**MSc Management Consultancy and
Organisation Change
Student Handbook 2010-11
School of Business, Economics and
Informatics**

Contents

WELCOME TO BIRKBECK

A warm welcome from the School of Business, Economics and Informatics at Birkbeck College, University of London.

This handbook provides details of the MSc in Management Consultancy and Organisational Change offered by the School and information on facilities to support your learning. It also gives guidance on the various procedures that are in place to ensure the smooth running of your course.

We do hope you enjoy your time with us and wish you the very best with your studies at Birkbeck.

Part 1 Postgraduate Studies in Management

1.1. Programme Team

Within the School there are teams dealing with each programme, as well as a range of other types of courses. Each subject team has a Programme Administrator dealing with day-to-day matters such as student enquiries and enrolments and the Programme Administrator should be your first point of contact for enquiries. Programme Directors are responsible for the academic direction of a programme and for providing advice on general academic matters.

1.2. Management Academics: Research Interests

Prof Raymond Caldwell, BA, MBA, PhD
Professor of Organisational Change
Email: r.caldwell@bbk.ac.uk
Research interests: change agency; HRM; implementation of strategic change; organisational development.

Katrina Pritchard BA(Hons) Oxon, MSc, PhD, PGCHE
Lecturer in Human Resource Management
Email: k.pritchard@bbk.ac.uk
Research interests: HRM and the work of HR practitioners, Social construction of (organizational and professional) knowledge, Identity work, Technology in the workplace, Qualitative research methodologies.

Etlyn Kenny, BSc, PGCE, MSc
Lecturer in Management
Email: e.kenny@bbk.ac.uk
Research interests: the role played by ethnicity in the career development of minority ethnic graduates within organisations in contemporary Britain.

For find out more about our staff visit:
http://www.bbk.ac.uk/orgpsych/staff

1.3. Contacts

The table below lists the name, telephone number and e-mail of the Programme Administrator, Assistant School Manager and academic for the masters programmes in the Management subject area.

Subject	Programme Administrator	Assistant School Manager	Programme Director
MSc in Human Resource Development and Consultancy	Lukasz Marczewski 020 7631 6659 l.marczewski@bbk.ac.uk	Jean Devaney 020 7631 6685 j.devaney@bbk.ac.uk	Katrina Pritchard k.pritchard@bbk.ac.uk

MSc in Management Consultancy and Organisational Change	Lukasz Marczewski 020 7631 6659 .marczewski@bbk.ac.uk	Jean Devaney 020 7631 6685 j.devaney@bbk.ac.uk	Prof Raymond Caldwell r.caldwell@bbk.ac.uk
Postgraduate Diploma in Management	Lukasz Marczewski 020 7631 6659 l.marczewski@bbk.ac.uk	Jean Devaney 020 7631 6685 j.devaney@bbk.ac.uk	Etlyn Kenny e.kenny@bbk.ac.uk

1.3.1 Who to Contact?

The following is a guide to help you identify the member of staff who can best deal with your enquiry. The Programme administrators are always a useful starting point and they will direct you to the relevant member of staff if they are unable to deal with your enquiry.

Type of enquiry	Point of contact
Information and advice on programmes and modules, module outlines, fees, change of module details, subject library facilities, general information on student facilities, subject regulations	Programme Administrator
Subjects and programmes offered and module outlines	Programme Administrator
Detailed advice and guidance to students	Assistant School Manager
Interpretation of assessment and examination regulations, notification of results and transcripts	My Birkbeck Helpdesk 0845 601 0174 Email: info@bbk.ac.uk
Specific academic enquiries relating to your class and coursework, reading lists, deadlines, difficulties with attendance.	Class lecturer
The Birkbeck Alumni Society	020 7079 0718, alumni@bbk.ac.uk
Birkbeck Students' Union	020 7631 6335, www.bbk.ac.uk/su
Birkbeck Library	020 7631 6063, www.bbk.ac.uk/lib
Birkbeck Disability Office	020 7631 6336, minicom 020 7631 6630 www.bbk.ac.uk/disability
Information, advice and guidance on student financial support	The Student Financial Support Team www.bbk.ac.uk/reg.finance
Copies of prospectuses and general enquiries	Information Unit 0845 601 0174, email: info@bbk.ac.uk
IT advice	IT Services help desk Its-helpdesk@bbk.ac.uk
Fees Office.	020 7631 6295 Email: i.badby@bbk.ac.uk
Registry	020 7631 6390 Email: registry-enquiries@bbk.ac.uk
Exams Office	020 7631 6598 Email: examinations@bbk.ac.uk

School Address:
School of Business, Economics and Informatics
Department of Organizational Psychology
Birkbeck, University of London
Clore Management Centre
25-27 Torrington Square
London WC1

Part 2: Structure and Content of the Programme

2.1 Programme Timetable

2.1.1 Timetable Information

Timetables will be distributed to your personal email address. In addition copies will be distributed at the Induction Event. Copies are also available on the Student Area of Blackboard. Login to Blackboard and select module:

BBK_OPPG_2010: BBK___Organizational Psychology: Student Area, Pg Management (2010/1)

2.1.2 Programme Induction Event

Saturday 25th September 2010 11.00-1pm. All new Masters students are encouraged to attend.

2.1.3 Orientation Dates

Orientation takes place on the following days:

Thursday 30 September 2010, 5-8.30pm
              OR
 Friday 1 October 2010, 5-8.30pm
              OR
Saturday 2 October 2010, 11am-3pm

For further information and booking go to :
My Birkbeck
www.bbk.ac.uk/mybirkbeck

2.1.4 Library Induction

Library tours take place from **Monday - Thursday at 5pm** for the first 4 weeks of term. (4th - 28th October). There is no need to book, please meet at the Help Desk on the 1st Floor of the Library.

The Library covers five levels of the main building on Torrington Square The entrance is on the ground floor and the upper levels can be accessed by stairs or a lift. Your College ID card gives you automatic use of the library.

2.1.5 Programme Term Dates

Term dates and holiday closing 2010/2011	
Autumn term	Monday 4 October 2010 to 17 December 2010
Christmas and New Year closure	The College will close at 5pm on Thursday 23 December 2010, re-opening at 9am on Tuesday, 4

	January 2011
Spring term	Monday 10 January 2011 to Tuesday 29 March 2011
Easter closure	The College will close at 6pm on Wednesday 20 April 2011, re-opening at 9am on Wednesday, 27 April 2011
Summer term	Wednesday 27 April 2011 to Friday 8 July 2011
May Day bank holiday	The College will be closed on Monday, 2 May 2011 re-opening at 9am on Tuesday, 3 May 2011
Spring bank holiday	The College will be closed on Monday, 30 May 2011, re-opening at 9am on Tuesday, 31 May 2011
August bank holiday	The College will be closed from 8pm Friday, 26 August 2011, re-opening at 9am on Tuesday, 30 August 2011

2.2 MSc in Management Consultancy and Organisational Change (MC&OC)

An exploration of management consultancy theory and practice from the perspective of organisational and strategic change.

The programme is informed by a belief in the central importance of self-directed learning, openness to change and collaborative working.

2.2.1 Programme Aims

- To develop an understanding of management consultancy theory and practice from the perspective of organisational and strategic change.
- To help participants extend their interpersonal skills, improve personal performance and develop the analytical abilities and business knowledge required in a consultancy or change agent role.
- To take a critical perspective on change management theory and consultancy practice, and the ethical issues involved in organizational development and change.
- To develop the knowledge, skills and competencies essential for those aspiring to be management consultants with a special interest in organisational and strategic change.
- To offer a qualification that provides a sound basis for professional development, lifelong learning and career progression as a consultant.

