is also an offence to send or receive calls or messages during the examination, or allow ringtones or pre-set alarms to cause a disturbance. See the College exam guide:

http://www.bbk.ac.uk/mybirkbeck/services/administration/assessment/exams/admission_letter

Please note that entrance to external exam rooms may only be allowed up to 15 minutes before the exam begins.

Exam scripts are handwritten. It is the responsibility of the student to make their scripts legible. In case a script is illegible the examiners may refuse to mark the script and award a mark of 0 (or only mark the legible part of the script). In some cases a student may be asked to have the answers typed/transcribed at his/her expense using exactly the same line breaks as in the written version under exam conditions.

No student who has provided false or misleading information about him or herself will be allowed to sit exams.

5.4.3 Examination notification

Students will be notified of their exam timetable by the Examinations Office – however students are required to confirm the modules that they are studying on the MyBirkbeck website in advance of the production of the College’s examination timetable in order to ensure that you are registered for the appropriate exams. For three-term learning module confirmation opens on 19th October. Students will receive an email from exams office inviting them to confirm their modules by early November. The postgraduate administrative team will also send out an email to the students to follow this up and encourage module confirmation.

The Examination Timetable is set centrally by the Examinations Office. It is your responsibility to make sure that you obtain time off work for your examinations. Students who require special arrangements for examinations, should contact the Exams Office well in advance.

5.4.4 Sitting examinations outside of Birkbeck

If you live within a 100 mile (161 km) radius of London, you will be expected to attend your examinations at Birkbeck. If you have had to return to your home country because of the requirements of your Tier 4 visa, you can apply to sit an exam overseas.

Further details on arranging overseas exams can be found here: http://www.bbk.ac.uk/mybirkbeck/services/administration/assessment/exams/local_exams
5.5 Assessment offences

5.5.1 Plagiarism

Plagiarism can be defined by the College as “the submission for assessment of material (written, visual or oral) originally produced by another person or persons, without correct acknowledgement, in such a way that the work could be assumed to be the student’s own, or could have been assumed to have been originally produced by the student for the purposes of the assessment in question, where this is not the case.” Plagiarism includes the unattributed use of another person’s work, ideas, opinions, theory, statistics, graphs, models, paintings, artefacts, performance, computer code, drawings, quotations of another person’s actual spoken or written words, or paraphrases of another person’s spoken or written words. It may also include the submission of unattributed work previously produced by the student toward some other assessment, or published in another forum.

Plagiarism can take a variety of forms and can include any of the following:

- copying a whole or substantial parts of a paper from a source text (e.g. web site, journal article, book or encyclopaedia), without proper acknowledgement;
- paraphrasing of another’s piece of work closely, with minor changes but with the essential meaning, form and/or progression of ideas maintained;
- piecing together sections of the work of others into a new whole;
- procuring a paper from a company or essay bank (including Internet sites);
- submitting another student’s work, with or without that student’s knowledge;
- submitting a paper written by someone else (e.g. a peer or relative), and passing it off as one’s own;
- representing a piece of joint or group work as one’s own;
- submitting work that was previously submitted for another assignment at Birkbeck or another institution. Only some pieces of assessment that are explicitly related to one another in a module’s assessment guidelines can include some degree of overlap (e.g. research proposal and dissertation).

Plagiarism can occur in any piece of work. This policy applies to any alleged case of plagiarism in any piece of work submitted for formal assessment at the College.

Further details on plagiarism can be found on the College Policy on Assessment offences: http://www.bbk.ac.uk/registry/policies/policies-and-regulations-docs/policy-on-assessment-offences.pdf

Please use further advice on study skills available in the Department of Management: http://www.bbk.ac.uk/business/current-students/learning-coordinators/richard-carabine

5.5.2 Collusion

An assessment offence is committed if a piece of work is produced with the assistance of another person, or persons, when the assignment was to have been undertaken and completed by the student working individually. This includes cases where two or more students submit work for assessment that is identical in its entirety or in substantial parts. It also includes cases where a student knowingly assists another student to plagiarise (for example by willingly giving them their own work to copy from).

5.5.3 Examination offences

All students should familiarise themselves with the College regulations in relation to Examination offences:
Students are not permitted to bring or handle or consult into the examination room any books, notes, scrap papers, instruments, mobile phones, mobile devices or other materials or aids whatsoever. Similarly, students must not remove any examination script/s (whether completed or not) from an examination room.

Any student contravening any of the provisions of the Regulations referred to here and in the College Policy on Assessment offences will be considered to have committed an Examinations Offence.

