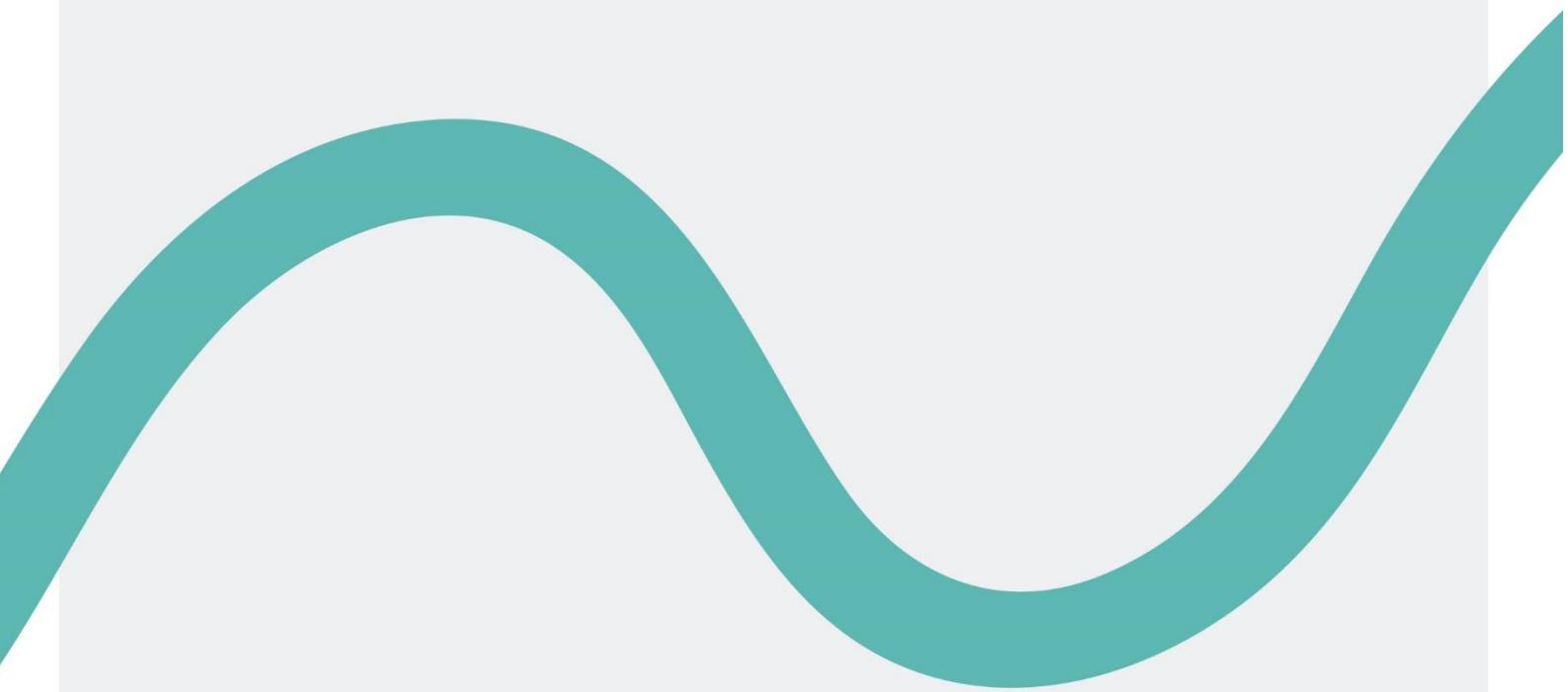




EDINBURGH  
BUSINESS  
SCHOOL

# MBA and MSc Online Programmes Student Handbook Heriot-Watt University



# How to use this handbook

**The handbook is an essential guide for students studying with Edinburgh Business School on an MBA or MSc programme and is designed to provide information and advice on areas relevant to studies from enrolment through to graduation.**

We recognise that it would be impractical for the handbook to include in detail all information you might require during your studies and, therefore, it has been designed to enable you to manage your studies whilst providing links to further information which you may find helpful. It is a useful reference book, so make sure that you have it to hand throughout your studies. At the end of the handbook there is a quick reference section which you may find helpful in locating specific guidance in the handbook. The handbook also includes contact details of staff who are here to help you, providing advice and support.

As part of the formal registration process, you are asked to confirm that you will familiarise yourself with the handbook. It is your responsibility to read and understand the contents of the handbook and to use it as a resource throughout your studies. If you have any questions about anything covered in the handbook, staff will be happy to assist you.

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# Welcome from the Executive Dean, Edinburgh Business School

**I am delighted to welcome you to Edinburgh Business School. You have, like thousands of students before you made an excellent choice in studying with us. Like those students, you are embarking on a learning journey that will transform your life and your career. It will enable you to make a meaningful difference to the organisations in which you work and indeed the wider community of which you are part**

We are unequivocal at Edinburgh Business School that our purpose is to give everyone the opportunity to realise their ambition, to develop as the leader they wish to become. We both prepare aspiring business leaders to enter competitive global job markets, and help experienced executives and managers across the world to transform and accelerate their careers.

We pride ourselves on the quality of our programmes and on the unrivalled flexibility of our study and assessment methods. Through our online reach, as well as our campuses in Edinburgh, Dubai and Malaysia, we are able to offer you the opportunity to study in different ways and in different locations. We are committed to ensuring that our programmes can be integrated into your busy professional and personal lives.

As a student of Heriot-Watt University, you are an important member of our community. During your studies you will have many opportunities for experiencing new challenges, for acquiring professional skills, and for widening your personal horizons. For those who are able to join us on-campus for all or part of their studies, we also hope to help you build a very productive network.

We are proud of the way in which our students and alumni develop professionally and personally throughout their learning experience, benefit from international recognition of our University's awards, and enjoy a global learning experience through our network of students, experienced tutors and faculty, and alumni.

We have put together this handbook which we hope you will find useful. It is your responsibility to read and understand its contents and to use it as a resource throughout your studies. The handbook is updated from time to time in response to feedback we receive from our students. Please feel free to ask questions about the handbook and provide suggestions for future editions.

We have a team of staff around the world who work to support and advise all our students throughout their studies. If you require assistance or advice at any time, please do not hesitate to get in touch.

We are delighted that you have joined us and wish you a happy and fulfilling time with us.

**Professor Angus Laing FRSA**

Executive Dean

Edinburgh Business School & School of Social Sciences

Heriot-Watt University

# Contact details and campus information

All correspondence should be addressed to:

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Heriot-Watt University

Edinburgh

EH14 4AS

United Kingdom

Email: [ebs.enquiries@hw.ac.uk](mailto:ebs.enquiries@hw.ac.uk)

Telephone: +44(0)131 449 5111

Office hours: 0900-1700 (UK-time), Monday to Friday.

# Studying with Edinburgh Business School

## Heriot-Watt University

From a pioneering institute born out of the Scottish Enlightenment, today Heriot-Watt University is shaping the world as a global university and as a leader in transnational education. Echoing our founding principles of tailoring our curriculum to the needs of modern society, we are a powerful driver of the economy wherever we are in the world. In all our communities we create a distinct university experience, a springboard for an international career.

The University has been at the forefront of learning for almost 200 years. Established as a school for engineers, the name commemorates two giants of Scottish business and engineering: George Heriot, Financier to King James VI; and James Watt, the pioneer of steam power and the father of the industrial revolution in the 19<sup>th</sup> century.

The world's first technical institute and one of the first universities in the UK to be awarded a Royal Charter, the University quickly established a reputation for world class teaching and leading-edge research.

From its location on the green edge of Scotland's capital city, to its modern campuses in Dubai and Malaysia, the University's programmes lead the way in areas as varied as energy, the environment and climate change, risk modelling, infrastructure and transport, and the interface between life and physical sciences.

## Edinburgh Business School

Edinburgh Business School has built its reputation over the past thirty years on a strong record of achievement by students, alumni, and faculty. We are one of the largest schools at Heriot-Watt University and part of the wider School of Social Sciences. We have one of the largest and most global student populations in our online MBA and MSc programmes with students from over 160 countries studying online, on campus and via our network of approved learning partners. In addition to this we have students studying at undergraduate, postgraduate and doctoral levels across our campus locations.

Our uniquely flexible and student-centered approach has been key to our success. We are proud to offer a variety of learning experiences that empower a diverse community of individuals from all around the world; from C-suite executives to family business owners, athletes to politicians. Our open, flexible way of working is all about using academic knowledge to evaluate and improve practice, encouraging everyone to raise the bar by doing more of what matters to them.

## On or Off Campus Study

Students can choose to study independently by online learning, at one of our approved learning partners, or at one of Heriot-Watt University campuses around the world. For full details of the various study options available please visit [hw.ac.uk/ebs](http://hw.ac.uk/ebs).

## Online Study

Over the past three years we have invested a significant amount of effort in reviewing our approach to online learning. The online programmes, which contain all the learning resources necessary to succeed, have been developed to make achievement possible for students who do not wish or are not able to attend campus.

## Approved Learning Partners and Collaborations

Edinburgh Business School has a network of partners which provide academic and administrative support. Learning partners are approved by Heriot-Watt University and are subject to rigorous assessment and monitoring.