2.2.2 Distinctive Features

- The Masters in MC&OC is designed for management and non-management graduates, to pursue a career in management consultancy
- The programme is intellectually challenging; it integrates training, organizational development, lifelong learning principles and consultancy practice as well as offering a systematic approach to the design, management, and evaluation of programmes to improve personal effectiveness and organizational performance.
- Considerable emphasis is placed on extending interpersonal skills, improving personal performance and developing the analytical skills essential in delivery of consulting assignment and change .
- The Masters programme provides a pathway for career progression and professional development.

2.3 Programme Structure

The programme consists of 7 components:

Module 1:   Personal Development and Learning
Module 2:   Organisational Development and Learning
Module 3:   Managing Organisational Change
Module 4:   Management Consultancy: Knowledge, Strategy and Business Analysis
Module 5   Consultancy and Professional Practice
Module 6   Research Methods
Module 7   Dissertation

MODULE 1   Personal Development and Learning

Overview: This is a practice-oriented module that explores the core skills and competencies essential for personal effectiveness in a management role. It provides you with the opportunity to hold a mirror to yourself, to identify your strengths and weaknesses, to develop the skills of continuous learning, and to consider how to maximise your potential.

Learning outcomes: By the end of the module students will have:
- Understood the core skills and competencies essential for personal and managerial effectiveness.
- Identified their key strengths and weaknesses.
- Identified those skills they would like to develop in order to become more effective.
- Assessed their learning style and identified the type(s) of learning that best suit them.
- Developed the skills of continuous learning in order to maximize their personal potential and career goals.

Core Reading:

Pedler, M. and Burgoyne, J A. (2002) *Managers Guide to Self-Development*, London: McGraw-Hill.
Brockbank, A. McGill I and Beech, N.(2006) *Reflective Learning in Practice*, London:Gower

MODULE 2 Organisational Development and Learning

Overview: Can organisations learn and develop? This module will explore the concept of organisational learning; the tools and techniques for organisational development; styles of shared learning and teamwork; the relationship between training, development and learning; learning and change.

Learning outcomes : By the end of the module students will have
* Examined how organizations learn and develop.
* Explored the factors that promote (or inhibit) learning in organizations.
* Understood the interrelationship between the organization, the individual and groups.
* Identified the factors that are characteristic of learning organizations.

Core Reading:
Easterby-Smith, M. and M. Lyles (2003). *Handbook of Organizational Learning and Knowledge Management.* Oxford: Blackwell.
Argyris, C. (1995) *On Organisational Learning*, Oxford: Blackwell, 1995
Burnes, B. (2004) 'Kurt Lewin and the planned approach to change: a re-appraisal'. *Journal of Management Studies,* 41, 6, 977-998.
Senge, P. (2006) Second Edition, *The Fifth Discipline: The Art and Practice of the Learning Organization*. London: Century.
Cummings T. G. and Worley, C. G. (1997) *Organisational Development and Change*, South Western College Publishing, 6th edition.
Weick, K. (2001). *Making Sense of the Organization.* Oxford: Blackwell.

MODULE 3 Managing Organisational Change

Overview: This module seeks to develop an understanding of the causes, dynamics and analytical approaches to managing change within organisations.

Learning outcomes : By the end of the module participants should be able to:
* Apply some of the key concepts and ideas of change management;
* Understand how change impacts on organisations;
* Diagnose and help facilitate change through the use of appropriate consulting tools and techniques

Core Reading:
Burnes, B. (2004) *Managing Change,* London: Prentice Hall.
Hayes, J. (2002) *The Theory and Practice of Change Management*, London: Palgrave

MODULE 4 Management Consultancy: Knowledge, Strategy and Business Analysis

Overview: A specialist focused and high-level strategic introduction to essential management consultancy knowledge and key tools of analysis. The module covers four core areas of management consultancy knowledge: strategic management,

financial analysis, human resource strategy/organisational behaviour, and marketing/customer relations.

Learning Outcomes By the end of the module participants should be:
- Understand management consultancy as a strategic approach to enhancing the overall performance of organisations, using a variety of tools and techniques from a broad array of management disciplines.
- Understand how management consultancy interventions impacts the core components of organisations
- Recognise the interaction of culture, power, knowledge and learning in understanding how management consultancy knowledge is used in organisations.
- Understand the linkages between the aims, objectives and content of the various programme modules from a strategic perspective on management consultancy.
- Explore the application of key concepts from strategic management, financial analysis, human resource management/organisational behaviour and marketing/customer relations and their links to organisational performance.

Core Reading:
Knowledge and evolution of consulting:
McKenna, C.D. (2006) *The World's Newest Profession.* Cambridge: Cambridge University Press.
Kipping, M and Engwall,L . (2003) *Management Consulting: Emergence and Dynamics of a Knowledge Industry,* Oxford : Oxford University Press

Strategy:
Johnson, J., Scholes, K. and Whittington, R (2008) *Exploring Corporate Strategy, Text and Cases*, London: Prentice Hall.

Marketing:
Doyle, P. and Stern P. (2006) *Marketing Management and Strategy*, 4th edition FT Prentice Hall.
Johnson, J., Scholes, K. and Whittington, R (2008) *Exploring Corporate Strategy, Text and Cases*, London: Prentice Hall.

Finance:
Geoff Black (2005) *Introduction to Accounting & Finance* Financial Times, Prentice Hall, in particular chapters 1-2, 4-5, 9-10.
Altrill A. and McLaney. J. (2006) *Accounting and Finance for Non Specialists* 5th Ed. Financial Times, Prentice Hall, (in particular Chs. 1-6).
Keown, Martin and Petty. (2008) *Foundations of Finance: The Logic and Practice of Financial Management* 6th Ed., London: Prentice Hall (in particular Chc. 3&4).

HR Strategy:
Rita McGee, Ann Rennie (2009) HR Strategy, London: CIPD
Boxall, P. and Purcell, J. (2002) *Strategy and Human Resource Management,* Basingstoke: Palgrave.

MODULE 5 Consultancy and Professional Practice

***Overview* :** The module is designed to develop a holistic understanding of the management consulting process/cycle, gain awareness of consulting styles and the impact it has on consulting interventions and the professional behaviours and practices.

Learning Outcomes: By the end of the module students should be able to:
- Understand the consultancy process and cycle
- Know how to mange the stages of the consultancy life cycle from engagement to termination
- Develop a tool kit of consulting techniques to support application of consulting lifecycle
- Understand the consulting relationship, core consulting competencies and consulting styles
- Recognise your personal consulting style and how to manage your strengths and weaknesses as a consultant
- Understand how to sensitively challenge and coach clients to confront uncomfortable issues and ethical dilemmas.

Core Reading:
Cockman, P., Evans, B. and Reynolds, P. (2004) *Consulting for Real People: A Client Centred Approach fro Change Agents,* London: McGraw-Hill.
Biswas S., Twitchell D. (1999) *Management Consulting: A Complete Guide to the Industry,** New York: John Wiley and Sons
* Please note that this book is under review, please do not buy without contacting your module lecturer

MODULE 6 Research Methods
Overview: The module is designed to develop the skills and knowledge necessary to undertake a consultancy research project. Participants will be encouraged to work in groups, share their knowledge, and experience in exploring issues and formulating actions and recommendations for their project.

Learning Outcomes: By the end of the module students should be able to:
- Identify a topic for investigation
- Define the aims and objectives of the project
- Create a clear and concise research proposal
- Plan and design a suitable methodology
- Collect and analysis information and data
- Present their findings, conclusions and recommendations

Core Reading:
Somekh, B. (2006) *Action Research: A Methodology for Change and Development*, Open University Press.
Luck, M. (2001) Your Student Research Project, London: Gower.
Walliman, N. (2000) *Your Research Project*, London: Sage.
Saunders, M., Lewis, P. and Thornhill, A. (2000) *Research Methods for Business Students,* London: Financial Times, Prentice Hall.
Gill, J. and Johnson, P. (1997) *Research Methods for Managers*, London: Paul Chapman.
McNiff, J. (2000) *Action Research in Organisations*, London: Routledge.
Hart, C. (1998) *Doing a Literature Review*, London: Sage.
Foster, J.J. (2000) *Data Analysis Using SPSS*, London: Sage.