5.5.4 Other offences

Other offences that may be considered as assessment offences include:

- the inclusion of unauthorised members in student teams conducting group work assignments being party to any arrangement which, if enacted, would constitute a breach of the regulations.

5.6 Mitigating Circumstances

The College Policy on Mitigating Circumstances determines how boards of examiners will treat assessment that has been affected by adverse circumstances. The College policy can be found here:

http://www.bbk.ac.uk/mybirkbeck/services/rules/mitcircspol.pdf

Mitigating circumstances are defined as unforeseen, unpreventable circumstances that significantly disrupt a student’s performance in assessment. This should not be confused with long term issues such as medical conditions, for which the College can make adjustments before assessment (for guidance on how arrangements can be made in these cases, please see the College’s Procedures for Dealing with Special Examination Arrangements which are available on the postgraduate student area on Moodle (appendix 1 lists the circumstances that are considered as mitigating circumstances). Submission of a claim for mitigating circumstances should be regarded as exceptional: all students should strive to meet all the deadlines set for assessed work in order to avoid falling behind in their studies.

A mitigating circumstances claim should be submitted if valid detrimental circumstances result in:

- the late or non-submission of assessment;
- non-attendance at examination(s);
- poor performance in assessment

However, please note that mitigating circumstances claims can only be considered if they are received before the relevant absolute cut off deadline; appeals after the Sub-Board has reached its decisions must be submitted via the formal Appeals system organised by the College Registry. Where this is the case, an appeal must be submitted in writing within six weeks of the date of notification of results.

For a mitigating circumstances claim to be considered the student must produce independent documentary evidence. If for any reason a student is unable to provide supporting evidence by the deadline, the claim will not be considered until they are able to do so. Supporting evidence is required to show that the circumstances:
• have detrimentally affected a student’s performance or will do so, with respect to the above;
• were unforeseen;
• were out of a student’s control and could not have been prevented;
• relate directly to the timing of the assessment affected.

Documentation must be presented on the official headed paper of the issuing body, and should normally include the dates of the period in which the circumstances applied. Copies of documentary evidence will not normally be accepted. If you need an original document for another purpose, you should bring the original into the relevant Department Administration Office so that a copy can be made by a member of College staff (where a photocopy is made by a member of staff they should indicate on the copy that they have seen the original). The College lays out all the specific circumstances which may constitute mitigating circumstances in the following document: Guidance on Grounds for Mitigating Circumstances - Annex B: Mitigating Circumstances Policy, Procedure and Guidance (June 2009). This document is available to view on the Postgraduate Student area on Moodle (and the criteria are also outlined in Appendix 1 of this handbook). Discussing your claim with a member of staff does not constitute a submission of a claim of mitigating circumstances. You are encouraged to submit your claim for mitigating circumstances in advance and at the earliest opportunity. The final deadline for submission of a claim is listed below for coursework, exams and the dissertation.

Claims must be submitted using the specified College Mitigating Circumstances claim form downloadable through the postgraduate student area on Moodle, which should be submitted in accordance with the procedure for submission outlined on the Moodle site. Please note that only forms submitted directly to the postgraduate administrator will be considered. Claims should always be supported by appropriate documentary evidence.

You should be aware that individual marks will almost never be changed in the light of mitigating circumstances. Assessment is designed to test your achievement rather than your potential. It is not normally possible to gauge what you would have achieved had mitigating circumstances not arisen. Where mitigating circumstances are accepted, and it is judged by an examination board that these circumstances were sufficiently severe to have affected your performance in assessment, the normal response will be to offer you another opportunity for assessment without penalty, at the next available opportunity.

Decisions relating to mitigating circumstances claims are taken by the appropriate Board of Examiners, based in the Department responsible for the programme on which the student is registered (the ‘home department’). Students must submit any mitigating circumstances claim to the Mitigating Circumstances Panel in their home department, even when the affected module is run by another department (the host department). If mitigating circumstances are accepted by the home Mitigating Circumstances Panel, the host department should be informed and asked to make a decision on the form of reassessment that should be made or in what other way the claim should be dealt with. The Panel’s decision and the host department’s recommendation on reassessment should be communicated to the appropriate Board of Examiners for ratification. Where agreement on acceptance of mitigating circumstances or reassessment cannot be reached, the Chairs of the Mitigating Circumstances panels should seek guidance from the Academic Registrar.