Our learning partners offer a blend of classroom-based study and structure to independent learning. Many students thrive on interaction with faculty and fellow students. So, for them, and for those unable to study on one of our campuses in Edinburgh, Dubai, or Malaysia, we offer the opportunity to study a complete programme, or a range of courses, with one of our learning partners.

Studying with one of our learning partners enables students to benefit from specialist support delivered at a local level. Learning partners offer a diverse range of services, from full-time taught courses to revision sessions.

In addition to our learning partners, Edinburgh Business School has collaborative partners based in Jordan, Singapore, Switzerland, and Ukraine. These partnerships involve closer academic collaboration and some lead to dual awards.

Each partner has been individually chosen by Edinburgh Business School to ensure it offers a high quality, well-supported learning experience. All are approved and regularly reviewed by Edinburgh Business School and comply with all the relevant regulations in their country of operation.

The partners in our network may be public-sector institutions, private colleges, and universities or executive training centres catering for business professionals. Each partner provides a range of services. They may offer many hours of class time per course, or they may simply offer revision sessions when needed. All provide valuable advice and tutoring, and many will contextualise the learning process with local case studies and examples. They will ensure that students have access to the complete range of learning materials they need, along with access to terms and conditions and to the rules and regulations that cover the management of matriculated part-time students of Heriot-Watt University.

Information on the academic services provided, start dates, fees, applications, and admission procedures can be found by contacting the relevant partner.

Details of our partners can be found at: [hw.ac.uk/ebs/study/study-with-a-partner](http://hw.ac.uk/ebs/study/study-with-a-partner)

## Learning Resources

All courses are accessed via the EBS Student Portal. At present you will find our courses in two different styles – our new second-generation courses, and our first-generation courses.

### Second Generation Courses

We have used the latest research in digital and management education, combined with feedback from our students and alumni, to produce a more guided, interactive learning experience through our virtual learning environment. This approach has now been rolled out to all the MBA core courses, the Doctoral Research Methods courses and a small number of MBA Electives. Our online learning environment enables you to participate in discussions and connect with students studying on the Edinburgh Business School MBA anywhere in the world. All of the new courses include:

- An introduction module to help you familiarise yourself with the course topics, your virtual learning environment, the assessment approach, and the tutors involved in the course.
- Extensive video content.
- Tests, practice essays and collaborative discussion forums where you can engage with your fellow students around the world.
- Practice materials, guidance, and past papers for preparing effectively for your assessment.
- Access to an underpinning e-textbook.
- Tools to help you track your progress.
- Full optimisation for smartphones.

We will have a programme of further new course development to announce later this academic year. Further information will be provided on the student portal as it becomes available.

### **First Generation Courses**

Most first-generation courses ceased to be available for registration in January 2022 and will remain available for assessment until August 2023. This includes the first-generation MBA core courses and the majority of electives. The remainder of these courses are scheduled for an upgrade to the new format over the next four years. For these courses, the following resources are available:

- Downloadable and searchable course texts in PDF format.
- Self-test materials that include multiple-choice, case study and essay questions.
- Frequently Asked Questions.
- Forums where you can post questions to faculty.
- Past papers for preparing effectively for your assessment.



# Information and communications



# Information and communications

At Edinburgh Business School, we offer you the opportunity to access your student record for certain tasks and the opportunity to stay in touch with us and with fellow students using a variety of means.

## The Student Portal

You will have access to the Student Portal at: [learning.online.hw.ac.uk](http://learning.online.hw.ac.uk)

The Student Portal is a password-protected website which enables you to:

- Manage your account: change your password or contact details
- Manage your programme: apply for certificates and diplomas for intermediate awards
- Manage your studies: view assessment timetables, view assessment results
- Access the courses you have enrolled on

You will receive details of how to access the Student Portal once you have enrolled on your chosen programme. The first time you log into the site you should use your student identification number (SID) as your username and your full registration number as your password. You will then be asked to set a new password of your choice. Information on our systems requirements and IT functionality is available at: [ebsglobal.net/terms-and-conditions](http://ebsglobal.net/terms-and-conditions).

## Contact Details

It is essential that the school is kept informed of any changes to your contact details, particularly email and home addresses. It is your responsibility to ensure that you keep us informed of your contact information via the Portal.

## Important Announcements and notifications

From time to time, we like to keep you updated on any important programme and course relevant information through announcements which will appear at the top of the homepage as soon as you log into your Student Portal.

## Communication by Email

Communication is a particularly important aspect of our programmes. We will often communicate with you by email about a range of important matters including assessments, awards, and degree ceremonies.

**So that you do not miss out on (and as a consequence fail to act on) important information, it is essential that you read all emails that you receive from Edinburgh Business School. You should check your mail regularly and respond promptly when required to do so.**

## Online Forums

Course forums are available within the courses in your learning environment where you can post queries and discussion items. Members of faculty and fellow students can then respond to postings.

## Facebook

You are welcome to join the Edinburgh Business School Facebook page where we post our news and other stories regarding our events and activities around the world that we think you will find interesting: [facebook.com/EdinburghBusinessSchool](https://facebook.com/EdinburghBusinessSchool).

There is a Facebook Students' Group at: [facebook.com/groups/edinburghbusinessschoolmba/](https://facebook.com/groups/edinburghbusinessschoolmba/) where you can connect with other Edinburgh Business School students and share thoughts and information.

Students are invited to join their peers in our local Facebook groups, where you can chat and exchange ideas with fellow students and alumni, in an informal and friendly environment.

# Programme information and study options



# Programme information and study options

## The Master of Business Administration (MBA)

The Edinburgh Business School MBA remains one of the world's largest. It attracts more students from more countries than any other programme, drawn by the quality of our courses and the flexibility of study. The programme can be studied at our campuses, through our learning partners or independently. All students, no matter which mode of study they pursue, must pass the same assessments, and there is no difference in standards between study modes.

To become eligible for the award of the MBA all students, irrespective of study route, must obtain passes in nine courses – seven compulsory and two elective.

Exemptions may be awarded to holders of recognised academic and/or professional qualifications.

Information on study options, exemptions, programme structures and awards are available below and at: [hw.ac.uk/ebs/study/online](http://hw.ac.uk/ebs/study/online)

## MBA with a Specialism

To qualify for the award of MBA with a Specialism a student must successfully complete the seven or eight core MBA courses plus three or four electives from a designated group of courses depending upon the specialism.

Specialisms are at present available in one of five subject areas:

- Finance
- Strategy
- Human Resource Management (students need to register by 31 January 2021 for this programme)
- Marketing (students need to register by 31 January 2021 for this programme)
- Oil and Gas Management (students need to register by 31 January 2021 for this programme)

We expect to announce further MBA specialisms during the course of this academic year. Information will be provided when available. Specialisms in Human Resource Management, Marketing and Oil and Gas Management are being phased out and further information can be found on page 14.

## Master of Science (MSc) Programmes

We offer the following four MSc programmes, each of which provides an in-depth examination of current business issues and established practices. These programmes can be studied independently or through selected learning partners:

- MSc in Financial Management.
- MSc in Human Resource Management (only available for students currently enrolled on this programme).
- MSc in Marketing (only available for students currently enrolled on this programme).
- MSc in Strategic Planning (only available for students currently enrolled on this programme).

To become eligible for the award of one of our MScs, a student must obtain passes in five compulsory core courses and four elective courses.

Exemption may be granted on the basis of prior academic study in subjects that align closely to certain EBS courses. Details can be found within the studies section of the student portal.

Further information on study options, exemptions, programme structures and awards are available below and at: [hw.ac.uk/ebs/study/online](http://hw.ac.uk/ebs/study/online).

## Study Options for Programmes

Options for studying our programmes are summarised below:

Programmes and Location of Study				
Programme	Self-Study	Edinburgh	Dubai	Malaysia
MBA	✓	TBC	✓	✓
MBA with Specialism in Finance	✓			
MBA with Specialism in Strategy	✓			
MSc in Financial Management	✓			
MSc in Marketing <sup>1</sup>	✓			
MSc in Human Resource Management <sup>1</sup>	✓			
MSc in Strategic Planning <sup>1</sup>	✓			
MBA with Specialism in Marketing <sup>1</sup>	✓			
MBA with Specialism in Human Resource Management <sup>1</sup>	✓			
MBA with Specialism in Oil and Gas Management <sup>1</sup>	✓			

### Notes

1. Only available to existing students. Courses available for purchase up to January 2022. Assessments for the courses will cease after August 2023.

The MBA and some MSc programmes are also offered by our learning partners. Further information is available at: [hw.ac.uk/ebbs/study/online](http://hw.ac.uk/ebbs/study/online)

## Sequence of Study

It is important to study the courses in an order that supports both your learning and your working practices. That is why at Edinburgh Business School we allow students to register for courses in an order of their choosing. We do, however, have some recommendations for each programme. For students studying on campus or with a learning partner the study order is set by the teaching timetable.

In the case of electives, following your own personal interest is clearly desirable. You may wish to emphasise those electives of immediate interest to your work or something that think will benefit you in the future. The recommended study order for each programme is as follows:

### Recommended Study Order for the MBA and MBA with Specialisms

Stage 1: People, Work and Organisations; Delivering Successful Projects

Stage 2: Leadership Theory and Practice; Economics for Business

Stage 3: Financial Decision Making; Strategic Marketing

Stage 4: Developing and Executing Strategy

You can choose to undertake electives alongside your core courses, or you can wait until you have completed all your core courses before deciding. Electives tend to pursue specific topics in some depth so you should take the core course in the cognate area before pursuing the electives e.g., take Financial Decision-Making before taking Financial Risk Management.