MODULE 7 Consultancy Dissertation

Overview: The dissertation may be based on one or a combination of the following approaches: a practical investigation of a work-based change management issue; a review of current theoretical debates in a specific area of organisational change; or an empirical study designed to illuminate a particular management consultancy or change management concept, model or technique. Supervision for the dissertation consists of individual supervision and group sessions.

Learning Outcomes: By the end of the dissertation students should be able to:
- Apply their new knowledge, skills and analytical abilities to a real-world change issue
- Research a consultancy or change management issue area from a practice viewpoint.
- Undertake a critical appraisal of relevant literature, if appropriate
- Select relevant change management tools and consultancy methods
- Manage and deliver a research project on time

2.4 Programme Assessment 2010-11

Module	Assessment	
MODULE 1: Personal Development and Learning	**Credit Value:**	15 credit points
	Evaluation:	1 assignment/ submission (100%)
	Marking:	Double marked
Module 2: Organisational Development and Learning	**Credit value:**	15 credit points
	Evaluation:	1 Case study/essay submission (100%)
	Marking:	Doubled marked
Module 3: Managing Organisational Change	**Credit Value:**	30 credit points
	Evaluation:	Essay and/or case study submission (40%) Examination (60%).
	Marking:	Single marking of coursework. Examination is double marked
MODULE 4: Management Consultancy: Knowledge, Strategy and Business Analysis	**Credit Value:**	30 credit points
	Evaluation:	4 essay/case study submission (25% each)
	Marking:	Single marking of coursework
Module 5: Consultancy and Professional Practice	**Credit Value:**	30 credit points
	Evaluation:	3 submissions worth 20%, 40% and 40%.
	Marking:	Single marking of coursework
Module 6: Research Methods Module 7: Consultancy Dissertation	**Credit Value:**	60 credit points
	Evaluation:	Research proposal (formative assessment) Dissertation 10,000-12,000 words (100%).
	Marking:	Proposal single marked. Dissertation double marked

2.5 Teaching

Students will be expected to undertake personal study to develop a critical awareness of a range of core management consultancy concepts and principles. They will be directed to essential reading materials and will receive guidance on how to access them.

Each module will use a variety of teaching methods, including case studies, class and small group discussion, in-class examinations and tests, class presentations, role plays, other group activities, videos and written assignments.

In addition, students will be expected to set up and take part in a number of learning forums outside the classroom such as peer review groups and learning sets.

2.6 Personal Tutors Guidance 2010/11

2.6.1 Aims

The role of the personal tutor is to provide general support to the individual student whilst studying at Birkbeck. This can involve pastoral support and providing general academic advice**.**

- Initially to help students in the transition as they settle into the university and to help them make the most of their time with Birkbeck.
- To advise and support students in their studies, and help them with any academic or personal difficulties that may affect their progress
- To provide appropriate support if they encounter any medical or personal problems that may affect performance in assessments.

2.6.2 Frequency and Timing of Meetings

- To have regular contact with their Personal Tutor
- Minimum of at least ONE meeting per term lasting approximately 30 minutes.
- It is the student's responsibility to take the initiative and contact their Personal Tutor and discuss academic progress at regular intervals at least once per term. A personal tutor timetable will be available within the first few weeks of term. You will be notified of available meeting times and you can book a meeting with your tutors through Lukasz Marczewski on 020 7631 6659 email l.marczewski@bbk.ac.uk.
- It is the students **responsibility** to provide medical evidence in the form of a certificate should they need to and make this available. This information will be treated confidentially.

If it appears that the relationship between Personal Tutor and student is not working as it should, either party can request that the Assistant School Manager Jean Devaney arranges a re-allocation, email: j.devaney@bbk.ac.uk

If there is a very urgent personal matter you need to discuss with your personal tutor but are unable to contact them, you may wish to seek advice from The University's Students Counseling Services at tel: **phone 0207 631 6335 or drop by the SU office on the fourth floor of the Malet Street extension building.**

Part 3: Enrolment and Assessment

3.1 Enrolment Information

You can download information on enrolment procedures from the following link: http://www.bbk.ac.uk/mybirkbeck/services/administration/enrolment

If you have any questions please contact the Programme Administrator, Lukasz Marczewski on 020 7631 6659.

3.1 Assessment

Assessment varies for each module, and could include a personal development plan, essay assignments, presentations, group submissions, an examination, work-based learning projects, and a research proposal and dissertation.

3.2 Degree Classification

Postgraduate awards may be made with Merit or Distinction. Distinctions are normally awarded to students who achieve an average result of 70% or more, including a mark of 70 or over in their dissertation, for all level 7 modules on their programme. A Merit is normally awarded to students who achieve an average result of 60% or more, but less than 70% for all level 7 modules. Students with a mark of 50%-59% will receive a Pass.

3.3 Marking Criteria

Assignments will be assessed on presentation and demonstration of skills, knowledge and understanding. Each module usually has its own marking criteria which will be provided to you but a generic example is given below. For more detailed marking criteria please refer to the student handbook and general regulations:

70% and above (Distinction)
An outstanding answer. Demonstrates knowledge and understanding of the concepts and debates and an ability to consider these critically. Makes theoretically informed links between practice and experience. Well structured arguments and use of relevant evidence. Draws evidence from a range of sources which are fully cited. Well organised and presented piece of work using an appropriate format.

60-69% (Merit)
A very good answer. Approach and content give clear evidence of an excellent understanding of the relevant literature and a strong awareness of the current debates. Analysis based on a systematic understanding of the links between concepts and practice. Well organised and presented. Very good use of sources with evidence correctly cited.

50-59% (Pass)
A satisfactory answer. Approach and content give some evidence of reading and awareness of the debate but may be too descriptive or generalised and needs a clearer focus. May have some gaps in argument, planning and the use of evidence. Would benefit from a sharper focus. Good sources adequately cited.

40-49% (Fail)

Inadequate work which shows some knowledge of the literature and addresses the question but lacks organisation. May be wholly descriptive with uncritical coverage of debates and issues. Needs to develop an understanding of concepts. Skills of planning, structuring and presentation are weak. Scarce use of reading and sources which may be inadequately cited.

0-39% (Fail)

Very poor work which does not address the question and shows little or no knowledge of the subject, and fails to engage with any of the key issues.

In order to successfully achieve a Pass or above you must cite all sources and provide accurate and complete references using an acceptable referencing system. If you are unclear about referencing systems please speak to your Course Lecturer. You will also find it useful to refer to the library WebPages where you a wealth of material to help you to reference your work correctly. Please refer to: http://www.bbk.ac.uk/lib/about/learn/citing

3.4 Common Award Scheme Regulations

Students are encouraged to consult the degree regulations which can be accessed through http://www.bbk.ac.uk/reg/regs. It is particularly important that you familiarise yourself with the policy on withdrawal and late submission and mitigating circumstances which are briefly described below:

3.5 Break In Studies Policy

The Common Awards Scheme regulations allow you to suspend studies for a maximum of two years in total during your programme of study. This may be for one period of two years, or for non-consecutive shorter periods that add up to a total of two years or less.

Any break-in-studies on a postgraduate programme would normally be for a minimum of one year; breaks may also be permitted for a period of one or two terms, dependent on the structure of the programme.

Any application for a break-in-studies should be made in writing to your Programme Director, Professor Raymond Caldwell c/o Lukasz Marczewski, Birkbeck College, Clore Management Centre, 25-27 Torrington Square, London WC1. . If you are applying for an approved break-in-studies, you should give details of the length of the proposed break and the reasons for the application.