Coursework
The deadline for submitting mitigating circumstances for coursework is three weeks after the submission deadline. Claims must be submitted using the specified Departmental Mitigating Circumstances claim form downloadable through the postgraduate student section of Moodle, which should be submitted in accordance with
the procedure for submission outlined on the Moodle site. Claims should always be supported by appropriate documentary evidence. Any mitigating circumstances claims received after the Absolute Cut-Off deadline will not be considered and the coursework will be failed at the first attempt (see above).

If you do submit a mitigating circumstances claim for an element of coursework you will be required to hand in the coursework before the Absolute Cut Off deadline – failure to do so will result in failure of the coursework at the first attempt.

If a student does not submit within the absolute cut off deadline due to Mitigating Circumstances another claim must be submitted, if successful the assessment will be deferred to the next submission deadline for that piece of work. If a second claim is not submitted or is rejected a mark of 0% will be awarded for non-submission.

It is the student’s responsibility to check that the version of the assignment submitted is the correct version and that they leave sufficient time to submit, even if there are technical problems. A late submission which has been caused by last minutes technical problems will not ordinarily be considered as a valid mitigating circumstances claim.

Exams
The final deadline for submission of a claim is seven days after the exam in question. Claims must be submitted using the specified Departmental Mitigating Circumstances claim form (downloadable through the postgraduate student section of Moodle), which should be submitted in accordance with the procedure for submission outlined on the Moodle site. In this regard please note that only forms submitted directly to the postgraduate administrator will be considered. Claims should always be supported by appropriate documentary evidence. Any mitigating circumstances claims received after the specified deadlines will not be considered and the assessment will be failed at the first attempt.

If you become ill during the exam and are unable to complete the exam you should notify the invigilator and then submit a mitigating circumstances claim with the supporting evidence. Students cannot put in mitigating circumstances if they sit an exam but feel that they have performed poorly. This is not a sufficient reason to request mitigating circumstances.

Dissertation
The final deadline for submitting mitigating circumstances for the dissertation is 1 week after the submission date as per College regulations (The submission date for 2017 is the 22nd September; the deadline for submitting mitigating circumstances is therefore the 29th September 2017). For further details please see the Dissertation Handbook.
5.7 Failing a module

If, after the first attempt, a student has achieved an overall module result of less than the 50% needed to pass a module, the module will be deemed to have been failed. Failing a module requires either reassessment (re-sitting a failed exam and/or resubmitting a failed piece of coursework) or retaking the entire module.

Students are allowed a maximum of two attempts to pass a module.

Students will be informed by the Department of Management if they have failed any elements of their studies. If a student is unclear at any point about their options following a failed element, they are encouraged to contact their Programme Administrator.

If a student studies a module but does not submit any work for the appropriate assessments as outlined in the module specification for that module, and does not have an application for mitigating circumstances accepted by the Examination Board, they will be deemed to have failed the module and to have used up one attempt at the assessment of the module. A result of 0 will be recorded for that module.

5.7.1 Re-assessment

A module reassessment requires that a student takes a failed element of assessment again – either re-sitting an exam and/or re-submitting a piece of coursework without the need to re-attend classes. If a module contains more than one element of assessment and the student fails both assessments (e.g. exam and coursework), the student will be required to take the higher weighted element of assessment (most often the exam). This element will then be weighted at 100% and capped at the pass mark.

Exam resits

If a student is required to re-sit an exam they will get the opportunity to do so in the resit period of the following term. Where a student fails to re-sit an exam because of mitigating circumstances he/she will usually take this exam in the following academic year in the term in which the module is offered.

For most modules in the Department of Management neither the core syllabus for modules nor the format for the examinations changes significantly from year-to-year. For these modules re-sit papers cover similar module syllabi and will usually have the same examination format. Students may sit the same examination paper as students sitting the examination for the first time (a clause at the top of the exam cover paper indicates that the paper includes the re-sit paper).

However, for some modules both the syllabi and the examination format do change from year to year. Where a student is re-sitting for the first time, the practice of the Department is to set a separate examination paper reflecting the syllabus content originally taken by the student. The examination format is generally the same, but the onus is on the student to confirm this with their module tutor/programme administrator.

Similarly, where a student is re-sitting a module for the second time, and both the syllabi and examination format have changed – perhaps for a second time – the Department has the right to stipulate which syllabus and examination format the student must take. The onus is again on the student to confirm with their module tutor/programme administrator, which syllabus they will be examined on and what form the examination will take.
**Coursework re-submission**

Students who are eligible to resubmit a new piece of coursework will be provided with a new question; students cannot resubmit the same piece of coursework with improvements. If students do this they will run the risk of being penalised for self-plagiarism. The resubmission will be considered a second attempt. The resubmission questions for coursework will be released after the exam board of the relevant term and the coursework should be submitted by week 12 of that term.