### **Recommended Study Order for MSc Programmes**

The only recommendation on study order for our MSc programmes is that you take the foundation course first as follows:

MSc Financial Management	Financial Decision Making
MSc Marketing <sup>1</sup>	Strategic Marketing
MSc Human Resource Management <sup>1</sup>	Human Resource Management
MSc Strategic Planning <sup>1</sup>	Strategic Planning

Once you have taken the foundation course, you should proceed on with the remaining core courses before moving on to electives.

### **On Campus Tuition and Support**

It is possible for online learning students to attend tutorials or revision sessions for selected courses in Dubai or Malaysia for some of our courses. Attendance is not mandatory, and students can choose which, if any, of the courses they wish to attend. For further details please contact the relevant campus. Contact details are available on page 51.

### **Online Tuition and Revision**

Online tuition and revision sessions in some courses are offered to students through Edinburgh Business School's global network of teaching partners. The services, provided by highly experienced tutors, include online revision to help prepare for assessments, a series of structured online tuition guiding students through each course in full, and online mentoring where students can receive one-to-one support. All offerings are hosted on the Edinburgh Business School Adobe Connect webinar platform. Further details are available at: [hw.ac.uk/ebs/study/online/online-tutoring-and-revision](http://hw.ac.uk/ebs/study/online/online-tutoring-and-revision)

## MBA and MBA Specialism Programme Structures: Core and Elective Courses

Course		Location of Study Available	Programme: Structure and Name					
<b>Important Information on Core Course Options</b>  List 1 shows courses available to students who commenced studies before 30 Sept 2019. List 2 shows refreshed versions of the courses in List 1.  Students who commenced study prior to 30 Sept 2019 can select either an original course from List 1 or the corresponding refreshed course from List 2 but not both courses.  Students who commenced study after 30 Sept 2019 will study courses from List 2.  Refer to notes for information on specific courses.		Shows location that each course is offered	Programme Structure: MBA  7 core 2 elective	Programme Structures: MBAs with a Specialism  First enrolment for MBA or MBA with a Specialism before 30 Sept 2019: 7 core courses/4 elective courses  First enrolment from 30 Sept 2019: MBA with a Specialism in Finance and MBA with a Specialism in Human Resource Management 8 core courses/3 elective courses  MBA with a Specialism in Marketing, MBA with Specialism in Strategy, and MBA with Specialism in Oil and Gas Management 7 core courses/4 elective courses				
<b>List 1 Core Courses</b>	<b>List 2 Core Courses</b>	List 1 Core Courses Online  List 2 Core Courses Online Dubai Malaysia	<b>MBA</b>	<b>MBA with a Specialism in Finance</b>	<b>MBA with a Specialism in Marketing</b>	<b>MBA with a Specialism in Strategy</b>	<b>MBA with a Specialism in Human Resource Management</b>	<b>MBA with a Specialism in Oil and Gas Management</b>
Courses available to purchase up to January 2022 only for students who commenced studies before 30 Sept 2019.  Assessment of the courses will cease following the August 2023 assessment session.	Courses available from 30 Sept 2019.  These refreshed core courses replace those in List 1 which were available before 30 Sept 2019.							
Accounting <sup>3</sup>	Financial Decision Making <sup>6</sup>		Core	Core	Core	Core	Core	Core
Finance <sup>3</sup>			Core	Core	Core	Core	Core	Core
Economics <sup>3</sup>	Economics for Business		Core	Core	Core	Core	Core	Core
Marketing <sup>3</sup>	Strategic Marketing		Core	Core	Core	Core	Core	Core
Organisational Behaviour <sup>3</sup>	People, Work and Organisations		Core	Core	Core	Core	Core	Core
Project Management <sup>3</sup>	Delivering Successful Projects <sup>7</sup>		Core	Core	Core	Core	Core	Core
Strategic Planning <sup>3</sup>	Developing and Executing Strategy <sup>8</sup>		Core	Core	Core	Core	Core	Core
Leadership <sup>2,3</sup>  <i>This elective course can be counted as a core course if purchased before 30 Sep 2019</i>	Leadership Theory and Practice <sup>4</sup>		Core <sup>2</sup>	Core	Core	Core <sup>2</sup>	Core	Core



		MBA	MBA with a Specialism in Finance	MBA with a Specialism in Marketing	MBA with a Specialism in Strategy	MBA with a Specialism in Human Resource Management	MBA with a Specialism in Oil and Gas Management
Advanced Financial Decision Making <sup>9</sup>	Online	Elective	Core	-	-	-	-
Alliances and Partnerships <sup>3</sup>	Online	Elective	-	-	Elective	-	-
Business Negotiation	Online	Elective			Elective		
Competitive Strategy <sup>3</sup>	Online	Elective	-	-	Elective	-	-
Consumer Behaviour <sup>3</sup>	Online Malaysia <sup>1</sup>	Elective	-	Elective	-	-	-
Corporate Governance	Online	Elective	Elective	-	Elective	-	-
Credit Risk Management	Online	Elective	Elective	-	-	-	-
Derivatives	Online	Elective	Elective	-	-	-	-
Developing Effective Managers and Leaders <sup>3</sup>	Online	Elective	-	-	-	Elective	-
Employee Relations <sup>3</sup>	Online	Elective	-	-	-	Elective	-
Employee Resourcing <sup>3</sup>	Online	Elective	-	-	-	Elective	-
Entrepreneurship and Creativity	Online Dubai <sup>1</sup> Malaysia <sup>1</sup>	Elective	-	-	Elective	-	-
Entrepreneurial Venturing	Online Dubai <sup>1</sup> Malaysia <sup>1</sup>	Elective	-	-	Elective	-	-
Finance for the Oil and Gas industry <sup>3 5 6</sup>	Online	Elective	-	-	-	-	Elective
Financial Risk Management	Online	Elective	Elective	-	-	-	-
Human Resource Development <sup>3</sup>	Online	Elective	-	-	-	Elective	-
Human Resource Management <sup>3</sup>	Online	Elective	-	-	-	Core	-
Influence <sup>3</sup>	Online	Elective	-	-	-	Elective	-
International Marketing <sup>3</sup>	Online	Elective	-	Elective	-	-	-
Leadership <sup>2 3</sup> <i>This elective course can be counted as a core course if purchased before 30 Sep 2019</i>	Online	Elective <sup>2</sup>	-	-	Elective <sup>2</sup>	-	-
Leadership Theory and Practice <sup>4</sup>	Online	Elective	-	-		-	-
Making Strategies Work	Online Malaysia <sup>1</sup>	Elective	-	-	Elective	-	-
Managing People in Changing Contexts <sup>3</sup>	Online	Elective	-	-	-	Elective	-
Managing People in Global Markets <sup>3</sup>	Online	Elective	-	-	-	Elective	-

Managing Personal Competencies <sup>3</sup>	Online	Elective	-	-	-	Elective	-
Marketing Channels <sup>3</sup>	Online	Elective	-	Elective	-	-	-
Marketing Communications <sup>3</sup>	Online	Elective	-	Elective	-	-	-
Marketing Insights <sup>3</sup>	Online	Elective	-	Elective	-	-	-
Mergers and Acquisitions	Online	Elective	Elective	-	Elective	-	-
Negotiation <sup>12</sup>	Online	Elective	-	Elective	Elective	Elective	-
Performance Management <sup>3</sup>	Online	Elective	-	-	-	Elective	-
Practical History of Financial Markets <sup>3</sup>	Online	Elective	Elective	-	-	-	-
Principles of Retailing <sup>3</sup>	Online	Elective	-	Elective	-	-	-
Project Management for the Oil and Gas Industry <sup>3 5 7</sup>	Online	Elective	-	-	-	-	Elective
Quantitative Methods	Online	Elective	Elective	Elective	-	-	-
Research Methods for Business	Online	Elective	Elective		Elective		
Research Methods for Business and Management <sup>12</sup>	Online	Elective	Elective	-	Elective	-	-
Sales Force Management <sup>3</sup>	Online	Elective	-	Elective	-	-	-
Services Marketing <sup>3</sup>	Online	Elective	-	Elective	-	-	-
Strategic Negotiation <sup>3</sup>	Online	Elective	-	-	Elective	-	-
Strategic Negotiation for the Oil and Gas Industry <sup>3</sup>	Online	Elective	-	-	-	-	Elective
Strategic Planning for the Oil and Gas Industry <sup>3 5 8</sup>	Online	Elective	-	-	-	-	Elective
Strategic Risk Management	Online Malaysia <sup>1</sup>	Elective	-	-	Elective	-	-

#### Notes

1. Offered subject to acceptable demand.
2. For students who purchased this course before 30 Sept 2019, it can be counted as a core course or an elective course. It can be purchased as an elective course until January 2022. Available only to students who have not already purchased Leadership Theory and Practice.
3. Available to purchase until January 2022 and will be examined until August 2023.
4. Available as an elective where the core courses in List 1 have been completed. Available only to students who have not already purchased Leadership.
5. The relevant MBA core course must be completed before undertaking this industry specific elective.
6. For students who have chosen to study Financial Decision Making, if purchasing Finance for the Oil and Gas industry access will also be given to Finance for reference purposes only.
7. For students who have chosen to study Delivering Successful Projects, if purchasing Project Management for the Oil and Gas industry access will also be given to Project Management for reference purposes only.
8. For students who have chosen to study Developing and Executing Strategy, if purchasing Strategic Planning for the Oil and Gas industry access will also be given to Strategic Planning for reference purposes only.
9. It is advisable to pass Financial Decision Making before purchasing Advanced Financial Decision Making.
10. Students studying with a learning partner should check with the partner on availability of programmes
11. Further information on study options is available on the Student Portal.
12. Available to purchase until 31 July 2022 and will be examined until August 2023.