You will not be liable for fees while on an approved break-in-studies. **If you have attended for part of a term you will normally be liable for the fees due in that term**, unless there are mitigating circumstances.

If you are on a break-in-studies you will not have access to the Library or ITS unless you make an application and pay the appropriate fee to use these facilities. Applications must be made directly to the Library and/or ITS.

If you do not re-enrol after having completed two years of break-in-studies you will be deemed to have withdrawn from your programme. If you wish to resume your programme after having been withdrawn, you will normally be required to re-apply for admission.

3.6 Withdrawing from your Programme of Study and Refund of Fees

The College operates a strict procedure regarding withdrawals. Please read the information below carefully:

A student intending to withdraw from the College must give immediate written notice to Registry Services and to Lukasz Marczewski email: l.marczewski@bbk.ac.uk. Lukasz will acknowledge receipt of your withdrawal form. A student who withdraws after enrolling is liable for payment of fees for the first term of their intended study, and all subsequent terms up to and including the term in which they withdraw or for the full fees due for all modular enrolments (whichever is greater). Fees are not returnable, but requests for ex-gratia refunds of part of the fees paid in cases where a student is obliged to withdraw because of circumstances beyond the student's owns control (but normally excluding changes in employment) may be made in writing, including proof of the circumstance, to Registry Services. All such refunds are subject to an administrative charge of £100, and will be pro-rated to reflect the proportion of a study already elapsed.

3.7 Submission of Coursework

- Students must normally submit two printed copies of each assignment. Each assignment must have a coursework coversheet attached.

- You must keep an electronic copy of your work as a random sample of work will be selected to be put through an electronic plagiarism detection programme.

- All assignments must have the student's name, course code and tutor name at the top of the assignment. A coursework coversheet must be

attached to the front of each assignment. Coursework coversheets will be distributed by the Course Lecturer at the start of term.

Assignment submission instructions may vary between modules so please carefully read and comply with the specific instructions provided for each assignment regarding when and how to submit your work. This may include electronic submission via Blackboard.

- Hard Copy Assignments must be submitted to:

- *Lukasz Marczewski, The Department of Organizational Psychology, Room 306, Clore Management Centre, 25-27 Torrington Square, London WC1.*

- Always keep a spare printed copy of your coursework

- If you are unsure of your coursework deadlines or submission arrangements then please **ASK** your lecturer.

Your lecturer may ask you to submit work via blackboard if this is required your tutor will inform you prior to the submission date.

A copy of the lecturer's feedback sheet will be returned to you. The marked coursework is retained by the department for moderation purposes.

3.8 Moderation of Coursework

You submit **two** copies of your work for marking. Assessments with a weighting of greater than 40%of the total marks for the module will be marked by a course lecturer and a second internal examiner. The work may then be submitted to the external examiner for moderation. Coursework with a weighting of 40% or less of the total marks for the module is single marked and a sample will also be subject to External moderation.

3.9 Late Submissions Policy

College policy dictates how Schools will treat work that is due for assessment but is submitted after the published deadline. Any work that is submitted for formal assessment after the published deadline is given two marks: a penalty mark of 50% for postgraduate students, assuming it is of a pass standard, and the 'real' mark that would have been awarded if the work had not been late. Both marks are given to the student on a cover sheet. If the work is not of a pass standard a single mark is given.

If you submit late work that is to be considered for assessment then you should provide written documentation, medical or otherwise, to explain why

the work was submitted late. You will need to complete a standard pro-forma and submit it, with documentary evidence as appropriate, to the Programme Administrator, Mr Lukasz Marczewski, Room 306, The Clore Management Centre, 25-27 Torrington Square, London WC1.   The case will then be considered by the appropriate sub-board or delegated panel.

If no case is made then the penalty mark will stand. If the case is made and accepted then the examination board may allow the 'real" mark to stand.

Mitigating circumstance forms are available by logging into Blackboard and selecting the module:

BBK_OPPG_2010: BBK___Organizational Psychology: Student Area, Pg Management (2010/1)

3.10 Mitigating Circumstances Policy

The College Policy on Mitigating Circumstances determines how boards of examiners will treat assessment that has been affected by adverse circumstances. Mitigating Circumstances are defined as unforeseen, unpreventable circumstances that significantly disrupt your 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).

A Mitigating Circumstances claim should be submitted if valid detrimental result in:
    a) the late or non-submission of assessment;
    b) non-attendance at examination(s);
    c) poor performance in assessment.

For a claim to be accepted you must produce independent documentary evidence to show that the circumstances:
    a) have detrimentally affected your performance or will do so, with respect to 9a, 9b and 9c above;
    b) were unforeseen;
    c) were out of your control and could not have been prevented;
    d) relate directly to the timing of the assessment affected.

Documentation should be presented, wherever possible, 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 School Office, Room 306 in the Clore Management Centre 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).

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 *normally* 1 week after the final examination unless otherwise stated by your School. Where possible, claims should be submitted using the standard College Mitigating Circumstances claim form (available from your School office) which should be submitted in accordance with the procedure for submission published by your School. 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 usual response will be to offer you another opportunity for assessment without penalty, at the next available opportunity.

Guidance on what may constitute acceptable mitigating circumstances is available as an appendix to the policy, available from http://www.bbk.ac.uk/reg/regs or your School office; you should note that this is not an exhaustive list, and that each case will be treated on its merits by the relevant sub-board or delegated body.

You should note that decisions on mitigating circumstances are the responsibility of the sub-board for your programme. Where you are taking an elective or other module offered by another department or school, any application for mitigating circumstances should be to in the first instance to:
 Mr Lukasz Marczewski, Birkbeck College, Clore Management Centre, 25-27 Torrington Square, London WC1..

3.11 Failure and Re-assessment of a Module

The Regulations for Taught Programmes of Study outline how an examination board should treat a failed module when considering progression and awards. However, each examination board is responsible for judging, within these regulations, whether you will need to re-take the module or whether you will be able to attempt a re-assessment.

For any module on a postgraduate programme, if you fail to pass at the first attempt then any subsequent attempt will either be a "re-take" or a "re-assessment". A re-take requires attendance at the module's lectures and seminars as well as another attempt at the assessment, whereas "re-assessment" is where a student attempts only the failed element(s) of a failed module. The decision on whether you will be offered a re-take or re-assessment will be made by your sub-board of examiners.

A Board of Examiners may offer an alternative form of assessment for failed elements as part of a re-assessment regime.

The timing of any re-assessment will be at the discretion of the Board of Examiners; this will normally be either at the next normal assessment opportunity or in some instances before the beginning of the next academic year.

You will normally be offered two attempts at passing a module (the original attempt plus one further attempt which will either be a re-assessment or a re-take). After this, if the module has not been passed it will be classed as 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.

3.12 Examination Arrangements

Full instructions on examination arrangements will be emailed to your Birkbeck email address in December. You will be required to confirm that the modules attached to your student record are correct. Once the modules are confirmed you will then be invited to inform the College about any special examination requirements that you may have.
The College cannot guarantee to accommodate you for your examinations if you fail to return your completed form by the given deadline.

3.13 Plagiarism

3.13.1 Plagiarism: Overview

All students must read the information on plagiarism which follows below. Failure to observe the rules on plagiarism may results in an allegation of cheating and, as a minimum, you will fail the assessment.

We also recommend that you enrol yourself for the Plagiarism Module on Blackboard. Go to: http://wiki.bbk.ac.uk/bb/Self_Enrolment

When submitting your assignments you must attach and sign a coursework coversheet which will confirm that the work submitted is your own and that you have adhered to the plagiarism guidelines.