For 2016/17 the resubmission deadlines are as follows:

**Autumn term 2016/17 modules:** resubmission deadline will be after the spring term exam period: Sunday 2nd April 2017

**Spring term 2016/17 modules:** resubmission deadline will be after the summer term exam period: Sunday 16th July 2017

**Summer term 2016/17 modules:** resubmission deadline will be in the summer break: Sunday 27th August 2017

Please note that starting in 2015/16 all resubmissions (unless there is an accepted mitigating circumstances claim) will be capped at the pass mark.

**5.7.2 Retakes**

Where a student has achieved an overall module mark of lower than 40%, the Department strongly recommends the student retakes the module in the following academic year. If a student retakes a module they are required to attend lectures and submit all element(s) of assessment again. This applies regardless of the marks achieved in any element at the previous attempt. Students who have failed a module once can elect to retake the module in the following academic year. Students should be aware that there may be an impact on when they can graduate and there may be a fee associated with going into a further year of study.

Any student achieving an overall module mark of less than 50% may wish to retake the module. In this instance, the student should inform the administrative team of their intention to retake the module. The decision to re-sit or to retake a module is at the discretion of the student. However students who do not make contact with the Administrative team will automatically be scheduled for the reassessment.

When a student opts to retake a module beyond their expected programme completion date they will have to pay a modular fee of £879 (subject to change).

If a student opts to retake rather than resit a module, the retake will not be capped, but an additional fee of £879 per module may be incurred.

**5.7.3 Capping of marks for re-assessments**

As of 2015/16 the mark for any student re-assessment is capped at the pass mark (50%) except in cases where mitigating circumstances apply. Where an application for consideration of mitigating circumstances is accepted and a deferral awarded, the work may be submitted without penalty and the re-assessment will not be capped at the pass mark.

Only the assessment element being reassessed is capped, i.e. the overall module mark is not capped unless the module is assessed 100% exam/coursework. If a student fails all
elements of assessment on a module with an overall mark of below 50%, the reassessment will be offered in the heaviest weighted element of the module. Often this is the exam, as assumed in the table below.

<table>
<thead>
<tr>
<th>Overall module result</th>
<th>Exam result</th>
<th>Coursework result</th>
<th>Re-assessment decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Fail</td>
<td>Fail</td>
<td>Fail</td>
<td>Resit the exam. Exam is weighted 100% and capped at 50</td>
</tr>
<tr>
<td>2 Fail</td>
<td>No submission</td>
<td>No submission</td>
<td>Resit the exam. Exam is weighted 100% and capped at 50</td>
</tr>
<tr>
<td>3 Fail</td>
<td>Fail</td>
<td>Pass</td>
<td>Resit the exam. Exam is usual weighting and capped at 50</td>
</tr>
<tr>
<td>4 Fail</td>
<td>Pass</td>
<td>Fail</td>
<td>Resubmit the coursework Coursework is usual weighting and capped at 50</td>
</tr>
<tr>
<td>5 Pass</td>
<td>Pass</td>
<td>No submission</td>
<td>No resubmission of coursework required – module has been passed</td>
</tr>
</tbody>
</table>

If students choose to retake a module instead of resitting it the reassessment mark is not capped.

Students awarded a reassessment in the 2014/15 academic year will not be subject to capping, even if the scheduled reassessment takes place in the 2016/17 academic year.

5.8 Compensated fail

Where a student has not passed a module, the Board of Examiners have the discretion to award a compensated fail, providing the overall result is between 40% and 49%. A compensated fail is offered when a student has exhausted all attempts at a module (two attempts). A student may be able to include up to 30 credits (two modules) as compensated fails. A compensated fail cannot be awarded for a core module. Also, a compensated fail cannot be offered to students studying for a Postgraduate Certificate or Postgraduate Diploma.

A mark of less than 40% for a module means that a compensated fail cannot be applied. Where a student has exhausted all attempts at a module and has not passed that module, and has not been made the offer of a “compensated fail” then the Board of Examiners will award a fail for the module.

A student can request a compensated fail after one attempt.