## MSc Programme Structures: Core and Elective Courses

Course		Programme Structure and Name			
<b>Important Information on Course Options</b> List 1 shows courses available to students who commenced studies before 1 January 2020. List 2 shows refreshed versions of the courses in List 1.  Students who commenced studies prior to 30 September 2019 should select either an original course from List 1 or the corresponding refreshed course from List 2 but not both courses.  Students who commenced study after 30 Sept 2019 will study courses from List 2.  Refer to notes for information on specific courses.		Programme Structure:  5 core 4 elective  Courses are available for online study and for students studying with learning partners. Students studying with a learning partner should check with the partner on the availability of programmes.			
List 1	List 2	MSc in Financial Management	MSc in Marketing	MSc in Human Resource Management	MSc in Strategic Planning
Courses available to purchase up to January 2022 only for students who commenced studies before 30 September 2019.  Assessment of the courses will cease following the August 2023 assessment session.	Courses available from 30 Sept 2019.  These refreshed core courses replace those in List 1 which were available before 30 Sept 2019.		<i>Only available to students currently undertaking this programme</i>	<i>Only available to students currently undertaking this programme</i>	<i>Only available to students currently undertaking this programme</i>
Accounting	Advanced Financial <sup>2</sup> Decision Making	Core	-	-	-
Finance	Financial Decision Making	Core	-	-	-
Economics	Economics for Business	Elective	-	-	-
Marketing	Strategic Marketing	-	Core	-	-
Organisational Behaviour	People, Work and Organisations	-	-	Elective	-
Project Management	Delivering Successful Projects	-	-	-	Core
Strategic Planning	Developing and Executing Strategy	Elective	-	-	Core
Leadership <sup>1</sup>	Leadership Theory and Practice		-	-	Elective

	<b>MSc in Financial Management</b>	<b>MSc in Marketing</b>	<b>MSc in Human Resource Management</b>	<b>MSc in Strategic Planning</b>
		<i>Only available to students currently undertaking this programme</i>	<i>Only available to students currently undertaking this programme</i>	<i>Only available to students currently undertaking this programme</i>
Alliances and Partnerships <sup>1</sup>	-	-	-	Elective
Competitive Strategy <sup>1</sup>	-	-	-	Core
Consumer Behaviour	-	Core	-	-
Corporate Governance	Elective	-	-	Elective
Credit Risk Management	Core	-	-	-
Derivatives	Core	-	-	-
Developing Effective Managers and Leaders <sup>1</sup>	-	-	Elective	-
Employee Relations <sup>1</sup>	-	-	Elective	-
Employee Resourcing <sup>1</sup>	-	-	Core	-
Financial Risk Management	Core	-	-	-
Human Resource Development <sup>1</sup>	-	-	Core	-
Human Resource Management <sup>1</sup>	-	-	Core	-
Influence	-	-	Elective	-
International Marketing <sup>1</sup>	-	Core	-	-
Making Strategies Work	-	-	-	Core
Managing People in Changing Contexts <sup>1</sup>	-	-	Core	-
Managing People in Global Markets <sup>1</sup>	-	-	Elective	-
Managing Personal Competencies <sup>1</sup>	-	-	Elective	-
Marketing Channels <sup>1</sup>	-	Elective	-	-
Marketing Communications <sup>1</sup>	-	Core	-	-
Marketing Insights <sup>1</sup>	-	Core	-	-
Mergers and Acquisitions	Elective	-	-	Elective
Negotiation <sup>2</sup>	-	Elective	Elective	-
Performance Management <sup>1</sup>	-	-	Core	-
Practical History of Financial Markets <sup>1</sup>	Elective	-	-	-
Principles of Retailing <sup>1</sup>	-	Elective	-	-
Quantitative Methods	Elective	Elective	-	-
Research Methods for Business	Elective	-	-	-
Research Methods for Business and Management <sup>2</sup>	Elective	Elective	Elective	Elective
Sales Force Management <sup>1</sup>	-	Elective	-	-
Services Marketing <sup>1</sup>	-	Elective	-	-
Strategic Negotiation <sup>1</sup>	-	-	-	Elective
Strategic Risk Management	-	-	-	Core
<b>Notes</b>  1. Available to purchase until January 2022. Assessment of these courses will cease in August 2023. 2. Available to purchase until 31 July 2022. Assessment of these courses will cease in August 2023.  NB: Advisable to pass Financial Decision Making before purchasing Advanced Financial Decision Making				

## Credit Rating and Requirements for Awards

**Scottish Credit and Qualifications Framework:** Heriot-Watt University is part of the Scottish Credit and Qualifications Framework (SCQF). The SCQF brings together all Scottish qualifications, including further education, vocational and secondary school qualifications, into a single, national framework. One of its main purposes is to help learners move easily from one qualification to another.

Qualifications in the framework are described in terms of levels and academic credits. There are 12 levels in the framework, and the academic credits are called SCQF points. All Heriot-Watt University's postgraduate qualifications comply with SCQF requirements.

The SCQF uses two measures to describe qualifications within the framework: the level of the outcomes of learning and the volume of outcomes, described in terms of the number of credits.

The majority of courses we offer have a credit rating of 20 SCQF credit points based on 200 notional hours of student effort. Once you have completed a course successfully you will be awarded credit.

This means that the postgraduate qualifications that Heriot-Watt University awards are credit-rated as follows:

- Postgraduate Certificate: 60 credits (three courses)
- Postgraduate Diploma: 120 credits (six courses)
- MBA and MScs: at least 180 Credits (nine courses or eleven for MBA with specialism).

Levels reflect the demand and complexity of the learning in a course; the postgraduate courses we offer are rated at Level 11.

At least 50% of the credits for each postgraduate award available within a programme of study must be completed at the University in order to qualify for that award. Credits from an award already held can contribute to a higher award but cannot be used towards another award of equivalent or lower level in the same discipline.

The new MBA capstone course, *Developing and Executing Strategy* is a 30-credit course. This larger credit weighting acknowledges the capstone status of the course in the programme and the synoptic reflective work included in this final stage of the programme. We will in future be launching a number of new 15 credit elective courses, but the requirements for your degree in terms of the number of courses you need to study (either nine or eleven depending on your programme of study) will remain the same.

## European Diploma Supplement (Academic Transcript)

A European Diploma Supplement, which includes a full academic transcript, will be sent to you once you are eligible to graduate. It is designed as a supplement to the degree certificate and describes the nature, level, context, content, and status of your studies. The European Diploma Supplement contains a full academic transcript (including an explanation of the University's marking scheme), information about your programme of study, a description of the higher education sector in Scotland and a description of Heriot-Watt University.

Additional copies of the European Diploma Supplement can be obtained from [ebs.admissions@hw.ac.uk](mailto:ebs.admissions@hw.ac.uk).

## Grades Awarded

From December 2020 course-level 'letter' grades will be removed and replaced by course-level 'descriptors' as shown below:

Current Grading Scheme Description			New Grading System from December 2020	
Grade	Percentage	Description	Grade	Percentage
X	≥70	A with Distinction	Distinction	≥70
A	60-69	A	Merit	60-69
B	50-59	B	Pass	50-59
F	≤49	F	Fail	≤49
E	Exemption (awarded on the basis of undergraduate study)			
P	Compensatory Pass			
T	Credit Transfer (awarded on the basis of postgraduate study)			

## Compensatory Passes

If you have successfully completed seven or eight courses and have failed narrowly in the remainder, you may be awarded a pass by compensation subject to the following conditions:

- Passes have been attained in at least seven courses
- The mark to be compensated is not less than 45%
- A pass by compensation will be awarded in a maximum of two courses
- The total shortfall of marks shall not exceed 5% (e.g., a mark of 48% in one course and 47% in another)
- All other requirements for award have been satisfied.

You are not required to apply for a compensatory pass. The relevant Committee awards compensatory passes when it meets to confirm the names of those eligible to graduate.

A pass by compensation is not awarded for the following courses, which are part of the doctoral programme and covered in a separate handbook:

- Introduction to Business Research 1
- Introduction to Business Research 2
- Introduction to Business Research 3
- Doctoral Business Research 1
- Doctoral Business Research 2
- Doctoral Business Research 3

# Our awards



# Our awards

## Degree Awards

Requirements for our MBA and MSc degrees are summarised in the table below.

## Intermediate Awards

Our Masters programmes are structured to allow the greatest possible flexibility. You have the opportunity to receive interim qualifications en route to our MBA. These interim qualifications are the Postgraduate Certificate and the Postgraduate Diploma. The requirements for these interim awards are summarised in the table below.

Applications for intermediate awards should be made via the Student Portal. In order to receive the certificate for an award a fee is payable. It normally takes approximately eight weeks for an intermediate award to be approved by the relevant committee. Once approved the certificate/diploma is dispatched by courier.