The University of London and Birkbeck regulations prohibit plagiarism, see Birkbeck Registry website at:
http://www.bbk.ac.uk/reg/central_pages/plagiarism
These regulations are designed to ensure that the standard of our degrees is maintained. All work is checked for plagiarism as part of our assessment procedures. We can scan in a sample of coursework to be checked using electronic resources which compare the text of work against published sources, internet resources and essay banks. We may select a random sample of essays to be checked and you may receive a request to submit an electronic copy of your essay for this purpose. The penalties for submitting work that is plagiarised are severe and include termination of course of study and being barred from entering any University of London examination. Please, therefore, read the following sections carefully to ensure that you do not plagiarise in any of your coursework, your research proposal or your research project.

All work submitted by a student as part of the requirements for any degree must be expressed in the student's own words and must incorporate his or her own ideas and judgements. This applies equally to coursework and research projects no less than to examinations. Plagiarism – the presentation of another person's thoughts or words as one's own – in essays, research projects or other assessed work violates all principles of sound academic practice and is a serious disciplinary offence. Action will be taken wherever plagiarism is suspected. Disciplinary proceedings will be initiated wherever there is evidence that plagiarism has been committed. Where plagiarism is confirmed, candidates will fail on the work concerned and may be liable for further disciplinary action, including permanent exclusion from study not only at Birkbeck, but also anywhere else in the University of London. The handling of cases of alleged plagiarism is governed by the University of London's *Regulations for Proceedings in Respect of Examination Irregularities.*

The purpose of this section is three-fold:
- To clarify what constitutes plagiarism
- To provide clear guidance as to how best to avoid it; and
- To set out the penalties that may be applied where plagiarism is discovered.

3.13.2 What is Plagiarism?

The College statement on the subject is as follows (emphasis added):
You are reminded that all work submitted as part of the requirements for any examination of the University of London or Birkbeck College must be

expressed in your own words and incorporate your own ideas and judgements.

- **Plagiarism — that is, the presentation of another person's thoughts or words as though they were your own -** must be avoided, with particular care in coursework and essays and reports written in your own time.
- **Direct quotations** from the published or unpublished work of others must always be clearly identified as such by being placed inside quotations marks, and a full reference to their source must be provided in the proper form.
- Remember that **a series of short quotations** from several different sources, if not clearly identified as such, constitutes plagiarism just as much as does a single unacknowledged long quotation from a single course.
- Equally, if you summarise **another person's ideas or judgements**, you must refer to that person in your text, and include the work referred to in your bibliography.
- Failure to observe these rules may result in an allegation of **cheating.**
- You should therefore consult your tutor or course director if you are in any doubt about what is permissible
- Recourse to the services of 'ghost-writing' agencies (for example in the preparation of essays or reports) or of outside word-processing agencies which offer 'correction / improvement of English' is strictly forbidden, and students who make use of the services of such agencies render themselves liable for an academic penalty.
- Simply put, plagiarism is a form of fraud. That is why the University, Birkbeck and the Department take it extremely seriously. It is dishonest and undermines the entire basis for the academic awards given to students: the award of a degree, and its class, should be conferred on the basis of the recipient's own work, not the work of others.
- Plagiarism subverts the assessment process and, if undetected and unpunished, has a corrosive effect on the value of all degrees awarded.
- It is important to understand that plagiarism encompasses a broad spectrum of offences and is more than the wholesale use of others' exact words as your own: summaries, précis and paraphrases, as well as shorter quoted passages, should all be acknowledged as such with appropriate references.
- It is acceptable, in your work, to use the words and thoughts of another person or data that another person has gathered but the borrowed material must not appear to **your** creation.
- If you are citing the words or ideas of others you must reference the source using the reference style outlined below in the provided example. This includes all source material, that is, journal articles, books, and internet sources as well as essays, practical and research reports written by other students including those from previous years, whether you have their permission or not. It also applies to both 'hard-copy' material and electronic material, such as internet documents. Examples include copying someone else's form of words, or paraphrasing another's

argument, presenting someone else's data or line of thinking, without acknowledging the author or source.

- Plagiarism may be unintentional, caused by making notes from sources such as books or journals without also noting the source, and then repeating those notes in an essay without acknowledging that they are the data, words or ideas belonging to someone else. Guard against this by keeping careful notes that distinguish between your own ideas and researched material and those you obtained from others. Then **acknowledge the source**.

Example
Original source:
"The flexibility of the UK and US labour markets has been identified as a key explanation for the high growth rates of these two economies in recent years, and there is increasing pressure on other countries to reduce perceived labour market rigidities. While the assumed benefits of labour market flexibility receive much attention in public discussion, little is known, with some exception in relation to employee training, about its effect on the use by firms of new work practices, or of the results on corporate performance." (Michie and Sheehan-Quinn, 2001).

 This reference would then appear in a reference list as follows:

(Michie, J and Sheehan-Quinn, M (2001) Labour market flexibility, human resource management and corporate performance, British Journal of Management, 12 pp 287-306).

Plagiarised version:
Labour market flexibility in the UK and US economies provides an explanation for the high rates of economic growth observed in these economies. This has put increasing pressure on other countries to reduce labour market rigidity. However, little is known about the effects of labour market flexibility on the use of new work practices and corporate performance.

Acceptable version:
A recent paper (Michie and Sheehan-Quinn, 2001, p 288) on the labour market flexibility has argued that, although labour market flexibility has been identified as a possible explanation for the high rates of growth observed in the UK and the US, little is known about the effects of labour market flexibility on the adoption of different types of work practices and the impact on corporate performance.

There are two main differences between the plagiarised version and the acceptable version above.
- First and foremost, the inclusion of the authors' names acknowledges whose ideas these originally were (not the student's) and the reference refers the reader to the full location of the work when combined with the bibliography. Note that in the plagiarised version, the argument was

paraphrased – but without acknowledgement of source of the idea and original text, this is plagiarism.

- The second difference concerns the style of paraphrasing. The plagiarised version merely repeats the same points as the original version, with minimal rewording , making the sentences very derivative. The acceptable version on the other hand summarises the **point** that is relevant to the essay being written in a way it can easily be developed into the student's argument in the next sentence.

In writing any work, therefore (whether for assessment or not) you should document everything that you borrow – not only direct quotations and paraphrases but also information and ideas. There are, of course, some common-sense exceptions to this, such as familiar proverbs, well-known quotations common knowledge.

But you must indicate the source of any appropriated material that readers might otherwise mistake for your own. If in doubt, cite your source or sources.

- **Copying material verbatim**

Another example of plagiarism is the verbatim copying of chunks of material from another source without acknowledgement. Any sentences or phrases copied verbatim must be in quotation marks with the reference and page number cited at the end of the quotation.

- **Collaboration and collusion**

In collaborative work (if this is permitted by the lecturer) joint participation in research or writing does not constitute plagiarism in itself, provided that credit is given for all contributions. One way would be to state in a preface who did what; another, if roles and contributions were merged and truly shared, would be to acknowledge all concerned equally. However, where collaborative projects are allowed, it is usually a requirement that each individual's contribution and work is distinguishable, so check with your lecturer. Usually, collusion with another candidate on assessed work (such as sharing chunks of writing or copying bits from each other) is **NOT** allowed.

- **Copyright infringement**

Finally, you must guard against copyright infringement. Even if you acknowledge the source, reproducing a significant portion of any document (including material on the internet) without permission is a breach of copyright, and a legal offence. You may summarise, paraphrase and make brief quotations, but more than this risks infringing copyright.

3.13.3 How can you Avoid Plagiarism?

This section is intended to help you avoid unintentional plagiarism. The mistaken belief that plagiarism is limited to the wholesale reproduction of entire papers or long passages of text is widespread, but these are only its

most spectacular forms. While penalties are generally much more severe where the plagiarism is flagrant, no case of plagiarism that is uncovered will be ignored. You could, therefore, find yourself in difficulties as a result of too close a reliance on sources that are not properly acknowledged. Even if it was clearly unintentional, plagiarism, will, if detected, lead *at the very least* to a low failure mark for that piece of work. At most you could face suspension from all further study in the University of London. It is therefore very important to know just what is and is not likely to get you into trouble.