5.9 The Dissertation

All MSc programmes and the MRes programme require that students undertake a dissertation. The dissertation is a piece of independent research supervised by a member of staff, in an area that is of interest to the student. The objectives of the dissertation are as follows:

- to expand the opportunities for learning by way of actually carrying out research;
- to provide an opportunity to develop and learn from existing knowledge or expertise in a particular area of interest within the field of inquiry;
to provide an opportunity to apply theories, concepts and principles learned in the degree programme using empirical analysis; and

to give valuable preparation for comparable work in employment, whether in an academic environment (e.g. doctoral, teaching or further research), in employment that requires well-trained Master’s graduates to undertake research, or in consultancy.

Overall the dissertation provides an alternative form of assessment to conventional, formal examinations and coursework that enables students to choose their own subject area, pace of work and approach, to benefit from their own particular strengths and interests and to demonstrate originality and creativity. Students are also expected to complete a dissertation on a topic that is related to their programme of study.

Further information on the dissertation process can be found in the dissertation handbook. The objective of this handbook is to provide you with the key information that will help you in the process of completing your dissertation.

The College dissertation supervision policy defines the rights and responsibilities of both the supervisor and the student. Further details on the dissertation supervision process within the department can be found here:

5.10 Announcement of results

The Postgraduate Board of Examiners meets five times a year in January, May, July, September and November to confirm marks. All marks, including any coursework marks given to students as part of the feedback process, are provisional until they have been ratified at the Exam Board. Students should normally receive an e-mail alert from Exams Office once their personal Birkbeck profile has been updated with final marks. Any marks that are not available to the examiners because of late submission may not be considered until the following term’s Examination Board meeting. The Department is not able to disclose any overall module marks until the Registry has released them to students.

Please note: Students who are registered as having any debt with the College will not receive their results until the debt has been cleared and all library books returned.

Appelling against decisions of Board of Examiners

This procedure details how the College will assess any representation, made in accordance with the regulations and provisions specified, against a decision of a Board of Examiners. Representations not made in accordance with these regulations or provisions cannot be considered:

http://www.bbk.ac.uk/mybirkbeck/services/rules/Appeals_against_exam_board_decisions.pdf

5.11 Completing your degree

MSc students enrolled under CAS must obtain 180 credits. Postgraduate Diploma students must obtain 120 credits. Postgraduate Certificate students must obtain 60 credits. Please refer to Section 3 for full details of the CAS regulations on assessments and degree classification. It is the student’s responsibility to ensure that they
have obtained the appropriate number of credits or units in order to finalise. Students who fail the dissertation cannot be awarded an MSc.

You will normally be offered two attempts at passing a module (the original attempt plus one further attempt, which will either be a re-sit or a re-take). After this, if the module has not been passed it will be classed either as a "compensated fail" (see 5.8) or a fail. In some cases this will mean that it will not be possible for you to gain the award that you have registered for; in such cases, your registration will normally be terminated.

5.12 Intermediate awards

Where a student has not achieved the necessary number of credits required to complete a particular programme an intermediate award can be given. Intermediate awards will be made in two instances:

- if a student withdraws from the programme and has achieved enough credits for an intermediate award;
- if a student fails a module for the second time and has achieved enough credits for an intermediate award.

To qualify for the award of a postgraduate certificate a student must have passed modules to the value of 60 credits. To qualify for the award of a postgraduate diploma a student must have passed modules to the value of 120 credits.

5.13 Student withdrawal

Please make sure you contact the Department, either the administrative team or your personal tutor in writing (via email) and submit the request via your personal profile. Students who have stopped attending lectures for three weeks or more and who do not respond to follow-up emails or phone calls from the Department will be withdrawn at the relevant termly Examination Board.

For international students this is especially important as the College is required to monitor and confirm to the UK Border Authority attendance for international students with Tier 4 visas.

To avoid the possibility of withdrawal, if you are experiencing any difficulties with your studies please speak to your programme director. It is possible to defer modules and your dissertation (see section 4.5 and 5.9). It is also possible to take a break in studies (see section 2.6) This is relevant for students who are experiencing difficulties and may wish to suspend their studies for a maximum of two years in total during their programme of study.
APPENDIX 1: I HAVE A QUERY! WHERE CAN I FIND AN ANSWER?

My Birkbeck Profile
http://www.bbk.ac.uk/mybirkbeck/my-birkbeck-profile
Where is my class?
When is my class?
What is my assessment mark?
Where is my exam timetable?

Programme Handbook/ Undergraduate Student Area on Moodle
(Posted in the Undergraduate Student Area on Moodle)
Who is my personal tutor and how can I contact them?
Who is my programme administrator and how can I contact them?
What is the structure of my degree programme?
What is the Department of Management policy on retakes assessment criteria etc.?

