

Master of Business Administration (MBA)

Student Handbook

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Edinburgh Business School

Contact details and campus information

All correspondence should be addressed to:

Edinburgh Business School
Heriot Watt University
Edinburgh
EH14 4AS
United Kingdom

Email: ebs.enquiries@hw.ac.uk

Telephone: +44(0)131 451 3008

Office hours: 08:00-16:30 Monday to Friday



Welcome from the Executive Dean

I am delighted to welcome you to Edinburgh Business School. You have, like thousands of students before, 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 a 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 and we are committed to ensuring that our programmes can be integrated into your busy professional and personal lives.

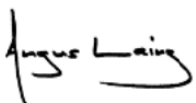
As a student of Heriot-Watt University, you are an important member of our community. During your studies you will have many opportunities for experiencing new challenges, for acquiring professional skills, and for widening your personal horizons.

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

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 of 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 19th 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 MBA 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're 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.

Online Study

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.

All courses, including your 'Introduction to Your Online Studies' course and your 'MBA Programme Hub', are accessed via the EBS Student Portal. We have used the latest research in digital and management education, combined with feedback from our students and alumni, to produce a guided, interactive learning experience through our virtual learning environment. 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 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.

Information and Communications



Introduction to Your Online Studies

This course provides an introduction to Heriot-Watt Online, induction and orientation, addressing some of the practicalities of how to be a successful online student through approaches to managing your studies.

MBA Programme Hub

The MBA Programme Hub is the meeting place for all students studying the degree of Master of Business Administration and Specialisms, regardless of where you are in the world and how you are approaching your studies. Here, we'll post relevant updates, events and learning opportunities, and you will have the opportunity to connect with each other and with Edinburgh Business School.

The Student Portal

You will have access to the Student Portal at:

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.
- Access to over 500 industry courses, projects and Professional Certificates via Coursera Career Academy.

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.

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 **Student 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 very 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. For any general support email enquiries, we aim to acknowledge within one working day and respond within five working days.

Online Forums

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

You also have access to an admin forum where you can post and receive replies to queries about the administration of your studies.

The Course Team aim to respond to forum posts/questions within five working days.

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.

Programme Information



The Master of Business Administration

Students choose Heriot-Watt University's online MBA for its academic rigor, its intellectual challenge and its proven ability to greatly enhance student career prospects.

They're also drawn by its sheer flexibility; no other MBA gives you as much freedom. You can study the subjects you want, in the order you wish. You can begin and end whenever you choose.

Our MBA covers key management disciplines, including financial decision making, leadership, marketing, people skills, project management and strategy.

Meet the Global Director of MBA Programmes

Dr Bryan Rodgers

Associate Executive Dean for Online Education, Global Director of the MBA Programmes, Associate Professor of Leadership and Organisational Behaviour

Bryan is a member of the senior leadership team of Edinburgh Business School and has global responsibility for leading the MBA programme. He is also responsible for the development and management of the online education portfolio and partnerships for EBS and the School of Social Sciences.

Coming from a non-traditional educational background, Bryan completed all his higher education qualifications while working full time and has personal experience of balancing work with education and personal development. As such, his key teaching interests are the practical application of theories and models to the modern workplace and supporting students in analysing and applying their experiences to facilitate both understanding of leadership and management as well as personal self-awareness and growth in preparation for either further studies or new roles and career development within the workplace.

Bryan's research focuses on the areas of leadership and employee motivation, empowerment and culture and their respective contributions to improving services and achieving positive outcomes.

Areas of interest

Leadership, empowerment, continuous improvement, motivation, organisational culture, lean six sigma.

Qualifications

2021: PhD, Heriot-Watt University, Thesis: An insight into continuous improvement in the public sector and the impact of employee culture and motivation – 3 case studies of the emergency services in Scotland.

2005: MPhil, Edinburgh Napier University, Thesis: NLP as an accessible framework for raising awareness of learning preferences and performance in police recruit training.