Degree awards	Postgraduate Certificate	Postgraduate Diploma
<b>MBA</b>  Successful completion of nine courses, including seven core courses and two electives	Successful completion of three MBA courses, at least one of which must be a core course  A maximum of one exemption is permitted  Meeting the requirements for the Postgraduate Certificate allows a student to enter the MBA programme without an undergraduate degree	Successful completion of six MBA courses, at least one of which must be a core course  A maximum of two exemptions is permitted
<b>MBA with Specialism<sup>1</sup></b>  Successful completion of eleven courses, including seven or eight core courses and three or four electives depending on chosen specialism.	As above – no specialism denoted on PG Cert	As above – no specialism denoted on PGDip
<b>MSc in Financial Management</b>  Successful completion of nine courses, including five core courses and four electives.	Successful completion of the Financial Decision Making course plus two other core courses  A maximum of one exemption will be permitted  Meeting the requirements for the Postgraduate Certificate allows a student to enter the MSc programme without an undergraduate degree	Successful completion of the five core courses and one elective  A maximum of two exemptions will be permitted
<b>MSc in Human Resource Management<sup>2</sup></b>	Successful completion of the Human Resource Management	Successful completion of the five core courses and one elective



Successful completion of nine courses, including five core courses and four electives.	<p>course plus two other core courses</p> <p>A maximum of one exemption will be permitted</p> <p>Meeting the requirements for the Postgraduate Certificate allows a student to enter the MSc programme without an undergraduate degree</p>	A maximum of two exemptions will be permitted
<p>MSc in Marketing<sup>2</sup></p> <p>Successful completion of nine courses, including all five core courses and four electives.</p>	<p>Successful completion of the Marketing or Strategic Marketing course plus two other core courses</p> <p>A maximum of one exemption will be permitted</p> <p>Meeting the requirements for the Postgraduate Certificate allows a student to enter the MSc programme without an undergraduate degree</p>	<p>Successful completion of the five core courses and one elective</p> <p>A maximum of two exemptions will be permitted</p>
<p>MSc in Strategic Planning<sup>2</sup></p> <p>Successful completion of nine courses, including all five core courses and four electives.</p>	<p>Successful completion of the Strategic Planning course plus two other core courses</p> <p>A maximum of one exemption will be permitted</p> <p>Meeting the requirements for the Postgraduate Certificate allows a student to enter the MSc programme without an undergraduate degree</p>	<p>Successful completion of the five core courses and one elective</p> <p>A maximum of two exemptions will be permitted</p>

#### Notes

1. See programme structures for more information on the structure of each MBA Specialism.
2. Only available to students currently undertaking this programme. See programme structures for more information.

Transfer from one programme to another after having been awarded an intermediate award will only be permitted if the intermediate award is rescinded. This is because course credits awarded by us can only count towards awards for one of our programmes (e.g. Postgraduate Certificate in Business Administration, Postgraduate Diploma in Business Administration and MBA). Where a student transfers from one programme to another for which an intermediate award has already been made, that award will be rescinded. If the student then applies for the equivalent intermediate award for the new programme, payment of the appropriate fee will be required. No fee refund will be paid for a rescinded award.

## A note on the MBA with a Specialism

The credit for an elective course can only be counted once towards the award of an MBA with a Specialism. It is not permitted to hold two MBA degrees awarded by Heriot-Watt University; this means that if you wish to specialise you have one of the following two options:

- Not to graduate on completion of nine courses and to complete the additional requirements for the MBA with a Specialism before applying to graduate with a degree of MBA with a Specialism in (the chosen specialism); or
- Graduate on completion of the nine courses for the MBA and subsequently complete the additional requirements for the MBA with a Specialism. If you do this you will receive a further certificate confirming that having been awarded the MBA, and having duly completed a further course of study, you have been awarded a Specialism in (the chosen specialism).

## Master's degree with Merit and Distinction

A Master degree with Distinction is awarded to students who have passed all courses at the first attempt and achieved a minimum average mark of 70% across the programme of study as a whole.

A Master degree with Merit is awarded to students who have passed all courses at the first attempt and achieved a minimum average mark of 60-69% across the programme of study as a whole.

# Course registration and matriculation



# Course registration and matriculation

## Registering for a Course

Courses are purchased in one of the following ways depending upon the method of study:

### Online Learning

Students should use the course purchase pages on the Edinburgh Business School website at: [hw.ac.uk/ebs/study/online/apply](http://hw.ac.uk/ebs/study/online/apply) to purchase their initial course of study. Subsequent courses should be purchased using the enrol for a course option within the student portal at: [learning.online.hw.ac.uk](http://learning.online.hw.ac.uk).

### Learning Partner

Students should contact their course co-ordinator or relevant person depending upon the type of alliance or partnership.

## Matriculation

All students are required to matriculate formally as a student of Heriot-Watt University. Matriculation is the formal process of enrolment with the University.

The process for matriculation will depend on whether you are studying online or with a learning partner. Students should apply to matriculate at the commencement of their studies.

Completing the process at the beginning of your studies ensures that you are formally registered on your programme of choice and that your identity can be verified at assessment sessions. Failure to complete the process may prevent you from sitting your assessment/s.

A Student Registration Form should be downloaded from the Student Portal, completed in full and returned with all the required supporting documentation to [ebs.admissions@hw.ac.uk](mailto:ebs.admissions@hw.ac.uk). Full details are provided in the guidance notes accompanying the Student Registration Form.

To be eligible for matriculation, one of the following must apply:

- You hold a first or second class honours degree of Heriot-Watt University or any other university or higher education institution recognised by Heriot-Watt University (students studying on the MSc in Strategic Planning require a business or management degree).
- You meet the requirements for the Postgraduate Certificate which is applicable to your programme of study.
- You hold another qualification deemed by the Senate of Heriot-Watt University to be acceptable.

Additionally, students whose native language is not English and who have not been educated at university level previously in the English language must provide evidence of their English language proficiency.

If you are not eligible to matriculate, your Student Registration Form will be held on file, and you will be matriculated automatically when you have met the requirements for the Postgraduate Certificate which is the first interim award en route to your master degree.

All students who are commencing studies for the first time are required to agree to the Student Declaration and our privacy notice. This means that you:

- Agree to become a student of Heriot-Watt University for the duration of your studies.
- Confirm that any documents provided in support of your application are genuine or are copies of genuine documents.
- Accept liability for payment of all fees and charges due to the University or partner institutions in the absence of payment by an awarding body or sponsor.

- Formally confirm that you will abide by the policies, procedures, and Regulations of Heriot-Watt University, and ensure that you are familiar with this handbook.
- Formally confirm that you understand our privacy notice.

You will receive a Heriot-Watt University student ID card once you have matriculated, and you may apply for access to online library facilities and a University email address if you are an active student (i.e. you have purchased a course within the previous twelve months and have registered for an assessment in that course).

The process for matriculation depends upon your mode of study. Information is set out below:

### **Online Learning**

Complete a Student Registration Form which can be downloaded from the Student Portal. The Student Registration Form should be completed and returned with all required supporting documentation. Full details are provided in the guidance notes accompanying the Student Registration Form.

### **Learning Partner**

Students studying through a learning partner will receive a Student Registration Form for completion from the course co-ordinator who will confirm the process for completion and submission of the Form. Students will also be required to register with their learning partner and information on this process will be provided by individual learning partners. The learning partner will be able to answer any questions regarding the matriculation process.

### **Student Identification Number and Registration Number**

Upon commencement of the programme each student is allocated a Student Identification Number (SID) and a Registration Number. These numbers are unique to you and will remain with you for the duration of your studies. You should use your SID for all communication with Edinburgh Business School.

The numbers are also used as access codes when logging into the Student Portal. Your SID is used as your username and your Registration Number is used as your temporary password. You will be asked to change your password when you log in for the first time. Your SID will continue to be your username.

It is recommended that your password be at least six characters long and contain at least one character from each of the following categories: upper case letters, lower case letters, numbers, and symbols. You can change your password at any time in the My Account section of the Student Portal. If you forget your SID or password, you should follow the onscreen instructions on the Student Portal login page.

You will be issued with an ID card, bearing your photograph, Registration Number, and personal data.

In the event of loss of the ID card there is a replacement fee.

### **Exemptions**

Edinburgh Business School recognises that some students entering our MBA or MSc programmes will have completed prior academic study in subjects that align closely to certain EBS courses.

The qualification being presented for consideration should have been gained within the last five years. Qualifications gained over five years ago may be considered if additional supporting evidence shows that you have kept abreast of current developments in the subject area.

Exemptions are considered only on the basis of qualifications which have been gained through formal assessment. No consideration will be given for life/work experience.

Exemption from core and elective courses may be granted on the basis of master's/postgraduate level qualifications and professional qualifications only. Undergraduate level qualifications cannot be considered. Exemptions will not be awarded on the basis of courses which have been used towards the award of another degree (of the same discipline) at master's Level, whether this was awarded by Heriot Watt or any

other institution. For example, a student who has gained an MSc in Accounting will not be given an exemption in Accounting from Edinburgh Business School's MBA or MSc degree programmes.

Students are required to apply formally for exemption and each application is individually assessed by the Exemptions Committee. To apply for an exemption, you should complete the exemption application form which is available on the Student Portal. The completed form, together with a copy of the relevant qualifications (including award certificates, a full academic transcript and syllabus information) should be submitted to Edinburgh Business School. If the documentation is written in a language other than English, then versions translated into English must be provided.