My Birkbeck Helpdesk
(Located in the main Birkbeck building. Opening hours and contact details here: http://www.bbk.ac.uk/mybirkbeck/services/facilities/helpdesk)
I need help with enrolment
I need to pay my fees or I have a query about my fees

Programme Administrator
I need to submit a mitigating circumstances claim
I am going to miss a class
I’m not sure who to contact with my query

Module Convenor
(Their name and contact details are posted in the Moodle shell for the module)
I want some additional feedback on my assessment, e.g. on my exam paper
I have an assessment-related question (mid-term /online test/coursework essay/exam)

Module Lecturer
(Their name and contact details are posted in the Moodle shell for the module)
I don’t understand something in my class

Personal Tutor
I have personal problems which are affecting my studies
I need to discuss my degree progression
I want to discuss which modules to choose for next year

Learning Support Co-ordinators
http://www.bbk.ac.uk/business/current-students/learning-co-ordinators
I need some additional support with the maths or statistics on my course, with writing essays or understanding referencing or with other study skills
APPENDIX 2: MITIGATING CIRCUMSTANCES

Examples of circumstances beyond the reasonable control of the student:

- bereavement (near relative only)
- serious accident or illness
- serious infectious disease
- burglary and theft
- childbirth

Examples of situations which may be considered beyond the reasonable control of the student:

- medical operation (if approved prior to the point of assessment or an emergency)
- hospital tests (if approved prior to the point of assessment or an emergency)
- being taken ill during an examination
- significant accident, injury, acute ailment or condition
- unanticipated and unavoidable Professional obligations
- private or public transport failure leading to delays of more than 1 hour (corroborative evidence is required to verify such a delay)

Examples of circumstances that would NOT ordinarily be considered mitigating circumstances:

- accidents to friend or relatives (unless within 3 days prior to deadline or examination or where student is sole carer)
- family illness (except in an emergency or where the student is the sole carer)
- examination nerves
- feeling generally anxious, depressed or stressed (unless medically certificated and notified in advance i.e. at least 2 weeks)
- clash with paid employment
- minor accidents or injuries
- pregnancy
- cold, cough, upper respiratory tract infection, throat infection, unspecified viral infection
- childcare problems that could have been anticipated
- domestic problems (unless supported by independent evidence)
- mistaking the deadline, or time management problems (including alarm not going off)
- private or public transport failure leading to delays of less than 1 hour
- general financial problems
- legal problems (unless required to attend Court on the day of an examination or assessment)
- holidays or booked travel arrangements
- house moves
- notes burned or stolen (unless supported by a fire or police report)
- intermittent or last minute computing equipment problems (discs, machines, printers, viruses)
- handing-in problems
- inclement weather (unless exceptional/severe conditions)
- ignorance of the Regulations or examination/assessment arrangement
MC guidelines for Turnitin upload failure

These cases tend to fall into three categories:

1) They are often where students have attempted to upload a file just prior to the deadline, and have been unable to complete the upload. This is possibly due to too many students all trying to upload at the last minute. They then either keep trying until they manage to upload late, or email the file to the module convenor, supervisor or lecturer.

2) Students try to upload a file in a file format not supported by Moodle or Turnitin. They then upload a correct file type or email the file to the module convenor, supervisor or lecturer.

3) Students attempt to upload a file but only realise there’s been a problem when they receive no confirmation email. They then either keep trying until they manage to upload late, or email the file to the module convenor, supervisor or lecturer.

Case 1: students who can produce a screenshot of a failed file upload attempt and then successfully submit their coursework by email or retrying Turnitin through Moodle within 12 hours will have MC accepted and the work will be marked without penalty.

Case 2: students who can produce a screenshot of a failed file upload attempt and then successfully submit their coursework in an alternative file format by email or retrying Turnitin through Moodle within 12 hours will have MC accepted and the work will be marked without penalty.

Case 3: students who can produce a screenshot of a failed file upload attempt and then successfully submit their coursework by email or retrying Turnitin through Moodle within 24 hours, and the file properties show that it was last edited prior to the submission deadline, will have MC accepted and the work will be marked without penalty.
APPENDIX 3: LOCATION OF EXTERNAL TEACHING ROOMS

(For detailed maps and locations please check your My Birkbeck Profile)

Anglo Educational
45 Russell Square, London WC1B 4JP

British Medical Association (BMA)
BMA House: Tavistock Square, WC1H 9JP

Brunei Gallery (BRU)
Brunei Gallery: 10 Thornhaugh Street, Russell Square, London WC1B 0XG: Located between Malet Street and Thornhaugh Street in the North West corner of Russell Square. Opposite the main entrance to the School of Oriental and African Studies building.