Background

Bryan previously served as a senior police officer in Scotland, completing 30 years' service and retiring at the rank of Superintendent. He served in a wide range of operational and support roles mainly in the City of Edinburgh. His national roles include leadership roles at the Scottish Police College as well as being appointed deputy programme manager for the creation of Police Scotland in 2013 and then as deputy head of the new services organisational development department. His operational specialisms were in the areas of tactical firearms and public order command as well as the management of major events and protests. His final posting before retirement was to the Lothian and Scottish Borders Division of Police Scotland. He joined Heriot-Watt University in 2018.

Bryan is a Senior Fellow of the Higher Education Academy and is a chartered manager and fellow of the Chartered Management Institute, having also previously sat on the Scotland Board of CMI.

Programme Structure & Awards

MBA

To be eligible for the award of the MBA you are required to successfully complete 6 mandatory courses and 3 optional courses, totaling 190 credits. From 1 September 2025 newly enrolled students have eight years within which to complete their studies.

6 Mandatory Courses	Credits
Delivering Successful Projects H11DP	20
Developing & Executing Strategy H11SD	30
Financial Decision Making H11FM	20
Leadership Theory & Practice H11LT	20
People, Work & Organisations H11PW	20
Strategic Marketing H11SM	20
Select 3 Optional Courses	Credits
Advanced Financial Decision Making H11FA	20
Big Data Analytics for Business H11BD	20
Business Analytics H11BA	20
Business Consultancy H11BC	20
Business Negotiation H11BN	20
Economics for Business H11EB	20
Entrepreneurship and Creativity H17EN	20
Financial Derivatives H11DV	20
Global Purchasing and Supply H11GP	20
Global Strategy Analysis H11GB	20
Green and Sustainable Logistics H11GS	20
Humanitarian Logistics H11HL	20
Lending and Credit Risk Analysis H11CK	20
Logistics Operations: Freight Transport & Warehousing H11LO	20
Managing Financial Risk H11FR	20

Mergers, Acquisitions and Restructuring H11MA	20
Network Analysis (H11NA)	20
Operations Management H11OM	20
Performance Management for Business H11PM	20
Strategic Change Management H11SC	20
Strategies for Managing Supply Chains H11GL	20

MBA with Specialism

To be eligible for the award of the MBA with Specialism you are required to successfully complete the six MBA mandatory courses outlined above, as well as the relevant specialism mandatory and optional courses as shown below:

Business Analytics Specialism

2 Specialism Mandatory Courses	Credits
Business Analytics H11BA	20
Big Data Analytics for Business H11BD	20
Select 1 Optional Course	Credits
Performance Management for Business H11PM	20
Business Consultancy H11BC	20
Network Analysis H11NA	20

Business Psychology Specialism

2 Specialism Mandatory Courses	Credits
Organisational Change and Development H11CH*	20
Coaching in the Workplace H11CW*	20
Select 1 Optional Course	Credits
Leading and Managing Diversity H11MD*	20
Workplace Design and Human Factors H11DF*	20
Selection & Assessment in the Workplace H11SA*	20

* Only available as part of the Business Psychology specialism

Finance Specialism

2 Specialism Mandatory Courses	Credits
Advanced Financial Decision Making H11FA	20
Managing Financial Risk H11FR	20
Select 1 Optional Course	Credits
Financial Derivatives H11DV	20
Lending and Credit Risk Analysis H11CK	20
Mergers, Acquisitions & Restructuring H11MA	20

Logistics & Supply Chain Management Specialism

2 Specialism Mandatory Courses	Credits
Global Purchasing and Supply H11GP	20
Strategies for Managing Supply Chains H11GL	20
Select 1 Optional Course	Credits
Green and Sustainable Logistics H11GS	20
Humanitarian Logistics H11HL	20
Logistic Operations: Freight Transport and Warehousing H11LO	20

Professional Practice Specialism

2 Specialism Mandatory Courses	Credits
Research Methods for Business (H11BU)*	20
Business Project (H11PJ)**	40

* Only available as part of the Professional Practice specialism

** All seven mandatory courses must be successfully passed before commencement of the Business Project

Strategy Specialism

2 Specialism Mandatory Courses	Credits
Global Strategy Analysis H11GB	20
Strategic Change Management H11SC	20
Select 1 Optional Course	Credits
Business Negotiation H11BN	20
Mergers, Acquisitions & Restructuring H11MA	20

Please note that all programme structures and course availability are subject to change and withdrawal.