So what do you need to do?

- **Always attribute quoted words**. It does not matter if the quote is long or short, every quoted passage taken directly from the work of another should be clearly marked as such by the use of quotation marks. The full reference, including page number, should be given for each quotation.

- **Always give full references for paraphrases of others' ideas or judgements.** Simply rewriting a passage in your own words rather than the author's does not avoid plagiarism. Paraphrases or summaries of the ideas or judgements of others should be referenced fully.

- **Give references to support purely factual claims where necessary.** Plagiarism is mainly about the appropriation of others' ideas and judgements. Factual references are less sensitive. You certainly do not need to include (as some students do) references for facts that are well established and can be found in any number of places (don't bother with a reference telling the reader where you found the date of the Enron collapse, for example). However, where the facts are less well known and some other investigator has persuasively established some claim of fact, you should acknowledge this in your references, as well as the sources for any quantitative data you might use.

- **Include a reference to any source used in a sentence at the end of that sentence**. One way to find yourself sailing rather too close to the wind is to include a single reference at the end of a long passage of more than one paragraph that gives the source for the entire passage. This can give the reader the impression that the reference refers only to the last paragraph or so, rather than the whole passage. If for some reason you wish to avoid repeating references to the same source, then include a statement or footnote early on indicating that the discussion that follows is drawn from such-and-such a source. For example: 'Except where indicated otherwise, the description of EU policy-making set out in this section is drawn from Kassim (1997: 275-89).' You should also attempt to paraphrase **ideas** rather than text as in the acceptable version above. You then need only provide additional references for those points in the description of EU policy-making taken from sources other than Kassim (1997). Direct quotations from Kassim (1997) should still be in quotation marks.

- **Remember that a full bibliography is necessary but not sufficient**. You should be at pains to include every source on which you have relied in your bibliography. However, mere inclusion in the bibliography is not enough. If you have drawn on a source in ways that are not acknowledged in the text, its inclusion only in the bibliography is insufficient (though omitting it from the bibliography altogether would generally be an even more serious offence).

Ultimately, the golden rule should be: **when in doubt, give the reference**. This not only protects you from unintended plagiarism, it is also good manners: **credit should be given to sources where and when they are used.** That is why it is not unusual to find academic articles of 10,000 words or so that have anywhere from 50 to 150 references. Students sometimes worry that giving full references throughout will make it appear as though their papers are just compilations of other people's views. However, even if there are 100-odd references to a medium-length article or chapter, the author's own contribution to the discussion should be clear to the reader. If it is not, then the paper is probably not a very strong one. This means that thorough referencing will provide a good check on the substance of your essays and research project: if the finished product looks like nothing more than a cut-and-paste job full of others' ideas and data, it probably needs to be rewritten.

The above guidelines apply to all written work. You do **not** need to worry about punctilious acknowledgement of sources when writing unseen written examinations. Generally, it helps in an exam to show familiarity with the major writers in a given field, but examiners do not expect to find references to all the items relied on. After all, exams are meant to test your understanding of the material, not your memory.

3.13.4 The Penalties for Plagiarism

Plagiarism is regarded as a serious disciplinary matter. While the penalties imposed depend on the seriousness of the offence, even the minimum penalties are serious:

- Any case of plagiarism detected will be recorded in the offending student's file and will be reported to the Examinations Office of the College. This can have far-reaching consequences in itself: a former student needing a reference from the School will be in an unenviable position should his or her file contain a case of plagiarism.

- Work found to contain plagiarism will be failed. If it is our opinion that you are attempting to pass someone else's work as your own, you will be awarded a mark of zero, and the case will automatically be referred to the Board of examiners who will consult with the College Registrar over referral to the University of London as explained in the section below on 'University hearing and appeals'. The penalties include termination of your course of study.

- All cases of plagiarism will be penalised by failure and more serious cases will result in more serious penalties. You may, in a serious case, be failed for your degree and forbidden from re-entry. This is also the case for less serious infringements where students have failed to own up when confronted or have been found to commit plagiarism on more than one occasion. You should therefore be aware that, if a relatively mild penalty is applied to a first offence of plagiarism, the penalties are likely to be much more severe in the event of a second infraction.

3.13.5 University Hearings and Appeals

Under the University of London's Regulations for Proceedings in Respect of Examination Offences, the College may refer cases of plagiarism to the University and a panel may be convened to hear the case.
- The hearing committee may find that no offence has been committed. If it finds that an offence has been committed, it is empowered to impose a range of penalties, including the exclusion of the candidate from all future examinations for awards of the University of London – effectively barring the candidate not only from re-entering Birkbeck but also from entering any other institution of the University to read for a degree or other award.
- Candidates may appeal against a hearing committee's decision on grounds of procedural irregularity or against the penalty imposed by the hearing committee.

- An appellate committee has the power to reverse or modify the penalties imposed by the hearing committee, although it may not impose any more severe penalties than those imposed by the hearing committee. However, candidates should be aware that, in the event of an unsuccessful appeal, the appellate committee can order them to pay a contribution to the costs of the appeal. This contribution shall be recoverable form the appellant candidate as a civil debt due to the University.

3.13.6 JISC – Plagiarism Detection Service

A random selection of coursework will automatically be put through the JISC plagiarism programme.   The JISC plagiarism detection service is an online service, which enables tutors to carry out electronic comparison on students' work against electronic sources. The service checks essays against a database of previously submitted material, over 800 million Web pages, and essays from cheat sites.

3.14 Guidance on Referencing

The standard referencing system used is the Harvard Referencing System. A very good online guide can be obtained from the following WebPages: http://libweb.anglia.ac.uk/referencing/harvard.htm

You will find further reference to appropriate referencing under the section on Plagiarism. Please read this section carefully to ensure that you fully understand what plagiarism is and the possible consequences.

3.15 Results

Final approved results: Results will be available on the MYSTUDIES website from late August. Further details will be provided by the College Registry.

Dissertation results will usually be available in December.

Marks sent by Schools are provisional because all marks are subject to confirmation by the College Board of Examiners. The transcript will show the overall result for each module/course unit rather than a breakdown of marks for individual pieces of coursework or examinations.

Part 4: Student Support

4.1 Professional Development and Study Skills

4.1.1 Centre for Learning and Professional Development

Birkbeck's Centre for Learning and Professional Development (CLPD) is based in the Malet Street building. This provides advice and/or information about where you can access a range of activities relating to the development of personal and/or professional skills which will improve your learning.

Contact us for information relating to:
- IT skills development/enhancement
- English Language support
- Study Skills activities
- Personal Development Planning

The Centre will also have a range of learning materials available to students to help them in their studies. More detailed information on the Centre will be available from the Centre's website, located at www.clpd.bbk.ac.uk.

4.1.2 Career Development

For information about careers and careers advice contact:

The Careers Groups
University of London
Stewart House
32 Russell Square
WC1B 5DN. Tel: 020 7863 6060
E-mail: careershop@careers.lon.ac.uk, website: www.careers.lon.ac.uk.

4.1.3 Study Skills

Some study skills are included in your course and research training programme. However, if you are looking for additional help to enhance your study skills you have several options: The Preparation for Higher Education programme offers study skills and subject taster modules; the Student Union runs free workshops in essay writing, note-taking, exam preparation. The School for Biological and Chemical Sciences organises skills sessions, mainly in mathematics and statistics, to all science students (including Social Sciences). If you want to improve your essay writing or speaking/presentation skills, you can enrol on an 10-week "Academic Writing" or public Speaking" modules offered by the "English Language, Academic Writing and Study Skills" programme.

For further guidance on study skills, including essay and report writing, research and referencing, go to www.bbk.ac.uk/lib/studyres or refer to subject specific handbooks.