Friends House (FRH)
173-177 Euston Road, London, NW1 2BJ: Located North of Gordon Square opposite Euston Station

Institute of Advanced Legal Studies (IALS)
17 Russell Square, WC1B 5DR

London School of Economics & Political Science (LSE)
Maps and directions
Campus Redevelopment: We are starting on a redevelopment of our site – the East Building, Clare Market Building and half of St Clements are being demolished and a new building being built on the site. Demolition has just started and will continue for the next year before construction starts. In the evenings, for Birkbeck the main impact will be the closure of Houghton Street to pedestrians. Check our map for more information.

London School of Hygiene & Tropical Medicine (LSHTM)
Keppel Street, London, WC1E 7HT.
G2/G3/G4: 50 Bedford Square
101/102: 49 Bedford Square
These rooms are situated in the LSHTM 49 and 50 Bedford Square. Turn left out of the main Birkbeck Building, walk to end of road and turn right into Montague Place. Take the first left into Gower Street. Bedford Square is then on the right hand side of the road as it curves around into the Square.
15-17 Tavistock Place

School of Pharmacy (SOP)
29-39 Brunswick Square, London, WC1N 1AX
On the north side of Brunswick square, approx. 4 minutes' walk from Torrington Square.

Senate House (SEN)
Senate House is next to Birkbeck.

Stewart House (STB)
32 Russell Square London WC1B 5DN
Located next to Birkbeck’s 30 Russell Square. All of the rooms that we hire are situated on the lower floors

Student Central
Malet Street, WC1E 7HY
Located approximately 1 minute walk from the main Birkbeck building. There are no swipe gates or access cards required to enter the building but students are
recommended to have their student card at all times. All rooms are accessible for the disabled.

**UCL**

**Map of UCL**

**Map of surrounding area**

- Anatomy and Medical Science Building: located on Gower Street, just before the main entrance to UCL.
- Bedford Way: 26 Bedford Way, London WC1H 0DS
- Chadwick Building: Gower Street, London, WC1E 6BT
- Christopher Ingold Building: 20 Gower Street, London, WC1 0AJ.
- Cruciform Building: Gower Street, WC1E 6BT
- Darwin Building: Gower Street, London, WC1E 6BT
- Drayton House: Gordon Street, London, WC1H 0AX. An attendant will be on duty at reception.
- Foster Court: located on the right-hand side of Malet Place as you enter the UCL site opposite Waterstone's Bookshop.
- Ingold: 20 Gordon Street, London WC1H 0AJ
- Malet Place Engineering Building: Gower Street, London, WC1E 6BT. Malet Place runs at right angles to Torrington Place opposite the Waterstone's bookshop. Once on Malet Place, the building is on your left, in between the Old Engineering Building and the DMS Watson Library and the Petrie Museum. (The Petrie Museum has a large banner outside of it). The building is glass-fronted, with sliding glass doors. On entering the building, take the stairs (the lifts in the foyer do not stop at the first floor) on the right hand side to the first floor. If you are unable to use the stairs and require the lift, on entering the building, walk past the lifts on the left hand side and turn left down the short corridor. Go through the 1st door on the left hand side (G83), the lift in this stairwell will stop at the first floor.
- Medical Science Building: accessed from the Malet Place entrance to UCL campus, off Torrington Place.
- Pearson Building: Gower Street, WC1E 6BT
- Remax House: 31/32 Alfred place, London, WC1E 7DP. Located on the corner of Alfred Place and Store Street.
- Roberts Engineering Building: Torrington Place, London, WC1E 7JE. Located across the road from Waterstone's bookshop on Torrington Place.
- Rockefeller Building: located on the corner of Gower Street and University Street. From Waterstone's Bookshop, walk along Gower Street and then turn left onto University Street. The main entrance is on University Street.
- Taviton: UCL SSEES Building, 16 Taviton Street, London, WC1H 0BW.
- 188 Tottenham Court Road: Located in the sub-basement of the New Exam Halls on 188 Tottenham Court Road. The entrance to the building at 188 Tottenham Court Road is located in between Barclays Bank (on the corner of Torrington Place and Tottenham Court Rd.) and Café Nero.
- UCL School of Slavonic and Eastern European Studies (SSEES): located on Taviton Street.
- Windeyer Building: 46 Cleveland Street, London, W1P 6DB

**The Wesley**

81-103 Euston Street, London NW1 2EZ

**Westminster Kingsway College (WKC)**

211 Grays Inn Road, London WC1X 8RA

**Woburn House**

20 Tavistock Square London WC1H 9HQ
APPENDIX 4: CONDUCT DURING EXAMINATIONS

It is the responsibility of the student to know the date, time and place of each of the examinations to be taken.