Sequence of Study for Mandatory Courses

It's important to study the courses in an order that supports both your learning and your working practices. That's why at Edinburgh Business School we allow students to register for courses in an order of their choosing. There are, however, some courses which you should study first and some which should only be completed last.

MBA

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

Stage 2: Leadership Theory and Practice; Financial Decision Making

Stage 3: Strategic Marketing and Developing and Executing Strategy

MBA with Specialism in Business Analytics/Business Psychology/Finance/ Logistics & Supply Chain Management/Strategy

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

Stage 2: Leadership Theory and Practice; Financial Decision Making

Stage 3: Strategic Marketing and Developing and Executing Strategy

Stage 4: Specialism Mandatory Courses

MBA with Specialism in Professional Practice

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

Stage 2: Leadership Theory and Practice; Financial Decision Making

Stage 3: Strategic Marketing and Developing and Executing Strategy

Stage 4: Research Methods for Business

Stage 5: MBA Business Project (H11PJ)

Interim 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.

Postgraduate Certificate	Postgraduate Diploma
Successful attainment of a minimum of 60 course credits	Successful attainment of a minimum of 120 course credits
A proportion of the credit must come from at least one mandatory course and a maximum of one exemption can count towards the award	A proportion of the credit must come from at least one mandatory course and a maximum of two exemptions can count towards the award
Meeting the requirements for the Postgraduate Certificate allows a student to formally enrol on the MBA programme without an undergraduate degree	

Interim awards must be applied for as and when you become eligible for them as they cannot be approved retrospectively e.g. if you are eligible for the Postgraduate Diploma, and have not already applied for the Postgraduate Certificate, only the Postgraduate Diploma can be approved for award at this reflects your current stage of study.

Studying Additional Programmes

Several of our online programme have common courses within their structure. There is a restriction on how many times the credit from these courses can be used as contributing credit towards a final award, therefore, if you have previously graduated with your MBA or MBA with a Specialism, please contact the Student Engagement Team at ebbs.enquiries@hw.ac.uk, before you purchase any further courses or enrol on any further programmes.

Credit Rating and Requirements for Awards

Scottish Credit and Qualifications Framework

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: at least 190 credits (nine courses)

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.

Grading Scheme

The grading system used for the MBA is shown below:

Percentage	Grade
>=70	Distinction
60-69	Merit
50-59	Pass
<=49	Fail
P	Compensatory Pass
T	Credit Transfer
IG	Invalid Grade
MC	Mitigating Circumstances

Master's Degrees with Merit and Distinction

A master's 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's 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.

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.

Course registration and formal enrolment

Registering for a Course

Initial courses purchases are conducted via the course purchase pages on the Heriot-Watt website at **hw.ac.uk**. Further courses can be purchased directly from your **Student Portal**.

Formal Enrolment

All students are required to formally enrol as a student of Heriot-Watt University. This should be done at the beginning of your studies.

A Student Registration Form should be downloaded from the **Student Portal** completed in full and returned with all the required supporting documentation to: abs.admissions@hw.ac.uk.

Full details are provided in the guidance notes accompanying the Student Registration Form.

To be eligible to formally enrol, on the MBA programme one of the following must apply:

- You hold a first or second class honors degree of Heriot-Watt University or any other university or higher education institution recognised by Heriot-Watt University
- You have passed one of the MBA mandatory courses
- 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 formally enrol at the beginning of your studies, your Student Registration Form will be held on file and we will enrol you automatically when you have met the requirements for the Postgraduate Certificate which is the first interim award en route to your master's degree.

Student Identification and Registration Numbers

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 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 a soft copy ID card, bearing your photograph, Registration Number and personal data.