4.1.4 English Language Skills

If you are a non-native speaker of English the unit "English Language, Academic Writing and Study Skills" offers a wide range of modules, mostly held on Saturdays for 10 weeks. Some of these concentrate on academic English and study skills, others are designed to increase grammatical accuracy and use of English, or oral fluency (presentation, discussion, pronunciation). A number of modules focus on a particular subject area (law, business, social science) or prepare you for language examinations (IELTS, Cambridge). For information and advice please contact academicenglish@bbk.ac.uk or telephone 020 7631 6248 / 020 7079 0786

4.1.5 Study Guides

There are several study guides that will help you with your learning; some suggestions are given below:

Cottrell, S, *The Study Skills Handbook*, Palgrave, 1999
Denscombe, M, *The Good Research Guide*, OUP, 1998
Drew, S and Bingham, R, *The Student Skills Guide*, Gower, 1997
Marshall, L and Rowland, F, *A Guide to Learning Independently*, OUP, 1998
Northedge, A, *The Good Study Guide*, Open University/Routledge and Kegan Paul, 1998
Powell, S, *Returning to Study: A Guide for Professionals*, OUP, 1999
Race, P, *How to Get a Good Degree: Making the most of your time at University* OUP, 1999
Rose, J, *The Mature Students Guide to Writing*, Palgrave, 2001

You can also access a listing of Internet resources on study skills via the library website at www.bbk.ac.uk/lib/studyres.html

4.1.6 Research Training

Each Postgraduate programme has its own subject specific research training sessions. If you have particular research training needs not covered by your own masters programme please consult your Assistant School Manager or academic who can refer you to the appropriate subject team.

4.2 Student Facilities

4.2.1 Libraries

The Birkbeck Library is located in the main building on Malet Street (WC1E 7HX). Once you have received your library card, you need to attach a passport sized photograph of yourself, sign the card and seal the plastic covering over the back of the card.

Library staff will help you to use the resources and find what you need. The catalogue is available via the library website (www.bbk.ac.uk/lib) together with full details of services, induction sessions and opening times. Birkbeck Library is open seven days a week in term-time, until late. It is also open in the holidays; for up-to-the-minute information, visit www.bbk.ac.uk/lib As a registered user of Birkbeck Library you are entitled to use the UK Libraries Plus scheme.

For further information and to find out how to join, visit www.bbk.ac.uk/lib/uklp.html. Once you have joined this scheme, you may join up to three libraries for borrowing and all other participating libraries for reference.

Other specialist libraries
If there is a specialist subject library which you wish to use, contact your Programme administrator for advice (see page 7 for contact details).

4.2.2 Childcare

For Birkbeck students with young children, we operate a well-equipped evening nursery at a moderate cost. It is staffed by qualified and experienced nursery staff and is open from 5.30pm-9pm Monday-Friday during term-time.

Children aged two to 10 years are welcome. (Please note: parents of children aged four or under must come in for pre-visits to enable their children to get used to the change from a home to a nursery environment.)

The nursery has a fully equipped playroom and an all-weather playground, which can be used throughout the year. Older children may bring in homework. High levels of staff supervision mean that, while older children are free to roam around, at no time are they left unattended. Security is tight – no-one enters the nursery without first being checked in by a member of staff.

Compared to babysitting rates, the nursery is very reasonably priced. Students are charged £7.50 a night for each child, with a £1 discount for two

or more children. You only pay for the evenings your child comes to the nursery, and the price includes a snack – a choice between spaghetti, beans or cheese on toast; plus bread and butter, and raisins, with diluted apple juice to drink.

The nursery was inspected and approved by Ofsted in 2005.

Further information: during term time call the nursery manager on 020 7679 4634 (answerphone) or e-mail d.lazarus@bbk.ac.uk. During holidays call Human Resources on 020 7631 6533, email personnel@bbk.ac.uk or check the website www.bbk.ac.uk/hr/policies_services/nursery.

4.2.3 Central Computing Service

Details of computing facilities available to students and how to access them can be found at www.bbk.ac.uk/its.

4.2.4 Student Finance

For further information please check the Birkbeck website (www.bbk.ac.uk/reg/finance) or contact:

The Student Financial Support Office
The Registry
Birkbeck, University of London
Malet Street
London WC1E 7HX

Tel: 020 7631 6362 (between 12pm and 5.30pm)

4.2.5 Registry

For further information please refer to The My Birkbeck Helpdesk.
Which is open during the following times:

Term time: Monday to Friday   10am - 10pm

Vacations: Monday to Friday   10am - 8pm

All year: Saturday and Sunday   11am - 5pm

Email: info@bbk.ac.uk

4.2.6 Birkbeck Students' Union

Birkbeck Students' Union promotes welfare issues, represents students' interests on College committees and provides social activities via events and societies. All Certificate and Diploma students are eligible to join the Birkbeck Students' Union which entitles them to use all the facilities and services we offer. Birkbeck Union is affiliated to the National Union of Students (NUS) and the Mature Students' Union.

Support services
The Union offers:
- counselling (free, confidential service dealing with personal issues)
- an advice centre (evening drop-in service offering general advice and referrals)
- skills for study workshops (free workshops in essay writing, time management, presentation skills, etc.)

Facilities and services
The Union offers:
- a union shop selling light snacks and drinks, stationery and Birkbeck-branded items, all at reasonable prices
- NUS cards for discounts on goods, theatre, cinema
- a student magazine, The Lamp and Owl
- photocopying facilities

Social activities
The Union offers:
- a cheap bar with regular entertainments, Sky TV and a pool table
- 20 societies, ranging from archaeology to football
- access to the University of London Union (ULU) bars, fitness facilities, swimming pool and retail outlets, located next door to Birkbeck Malet Street building.

To join, come to the Union Shop in the main Birkbeck building on Malet Street between 12 noon and 9.00pm Monday to Friday, 10am–4pm Saturday, and bring a passport photograph and your college ID card.

For further details, call 020 7631 6335, email administrator@bcsu.bbk.ac.uk or visit www.bbk.ac.uk/su

4.2.7 Birkbeck Alumni Society

Your link with Birkbeck need not end with your course. The Birkbeck Society, an active network of over 25,000 former Birkbeck students. Through the Society, you will be able to stay in touch with what's happening at Birkbeck and with fellow students and staff. You will receive a free subscription to *BBK*

magazine, an e-newsletter, invitations to special events and lectures, opportunities to return to Birkbeck as a volunteer and special offers and discounts for alumni. To find out more, call 020 7079 0718, email alumni@bbk.ac.uk or go to www.bbk.ac.uk/alumni/

4.3 Disability

At Birkbeck there are students with a wide range of disabilities including dyslexia, visual or hearing impairments, mobility difficulties, mental health needs, HIV, ME and respiratory conditions. Many of them have benefited from the advice and support provided by the College's disability service.

4.3.1 The Disability Office

The College has a Disability Office located on the main corridor of the Malet Street building. We have a Disability Service Manager, Mark Pimm, and a Disability Advisor, Steve Short.

Mark is your first point of referral for disability enquiries at the College while Steve specializes in providing support for those students with dyslexia. They can provide advice and support on travel and parking, physical access, the Disabled Students Allowance, special equipment, personal support, examination arrangements etc. If you have a disability or dyslexia, we recommend you make an appointment to see them as soon as possible after enrolling on your course. Appointments lasting one hour are available from 12 noon to 5pm Monday to Friday and are booked by Steve (details below).

At your first appointment at the Disability Office they will ask you to complete a Confidentiality Consent Form. This allows you to state who in the College can be informed of your disability. Remember, if you wish, we do not need to inform people of the exact nature of your disability, just your disability related needs.

They will also complete an Individual Student Support Agreement form, confirming your support requirements and send this to your School and relevant departments at the College so they are informed of your needs.