If you are studying at one of our campuses or through a learning partner, applications must be submitted no less than eight weeks prior to the commencement of classes for the course for which you are applying for an exemption. Please note that under no circumstance will applications for exemption be considered after relevant courses have commenced. If you are studying by online learning, applications should be submitted at the commencement of studies.

Following consideration by the Exemptions Committee you will be notified in writing of a decision. If an exemption has been approved, you will be required to pay the relevant validation fee.

If you apply for an exemption from a course that you have already purchased, and the application is approved, the course fee will not be refunded unless conditions set out in our Terms and Conditions apply.

Applications for exemption for a course cannot be made after academic credit has been awarded for the course or following a failed attempt at assessments for the course.

Guidelines on exemptions are available at: [hw.ac.uk/ebs/study/online/exemptions](http://hw.ac.uk/ebs/study/online/exemptions)

Enquiries regarding exemptions should be made by email to [ebs.exemptionenquiries@hw.ac.uk](mailto:ebs.exemptionenquiries@hw.ac.uk).

## Maximum Periods of Study

Conditions regarding maximum periods of study are set out below.

### Online Learning

There is no maximum period of study for students studying by online learning. However, you should be aware that some programmes and courses are being phased out. You should refer to the programme structures to check availability of courses and assessments.

### Learning Partner

In some cases, individual learning partners have specific rules regarding study and students should contact them for detailed information.

## Suspension of Studies, Withdrawal or Transfer

It is recognised that there may be circumstances under which a student may wish to take a break or withdraw permanently from their studies. There may also be instances in which a student wishes to explore the possibility of transferring from one mode of study to another (e.g., from online learning to on campus).

Students are strongly advised to discuss these matters with staff located at our campuses or our learning partners, as appropriate, who can offer advice and support. These discussions can help students to consider all available options and perhaps identify a way in which it is possible to continue with their studies in the future. Should a student decide to withdraw permanently from their studies, advice can be given to ensure that this transition is completed as efficiently as possible.

The recommended procedure to follow is set out below.

- **Online Learning** contact student services at [ebs.enquires@hw.ac.uk](mailto:ebs.enquires@hw.ac.uk).
- **Learning Partner** contact your learning partner.

In certain circumstances it may be necessary for a student to be compulsorily withdrawn from studies. The Regulations set out the conditions under which compulsory withdrawal might be required and the process for approval of such withdrawals.

Where a student decides to withdraw voluntarily on a permanent basis, he or she should inform Edinburgh Business School by email to [ebs.enquiries@hw.ac.uk](mailto:ebs.enquiries@hw.ac.uk).

### **Fees and Charges**

Fees and charges can vary depending upon a student's mode and location of study. All fees and charges associated with our programmes and courses are payable in advance.

Information on student fees and charges is available at: [hw.ac.uk/ebs/study/online/fees](http://hw.ac.uk/ebs/study/online/fees)

Enquiries about fees and charges should be made as follows depending upon mode of study:

- Students studying by online learning should contact [ebs.enquiries@hw.ac.uk](mailto:ebs.enquiries@hw.ac.uk).
- Student studying with a learning partner who have any questions about fees and charges should contact the learning partner.

Edinburgh Business School's Refund Policy is available at: [hw.ac.uk/ebs/assets/files/RefundPolicy](http://hw.ac.uk/ebs/assets/files/RefundPolicy)

### **Ordinances and Regulations**

Heriot-Watt University has a detailed set of rules which govern the operation and management of University business. These are referred to as Ordinances.

The Ordinances are supported by the University's Regulations which provide a regulatory framework for academic-related matters which staff and students must adhere to for all academic matters.

The Ordinances and Regulations can be accessed via: [hw.ac.uk/ordinances/](http://hw.ac.uk/ordinances/).

### **University Policy and Guidance**

The University publishes many policies and reference information on its website. Some of these may be relevant to the programmes offered by Edinburgh Business School and therefore may be of interest to students.

Wherever practicable, University policy is designed to include all members of the University community, both within and outwith the main campus environments.

Policies of specific interest and relevance can be accessed via:  
[hw.ac.uk/services/academic-registry/quality/learning-teaching/policy-bank.htm](http://hw.ac.uk/services/academic-registry/quality/learning-teaching/policy-bank.htm)

# Assessment





# Assessment

## Assessment Format

Our assessments are the same whether study is undertaken by online learning, on-campus or with a learning partner.

The assessment of each course is based entirely on your performance in a single Timed Online Coursework assessment lasting three hours. To complete a course successfully you must obtain at least 50% in the assessment. There is no choice given in the selection of questions to be answered. There is, however, a wide variety of type of questions to enable you to demonstrate your comprehension and knowledge in different ways.

Currently and for the remainder of the academic year 2022-23, students have a 24-hour window to complete and upload their Timed Online Coursework Assessment. The format however is subject to change and is reviewed periodically for future assessment diets by Heriot-Watt University. The most up to date guidance and information on assessments and their format can be found on the Student Portal dashboard.

You will have access to the 'Timed Online Coursework Assessment Requirements and Guidance' course on the dashboard of your Student Portal one month prior to your first assessment. You must complete this course before attempting an assessment as well as carefully reading and understanding both the general guide and the technical guide available within Timed Online Coursework Assessment Area section of the Student Portal.

If you fail a course at the first assessment attempt, you will be permitted one further assessment opportunity in that course.

By the end of each course, you should have acquired a set of knowledge and skills. It is useful to think of the educational outcomes of each course, independent of its content, as being a 'hierarchy' which runs as follows:

- Recognition and recall: you are expected to have a wide knowledge of the ideas in the course.
- Applications: you should be able to work out the answers to problems using the ideas in the course. Applications vary from being relatively simple, for example working out the chances of getting two heads from two throws of a coin, to complex financial appraisals, for example, comparing the returns on different investments.
- Synthesis: you should be able to bring ideas together to resolve, or discuss, complex issues.
- Evaluation: the ability to compare different courses of action and arrive at reasoned conclusions is the highest level skill.

These skills are tested by a mix of scenarios, case studies and essays in the assessment. The mix depends on the characteristics of the course,

To help you to prepare for the assessments, and where they are available, recent past papers, outline solutions and other supporting materials are made available on the Student Portal. You should only apply for assessments when you feel fully prepared.

## Assessment Sessions

Three assessment sessions are available in each academic year, in December, April/May and August. All courses are available for assessment at each session. The full assessment timetable is available on the Student Portal under *Studies/Assessments Timetable*.

## Assessment Registration Deadlines

The deadline dates for applications for the assessment sessions are normally about three weeks before the assessment session commences. Details of these deadlines will be published on the Student Portal. It is your responsibility to be aware of, and abide by, these deadlines. Email notifications of upcoming deadlines are also sent out as a reminder but should not be solely relied upon.

If you have purchased a course through a learning partner, you should contact them as they may have special arrangements in place for assessment application.

## Applying To Sit Assessments

The procedures for applying to sit an assessment are as follows:

### Online Learning

When you purchase a course via the website you will automatically be registered for the next available assessment session which is a minimum of three months from the date you purchased your course. This is to allow you sufficient time to study your course and ensure you are prepared for your assessment.

Your assessment entry will appear as 'Timed Online Coursework' in the Assessment Registration section of your Student Portal.

You can only sit an assessment if you have paid for the course associated with the assessment.

### Learning Partner

If you have purchased a course through a learning partner, where appropriate, you should contact them to make arrangements for registering to sit an assessment.

## Amending an Assessment Entry

If you wish to change the language or method of your assessment, or move it to a future assessment session, you may do so without incurring a financial penalty, provided that you do so before the appropriate deadline date. Simply click on *Amend* beside the relevant assessment in the list of upcoming assessments.

Deadline dates for amending assessments, without incurring any cost, can be viewed within the Studies/Registration Deadlines section of the Student Portal.

Once the deadline has passed, it is not possible to amend an entry in the Student Portal without incurring a fee. Any further requests for amendments must be submitted by email to [ebs.enquiries@hw.ac.uk](mailto:ebs.enquiries@hw.ac.uk) and will only be considered where practicable.

## Rescheduling an Assessment Entry

If you wish to move an assessment for which you have already registered to a future assessment session after the deadline for amendment, referred to above, you may do so, but you will forfeit your assessment fee. To do this simply click on *Reschedule* beside the relevant assessment and select a future assessment session. This will create a provisional assessment entry that will require payment of the assessment fee to finalise registration, as outlined in the *Paying for an Assessment* section above.

## Paying for an Assessment

Once you have added to your list of upcoming assessments, all the assessments for which you wish to register, you should go to the *Make Payment* section and select a method of payment.

Online payment can be made with most credit and debit cards via our online payment facility. The cardholder's name, email address, and billing address are required before you can proceed to the payment portal.

Online payment can also be made by direct bank transfer, via our online payment facility, by choosing this option within the payment portal.

Whichever form of payment is used, once it has been processed, the status of the assessment entry in the list of upcoming assessments that you have chosen will change to Registered. You will also receive confirmation by email. Please check the details of each registered assessment and, if necessary, correct any mistakes by following the steps detailed in the *Amending an Assessment Entry* section above.