Admission to the examination
You must bring your Examination Admission Notice to each examination, together with your Birkbeck Photo ID card. These must be shown to gain admission to the examination hall.

You will be admitted to the examination room by an invigilator shortly before an examination is due to start. Once admitted to the room examination conditions apply so no talking is permitted.

Students who arrive late may be admitted to an examination during the first thirty minutes of an examination. No additional time will be given.

Conduct during the examination
You must sit at the desk bearing your candidate number. Place your Examination Admission Notice with the candidate number showing and your ID card with the photography clearly displayed on your desk for the duration of the examination. Students must bring their own pens, pencils, rulers and any other required equipment to each examination. Additional items may only be used if issued by an invigilator or where it is specifically allowed in the examination paper rubric.

Talking or communicating in any other way with other students in the examination room before, during or after an examination is forbidden. Failure to observe this requirement will be treated as a disciplinary offence.

If a student wishes to speak to an invigilator s/he should raise a hand and stay seated. The use of mobile phones or other electronic devices is not permitted. If a mobile telephone or other electronic device is found on a student during the course of an examination it will be regarded as a disciplinary offence.

The College operates a zero tolerance policy in relation to cheating in examinations. The possession of notes, documents or other unauthorised material and the writing of information on the body or clothing is an offence. If any student is discovered with such material or with information written on their body it will automatically be assumed that cheating has taken place.

Students are not permitted to leave the examination room in the first thirty minutes or the last fifteen minutes of the examination.

If you wish to leave the examination after the first 30 minutes, you must first notify the invigilator of your intention to leave and then wait until your paper has been collected before leaving your place. You should leave the hall quietly with minimum disturbance both inside and immediately outside the examination room.

Food and drink (other than clear bottles of water) are not permitted in the examination room.

You are strongly advised to bring only essential items to the examination, and to leave valuable personal belongings at home.

Trips outside the examination room to use the toilet are permitted at the discretion of
the invigilators but will be accompanied and recorded on the attendance sheet against your name.

If you leave the examination room without the permission of an invigilator, it will be assumed that you have withdrawn from the examination and you will not be allowed to return.

Any student causing a disturbance in the examination room may be required to withdraw from the examination.

Immediately the invigilator announces the end of the examination you must stop writing. You must remain seated and silent until all scripts have been collected by the invigilators and you are told that you may leave. Please do so quietly and with consideration for students who may be taking examinations nearby.
APPENDIX 5: USING FEEDBACK TO IMPROVE YOUR WORK

In addition to teaching, your tutors spend a considerable amount of time both giving advice about assessments in advance and marking and providing feedback on your work. Feedback is an important aspect of helping you improve your academic performance which helps you improve your marks. So how can you make best use of it?

What format does feedback take?

Feedback takes a number of forms – try to take advantage of them all.

First of all, ‘feedback’ can happen before you submit your assessment – for example, when your tutor discusses the requirements of the assessment and explains what markers will be looking for. You should take note of these comments, and remember them when you are drafting your work. You can also use the written marking criteria as a form of checklist for your work before submission.

Tutors’ comments on plans for essays or reports or on drafts of work are also ‘feedback’ because they give you guidance on how to improve the quality of your submission.

Your role in the feedback process

Attendance at classes is important, but much learning happens during private study when you have the space to think about your subject, and part of this time is spent preparing for assessments.

Submitting an assessment may seem like a ‘test’ but it is actually more of an exchange between you and the tutor – when you come to university you are beginning to develop skills relating to self-evaluation and self-supervision. These skills can take a while to develop. Feedback will provide you with an insight into the strengths and weaknesses in your work, which gives you guidance on which areas you need to improve.

However, although tutors can provide comments which can help you improve your work, without your active involvement in using the feedback you get effectively, nothing will happen. You will not learn much by just checking the mark at the end of an assignment – it will tell you if you have passed or failed, but the mark alone will not contribute to your learning. It is important that you understand why you received the mark you did, and feedback can help explain this. By reading feedback carefully you will gain a better idea of what is expected of you in your assessments, and, by acting on suggestions in the feedback, you will improve the quality of your work.