4.3.2 The Disabled Students Allowance

Students on masters programmes courses who meet the eligibility criteria regarding residency may be eligible to apply for the Disabled Students Allowance (DSA). This can meet the cost of special equipment e.g. computers, cassette recorders, etc, non-medical personal help, for example note-takers, interpreters, readers, etc, book and photocopying allowances and additional travel costs. Assistance in applying to your Local Education Authority (LEA) for this is available from the Faculty.

4.3.3 The Personal Assistance Scheme

Some students need a personal assistant to provide support on their course, for example a note-taker, sign language interpreter, reader, personal assistant, disability mentor or dyslexia support tutor. Birkbeck has a Personal Assistant Scheme to assist you with recruiting, training and paying your personal assistant. These assistants are usually funded by the DSA. Please contact Steve for information on this scheme.

4.3.4 Support in Central Computing Services and Library Services

There is a comprehensive range of specialist equipment for students with disabilities in Central Computing Services. This includes screen reading and character enhancing software for students with visual impairments, specialist scanning software, large monitors, dyslexia software, ergonomic mice and keyboards, specialist orthopaedic chairs etc. For advice and assistance please contact the Disability IT Officer. The Library has a range of specialist equipment, including a CCTV and runs the LAMP service which provides specialist support for disabled students.

4.3.5 Specific Learning Difficulties (Dyslexia)

Mature students who experienced problems at school are often unaware that these problems may result from dyslexia. Whilst dyslexia cannot be cured, you can learn strategies, which make studying significantly easier. If you think you may be dyslexic you should contact Steve, he can screen you and where appropriate refer you to an Educational Psychologist for a dyslexia assessment. These assessments cost £300. Some students can receive assistance in meeting this cost from their employer. In exceptional cases students may receive assistance from the Access Fund.

4.3.6 Examinations

Students with disabilities and dyslexia may be eligible for special arrangements for examinations and class tests e.g. extra time, use of a word processor, amanuensis, enlarged examination papers etc. In order to receive special arrangements students must provide medical evidence of their disability (or an Educational Psychologists Report if you are dyslexic). The closing date for making special examination arrangements is the March 15 and beyond this date consideration will only be given to emergency cases.

4.3.7 The Disability Handbook

The Disability Handbook provides detailed information on the support available from the College. Copies are available from all main reception areas, the Disability Office and from the College disability web site at: www.bbk.ac.uk/disability/policies.

For further information or to make an appointment to see Mark or Steve, please call Steve Short (Disability Advisor) on 020 7631 6336 or email disability@bbk.ac.uk.

4.4 Health and Safety

It is the policy of the Governors of the College to provide safe and healthy working conditions for all staff and students of the College and correspondingly to safeguard authorised visitors and members of the public lawfully entering the College's premises.

Birkbeck has adopted a No Smoking policy and smoking is only permitted in certain designated places. Copies of the Birkbeck's statutory Statement of Safety Policy are lodged in central offices and all departments and may be seen on request.

Birkbeck reserves the right, at its absolute discretion, to refuse access to any part of the College or its facilities, particularly laboratories, in the interests of safety.

Any student suffering from *potentially hazardous medical conditions*, which may cause, for example, drowsiness or loss of consciousness or muscular control is required to inform the appropriate Birkbeck authorities. You should read the notices concerning procedures in the case of fire at the venue where you study. Make sure you are familiar with your escape route and emergency exit.

Safety on field visits: Students and staff taking part in field visits are required to observe the relevant codes of practice for safety. For further information, please contact the relevant Assistant School Manager or Programme administrator for details.

4.5 Student Responsibilities

4.5.1 Change of Address

Please let your lecturer and Programme administrator know if you change your address or personal details. If you are requesting your name to be changed we will require official proof of this change, for example, your original birth certificate, marriage certificate or change of name deed. Your lecturer may need to contact you about an extra class or a missed meeting. You should also notify the Assessment Office, in writing, of any change of address during the session. It is important that the Faculty have a current address in order that you can receive any communication such as your result notification.

4.5.2 Time for Study

The amount of study time needed varies according to the topic being studied and your own speed of working. Realistically, you should plan to set aside two hours for independent study for every two or three hours in the classroom.

4.5.3 Punctuality and Absences

Students arriving late for class disrupt the work of others and lecturers have the right to ask latecomers to wait until a suitable break. Whenever possible let your lecturer know in advance if you are going to be absent.

4.5.6 Equipment and Premises

Please leave items and classrooms as you would hope to find them.

4.5.7 Participation in the Classroom

All classes will involve an element of discussion. In order to help any discussions, you should make sure you are aware of your contributions and how they affect you and your fellow students.

4.6 Discipline

At the discretion of the Dean of the School, any student may be excluded from a Birkbeck course for improper or disruptive conduct. Please refer to the code of student discipline
http://www.bbk.ac.uk/qev/reg/regs/discipline_pdf

4.7 Student Complaints Procedure

The College recognises that students may have legitimate complaints relating to their programme of study, the availability or quality of facilities, other students or staff of the College. It is hoped that most complaints can be resolved speedily by means of students pursuing matters informally but directly with the person concerned. Your Programme Director, Assistant School Manager or others may be consulted for the purpose of discussing or advising on the best way forward and seeking a solution.
Full details of Birkbeck's Student Complaints Procedure can be found at
www.bbk.ac.uk/reg/regs/complaints

4.8 Equal Opportunities

Birkbeck is committed to providing equality of opportunity and freedom from discrimination on the grounds of race, gender, class, sexual orientation, religion, disability, age or political belief in both its teaching and in the development of its curricula. Please refer to:
http://www.bbk.ac.uk/equalities/general/eostatement

4.9 Communication between Staff and Students

4.9.1 Departmental Web Pages

Please login to Blackboard and select the module:
BBK OP Student Area Pg Management. Important course materials such as this handbook will kept in the resource area.

4.9.2 Staying in Touch

Please ensure that we have a valid email address for you. Our main method of communication is email and if you do not provide a valid address then you will not receive information on class cancellations and class administration.

4.9.3 Hotmail Accounts

Try to avoid providing hotmail account addresses. These have proved to be unreliable and you are therefore advised to provide either a work or home address.

4.9.4 Text Message Alert
You will be asked to register to receive text message alerts. If you register for this you will be notified of class cancellations or other urgent matters by text.

4.9.5 Cancelled Classes

Due to unforeseen circumstances classes may be cancelled or rescheduled with little or no notice. Please always refer to the OP student area for Pg Management students. Select: BBK OP Student Area Pg Management

4.9.6 Student Feedback

We are keen to find out what you think of our programmes and to resolve any issues as quickly as possible. There are several ways you give us feedback:

4.9.7 Class Representatives

These are elected to represent the class in the Students' Union and the Staff/Student Exchange Committee meetings, and can also approach the Programme Director on behalf of the class.

4.9.9 Staff/Student Exchange

These are timetabled each term for the Class Representatives who will receive notice of the meetings and will ask the class if there are any issues that should be discussed.

4.9.10 Course Evaluations

These are handed out at the end of each unit for your comments. In these, you are asked to comment on the quality of teaching.

4.10 Additional Information

In addition to this handbook you will receive by email:
- A syllabus for each module
- A timetable for the programme
- A Room location list for the programme

4.11   Key links

- Email for staff:
  Lukasz Marczewski, Programme administrator, l.marczewski@bbk.ac.uk
  Professor Raymond Caldwell, r.caldwell@bbk.ac.uk
- Students' Union webpage : http://www.bbk.ac.uk/su/
- The Disability Office webpage: http://www.bbk.ac.uk/disability/
- The Library webpage:http://www.bbk.ac.uk/lib/
- The Information Technology Services webpage:http://www.bbk.ac.uk/its/
- The Registry: http://www.bbk.ac.iuk/reg/

- Fees and Finance: (http://www.bbk.ac.uk/reg/finance/
- Study Skills: www.clpd.ac.uk
- My Birkbeck: www.bbk.ac.uk/mybirkbeck