## Withdrawing a Registered Assessment Entry

If the deadline for amending an assessment entry has passed and you decide that you no longer wish to attempt it, you can withdraw your entry without rescheduling it for a future assessment session. Simply click on *Withdraw Assessment* beside the relevant entry in the list of upcoming assessments. To attempt

the assessment at a future session you will need to register and pay the assessment fee as detailed in the sections above.

### Assessment Details

Approximately two weeks before the assessment you will receive by email formal confirmation of the date and time of the assessments for which you have registered. A copy of the email will also be available in the *View Communication* tab in the Student Portal. Once this letter has been sent, amendments to assessment entries can no longer be made in the Student Portal.

### Absence from an Assessment

Absence from an assessment is not considered as an assessment attempt. However, your assessment fee will be forfeited. To attempt an assessment at a future session you will need to register your assessment and pay the assessment fee as detailed in the sections above.

If you are absent from an assessment owing to illness you must confirm this by sending a certified copy of a medical certificate by email to [ebs.enquiries@hw.ac.uk](mailto:ebs.enquiries@hw.ac.uk) within four weeks of the end of the assessment session. This must cover the day of the assessment. If the School accepts that you were unable to attempt the assessment because of illness, your assessment fee will be credited, and you will be registered for the next available assessment session.

### Getting Assessment Results

Once assessment results have been presented to the Board of Examiners, they will be posted on the Student Portal, where you will also be able to access a mark breakdown that details your performance in each section of the assessment.

The date on which the results for assessments will be released will be publicised in advance. Results are usually released six to eight weeks after the end of the assessment session.

**Please do not contact the School about release dates: you will be notified by email as soon as the results are available.**

You will receive the following information in relation to your results:

- Notification of the mark awarded for each course which will be available in *My Assessment Results* in the Student Portal.
- For guidance, a breakdown of your performance in each section of the assessment, along with a copy of examiners' suggested solutions, and general feedback, will be available in the Student Portal.

**Please note that the School will not provide any information on assessment results over the telephone or by email under any circumstances.**

For a pass grade (i.e., 50% or above) you can download a Certificate of Achievement from the Student Portal.

### Feedback on Assessments

Solutions and other guidance are available for courses in the *Past Papers* section of the Student Portal and will provide you with an indication of the standard required to pass the course and help you to prepare for a possible resit assessment. Solutions to assessment multiple-choice questions are not provided.

It should be noted that under no circumstances will an assessment script be returned to you after an assessment.

### Resit Assessments

If you fail a course at the first attempt, you will be permitted one further opportunity to sit the assessment in that subject. A third attempt may be granted if you have successfully completed four courses (this can include one exemption or one potential compensatory pass). A third attempt on the grounds of illness or other extenuating circumstances will normally only be considered where there is a compelling and

substantiated reason why you have been unable to comply with the University's Mitigating Circumstances Policy.

Once a pass has been awarded it is not possible to resit an assessment to achieve a better mark.

You can apply to resit an assessment at a future session and pay the assessment fee by following the process detailed in the *Applying to Sit an Assessment* section above.

### III Health and Mitigating Circumstances

If you believe that your performance has been adversely affected by illness or other extenuating circumstances, you should notify Edinburgh Business School as soon as possible. In addition, you must submit a completed Mitigating Circumstances Application Form along with a medical certificate or other appropriate documentary evidence within five working days of an assessment taking place. The School will not be able to consider any mitigating circumstances without this information.

Evidence will be reviewed by the Chair of the Mitigating Circumstances Committee and the Committee will subsequently make a recommendation to the Board of Examiners. In determining what constitutes mitigating circumstances, the School abides by the University's *Mitigating Circumstances Policy*.

The *Mitigating Circumstances Policy* and Application Form are available at:  
[hw.ac.uk/uk/students/studies/assessments/mitigating-circumstances](http://hw.ac.uk/uk/students/studies/assessments/mitigating-circumstances)

If you are experiencing difficulties of any sort you are encouraged to discuss these with the Edinburgh Business School as soon as possible.

### Academic Appeals

An academic appeal is a formal request for the review of a decision affecting you, that has been made on student progression, assessment, and academic awards. It should be noted that there are specific grounds under which an appeal can be submitted.

The *Student Academic Appeal Policy and Procedures* are available at:  
<https://www.hw.ac.uk/uk/students/studies/student-appeals.htm>

You should note that dissatisfaction with a mark or any other aspect of the properly exercised academic judgement is not valid grounds for appeal. Academic judgment is professional and scholarly knowledge and expertise which members of academic staff and examiners draw upon in reaching an academic decision. Academic judgment therefore includes, but is not restricted to, decisions about the academic standards attained by students, marks, and grades to be awarded for assessments, and degrees to be awarded, or not. Robust mechanisms exist within the University to ensure that marking standards are fair and appropriate.

When considering whether to make an appeal, you should bear in mind that the mark awarded on appeal may be lower than the mark originally awarded, but the mark on appeal will be the final mark, irrespective of whether it is higher or lower than the original mark.

### Additional Support

There are procedures in place for making alternative assessment arrangements should a student require this. Depending on specific needs, a range of alternative methods may be employed including providing extra time in assessments or a computer.

A student who has a disability, medical or mental health condition, or a specific learning difficulty that requires alternative assessment arrangements should complete the relevant section of the Student Registration Form and ensure that it is submitted at the beginning of their studies, and well in advance of an assessment deadline. One of the University's Disability Advisors will consult directly with a student who has made such a submission to confirm what documentation is required in order that consideration can be given to making alternative arrangements and/or providing equipment.

Further information and support can be sought by contacting [disability@hw.ac.uk](mailto:disability@hw.ac.uk).

Such students should make themselves known to the invigilator prior to the start of an assessment so that the appropriate assistance may be given.

### **Marking Procedures**

Robust mechanisms exist in the University to ensure that marking standards are fair, consistent, and appropriate. Papers are marked by Internal Examiners. External Examiners review papers and mark a sample from across the full range of marks to be assured of the consistency and standard of internal marking.

# Conduct



# Conduct

The University's Student Discipline Policy and Procedures provide information on all types of misconduct (academic and non-academic misconduct) and are available at:  
[hw.ac.uk/uk/students/studies/record/discipline](https://www.hw.ac.uk/uk/students/studies/record/discipline).

## Academic Conduct

Recording of Lectures: Making personal recordings of classes, seminars or tutorials is not permitted unless you have a disability. Edinburgh Business School's Policy on Recording of Lectures is available at:  
<https://www.hw.ac.uk/uk/about/policies/terms-conditions.htm>

Copying and Publication of Course Materials: Certain conditions apply when using our course materials. Edinburgh Business School's Policy on Copying and Publication of Course Materials is available at:  
<https://www.hw.ac.uk/uk/about/policies/terms-conditions.htm>

## Academic Misconduct

The University takes any breach of academic conduct very seriously and cheating in any form will not be tolerated. Therefore, it is essential that students familiarise themselves with the guidance issued by the University.

Academic misconduct is a form of cheating that occurs when a student tries to obtain an unfair academic advantage. This includes:

- Poor referencing
- Paraphrasing
- Plagiarism
- Collusion
- Self-plagiarism
- Contract cheating

Full guidance on assessment conduct is made available to all students prior to each assessment session. Students should be aware that assessment conduct in their home country or at an institution in which they have previously studied may differ from the conduct required for university assessments.

Being unaware of, or not understanding, the University's requirements for academic conduct will not be accepted as a valid reason in the event of academic misconduct being found to have occurred. The consequences of misconduct found to have occurred are severe. Any student who is found guilty of academic misconduct will be penalised. The penalties include:

- Annulment of all assessment results from the assessment session in which the incident of cheating occurred.
- Suspension or expulsion from the University.

The Student Academic Discipline Process, and Academic Integrity and Conduct Guide for Students provide further details on how the University will respond.

If you are in doubt of any aspect of the guidance you should contact Edinburgh Business School to seek clarification.

Academic Integrity Guidance is available at: <https://www.hw.ac.uk/uk/services/academic-registry/quality/learning-teaching/learning-and-teaching-policies/academic-integrity>

The Student Guide to Plagiarism is available at:  
<https://www.hw.ac.uk/uk/students/studies/examinations/plagiarism>

The Student Guide on Contract Cheating is available at: <https://www.hw.ac.uk/uk/services/docs/learning-teaching/policies/contract-cheating-studentguide>

The Student Discipline Policy and Procedures are available at:  
<https://www.hw.ac.uk/uk/students/studies/record/discipline>

Any legitimate concerns about student conduct can be reported to [conduct@hw.ac.uk](mailto:conduct@hw.ac.uk) anonymously.



# Graduation



# Graduation

When you have met the requirements for the award of the degree this will be confirmed by the relevant University Committee. Once this has happened, you will receive an email containing information about how to apply to receive your award. You are not considered to be a graduate until the award has been conferred.

Graduation ceremonies are held in Edinburgh, Dubai and Malaysia in June/July and November/December. It is also possible to graduate in absentia in April or September.

Eligible students have the option to graduate in person at the next available ceremony, defer their graduation until a later ceremony or graduate in absentia. Students who graduate in absentia will also have the option to attend the next available ceremony in person.

Information on graduation, including fees and dates, is available at:  
[hw.ac.uk/uk/students/studies/graduation](http://hw.ac.uk/uk/students/studies/graduation)

# Quality Assurance



# Quality Assurance

Heriot-Watt University's quality assurance system is based around three main processes: approval; annual monitoring; periodic review. These processes are used as a mechanism for assuring and maintaining the standard of the University's awards.

The responsibility for monitoring and reviewing academic quality and standards resides with the Senate (the University's supreme academic committee). At a national level, the University's processes for quality (both assurance and enhancement) and standards are overseen by the Quality Assurance Agency (QAA) and the Scottish Funding Council. The QAA defines quality and standards as:

- **Threshold academic standards:** These are the minimum acceptable level of achievement that a student must demonstrate to be eligible for the award of academic credit or a qualification. For equivalent qualifications, the threshold level of achievement is agreed across the UK.
- **Academic standards:** These are the standards that individual degree-awarding bodies set and maintain for the award of their academic credit or qualifications. These may exceed the threshold academic standards. They include the standards of performance that a student needs to demonstrate to achieve a particular classification of a qualification, such as the award of distinction in a master's degree.
- **Academic quality:** This refers to how and how well the higher education provider supports students to enable them to achieve their award. It covers learning, teaching, and assessment, and all the different processes a provider puts in place to help students fulfil their potential, depending upon how they have chosen to study.

Quality assurance is the process for checking that the academic standards and quality of higher education provision meet agreed expectations.

The Quality Assurance Agency's UK Quality Code for Higher Education sets out the 'expectations' that all providers of UK higher education are required to meet. The University has undertaken a mapping of its regulations, policies and procedures to the UK Quality Code. QAA reviewers use the Quality Code as a benchmark for judging whether a higher education provider meets UK expectations for academic standards, the quality of learning opportunities, improvement or 'enhancement,' and information.

## External Examiners

In the UK, all universities operate a system of external examining, which is one of several ways that Heriot-Watt University is assured that academic standards are being met, are similar to those at other universities and are identical across all versions of a programme, wherever and however it is delivered. Details of the external examiner(s) for your programme can be found at: [hw.ac.uk/uk/services/academic-registry/quality/qa/external-examiners](http://hw.ac.uk/uk/services/academic-registry/quality/qa/external-examiners)

An external examiner is generally an experienced academic from another UK university who provides an independent view on the quality of teaching and assessment on Heriot-Watt University programmes and on whether the work of students is at an appropriate standard. At Heriot-Watt University, external examiners will also comment on the similarities and differences between a programme being delivered in different locations and by different modes of study (i.e., on-campus, with a learning partner and by online learning).

The external examiner makes these comments by looking at a sample of assessments and attending the assessment board to consider assessment results/awards.

After the assessment board has met, external examiners produce an annual report, which includes their comments and highlights any good practice they have identified, as well as any areas of concern. The External Examiner Reports are considered by senior individuals in the University and in the School and a letter of reply is sent to the external examiner.

Students can request a copy of the External Examiner Report for their programme by emailing [ebs.enquiries@hw.ac.uk](mailto:ebs.enquiries@hw.ac.uk). On receipt of a request, a student will be invited to sign a confidentiality agreement, which will outline conditions related to appropriate use of the Report.

It is inappropriate for students to make direct contact with external examiners, in particular regarding their individual performance in assessments. The sections of this handbook on [Academic Appeals](#) and [Complaints](#) explain what to do if you are dissatisfied in this respect and are considering submitting a formal or informal appeal or complaint.

# Student support and other relevant information



# Student support and other relevant information

## Information Services

Information Services (IS) supports research, learning, teaching, and administrative activities by providing library, information and learning technology services to our students and staff around the world.

In the Library there is a wide range of services, computer facilities and study materials available to assist you with your studies including:

- Textbooks contained within recommended reading lists
- Specialist academic information available over the internet
- Newspapers and journals
- An enquiry service to assist you in finding information for your studies
- Librarians who are experts in information resources and can guide you to the relevant sources of information
- Individual and group study areas
- PCs connected to the campus network
- Photocopying, scanning, and printing facilities.

Students studying online or with a learning partner may apply for access to online library facilities and a University email address if they are an active student (i.e., they have purchased a course within the previous twelve months and have registered for an assessment in that course).

Heriot-Watt University provides a secure Wi-Fi network available throughout its campuses.

## Data Protection

We will process data that you provide for us and which we collect about you in accordance with our privacy notice which is available at: [ebsglobal.net/terms-and-conditions/privacy-notices](https://ebsglobal.net/terms-and-conditions/privacy-notices).

## Equality and Diversity

Everyone at Heriot-Watt University has a responsibility for promoting equality and fostering good relationships between all members of the community, students, and staff. The University's Equality and Diversity team work to promote good practice in equal access and non-discrimination of students, ensuring that relevant legislation and best practice are interpreted and implemented as appropriate across the University.

## Student Feedback

There is a range of options open to students to communicate their views on programmes and courses to faculty, including questionnaires.

The School considers feedback seriously and each course is reviewed using these types of evaluation. The School undertakes to implement changes that are identified wherever beneficial and feasible.

## Complaints

Heriot-Watt University is committed to providing an excellent education and high-quality service to its students from enrolment through to graduation. The University encourages an environment in which constructive complaints are valued and contribute to the positive experience of all who use its services. The University has established an open, fair, and accessible *Complaints Policy and Procedure*, designed to encourage prompt resolution at the earliest possible stage. Comprehensive information is available at: <https://www.hw.ac.uk/uk/about/policies/complaints.htm>

## Safeguarding

The University is committed to the well-being of individuals in its community, and to providing a safe and welcoming environment for all students, staff, and visitors. There are procedures in place to ensure that any unacceptable behaviour such as harassment, bullying or abuse of any kind can be reported. Any reports of inappropriate conduct by anyone will be treated with the utmost seriousness and will be thoroughly investigated.

If you wish to report any unacceptable behaviour you can do this confidentially using the online tool available at: <https://www.hw.ac.uk/uk/about/policies.htm> or you can email Edinburgh Business School at [ebs.enquiries@hw.ac.uk](mailto:ebs.enquiries@hw.ac.uk).

The University's Harassment and Bullying Policy and Procedures can be found at: [hw.ac.uk/students/doc/anti-harassment.pdf](http://hw.ac.uk/students/doc/anti-harassment.pdf).

Information on the University's Complaints Procedure is available at: [hw.ac.uk/students/studies/complaints/complaints.htm](http://hw.ac.uk/students/studies/complaints/complaints.htm).

If you require emergency assistance you can call +44 (0)131 451 3500.

## Health and Safety Policy Statement

This information relates to students whilst studying at or visiting the University: The principal aim of our policy is to encourage the development and the maintenance of a health and safety culture of the highest level amongst all employees and students within the University. This will be achieved through the provision and maintenance of a healthy and safe work environment for everyone and will apply to all locations for which the University has responsibility as well as to the equipment/facilities provided.

The University will provide such information, training and supervision as deemed necessary in support of the above.

We cannot be held responsible for unreasonable behaviour that puts people at risk. It is assumed that each person within the University is sufficiently responsible to act with a degree of competence in keeping with their prior experience and qualifications.

You can access the Health and Safety Policy Statement on the University website at: [hw.ac.uk/students/health-wellbeing.htm](http://hw.ac.uk/students/health-wellbeing.htm).



# Links to further information and services



# Links to further information and services

There is a range of services aimed at helping you to get the most out of your time studying on programmes offered by Heriot-Watt University and to assist with, and remedy any problems experienced along the way.

Students study for Heriot-Watt University awards all over the world and Edinburgh Business School is committed to providing a range of support which will be available to any student who requires it. In doing so, Edinburgh Business School will attempt to ensure that all students receive high quality and relevant services that support their studies.

Further information about Edinburgh Business School, Heriot-Watt University, and services available to students is available at the links below.

This includes information on accommodation, student support, careers advice, transport, clubs and activities.

**Edinburgh Business School:** [hw.ac.uk/ebs/study/online](http://hw.ac.uk/ebs/study/online)

**Heriot-Watt University:** [hw.ac.uk](http://hw.ac.uk)

**Heriot-Watt University Edinburgh Campus:** [hw.ac.uk](http://hw.ac.uk)

**Heriot-Watt University Dubai Campus:** [hw.ac.uk/dubai](http://hw.ac.uk/dubai)

**Heriot-Watt University Malaysia Campus:** [hw.ac.uk/malaysia](http://hw.ac.uk/malaysia)

**Heriot-Watt University Student Union:** [hw.ac.uk/uk/edinburgh/student-association](http://hw.ac.uk/uk/edinburgh/student-association)

**Student Support (including disability support, health and wellbeing, international student advisors):**  
[hw.ac.uk/uk/students/index](http://hw.ac.uk/uk/students/index)

**Careers Advisory Service:** [hw.ac.uk/uk/students/careers](http://hw.ac.uk/uk/students/careers)

**Study Support:** [hw.ac.uk/uk/services/is/skills-development/study-support](http://hw.ac.uk/uk/services/is/skills-development/study-support)

**Development and Alumni Office:** [hw.ac.uk/alumni](http://hw.ac.uk/alumni)

### **Disclaimer of Liability**

Whilst every effort has been taken to ensure the accuracy of the information contained in this handbook, Edinburgh Business School wishes to emphasise that the programmes, facilities, and other arrangements for students described in this publication are regularly reviewed and subject to change from time to time. Any omission or error may be corrected by us without any liability.