Recognition of Prior Learning

Exemptions from specific courses may be granted to holders of recognised academic or professional qualifications. Exemptions will be considered where:

- The qualification has been awarded from an institution recognised by Heriot-Watt University.
- The qualification has been studied and gained within the last five years.
- Where the qualification was gained, *marginally*, more than five years ago, evidence of Continuing Professional Development (CPD) demonstrating that you have kept abreast of the latest developments and trends in the course you are seeking exemption from, should be submitted with this application.
- Applications will only be considered on the basis of previous master's level study. Undergraduate level study and professional experience cannot be considered.

- Professional Qualifications e.g. Chartered Accountant, may be considered if the qualification has been gained by the awarding institute's examination route and not through affiliation with another professional body or professional experience.
- The qualification you are basing your application on, has been assessed by a formal and final examination which accounts for at least 50% of the assessment methodology.

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 qualification/s (including award certificates, a full academic transcript and syllabus information) should be submitted. 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 Refund and Exchange Policy apply:

hw.ac.uk/document-library/ebs/edinburgh-business-school-fee-refund-policy.pdf

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

Further guidance is available in the Student Portal or by email the Student Engagement Team at **ebs.exemptionenquiries@hw.ac.uk**.

Temporary Suspension, Withdrawal or Transfer of Studies

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) or from one programme to another.

Students are strongly advised to discuss their options with the Student Engagement Team at **ebs.enquiries@hw.ac.uk**. 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 you decide to withdraw permanently from your studies, advice can be given to ensure that this transition is completed as efficiently as possible and guidance can be found on the University website or by following the link **[here](#)**.

We also fully recognise that you may wish to pause your studies, in which case you should follow the Temporary Suspension of Studies process. In effect, this pauses the study period but has the advantage of ensuring we are aware and so can provide support where appropriate. The University wide process and guidance on Temporary Suspension of Studies is available on the University website or by following the link **[here](#)**.

Fees and Charges

All fees and charges associated with our courses are payable in advance. The course fee includes the first assessment attempt. A £160 fee is payable for any additional assessment attempts in a course.

Information on student fees is available at: hw.ac.uk/ebs/study/online/fees

Edinburgh Business School's Refund and Exchange Policy is available at: hw.ac.uk/document-library/ebs/edinburgh-business-school-fee-refund-policy.pdf

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

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 out with the main campus environments.

Policies of specific interest and relevance can be accessed via: [Learning and Teaching Policies - Heriot-Watt University](#)

Assessments



Assessment Format

The assessment of each course is based entirely on your performance in a Final Online Assessment. Students have a 24-hour window within which to complete and upload their assessment. The most up to date guidance and information on Final Online Assessment can be found on the Student Portal dashboard.

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 question types to enable you to demonstrate your comprehension and knowledge in different ways.

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**.

Registering for an Assessment

Independent distance learning students - when you start studying a course you will automatically be registered for the next available assessment diet that is at least three months away from the date you begin studying the course.

Students studying through a Learning Partner - Our Learning Partners adopt different procedures for managing the process of applying for assessments, so it is important that you are aware of the procedures that relate to your Learning Partner.

If you need to apply for your own assessments, you may do so when you have access to your course in your Student Portal, via the 'Studies/Assessment Registrations' section of your Student Portal.

Assessment Sessions

There are three assessment sessions per academic year in December, April/May and July/August.

The full assessment timetable is available on the **Student Portal** under **Assessment Timetables**.

Amending an Assessment Entry

If you wish to move your assessment to a future session, you may do so without incurring a financial penalty, if you do so before the appropriate deadline date. Simply click on **Amend** beside the relevant assessment in the list of upcoming assessments, found in the **Assessment Registration** section of the **Student Portal**.

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

Withdrawing an 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.

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 for the assessment and pay the assessment fee.

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 within five days of the date of the assessment. The medical certificate must cover the day of the assessment/s, be in English, or be accompanied by an official translation and, be issued by a recognised medical professional. 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 assessment at a future assessment session of your choice.

Getting your Assessment Results

Once assessment results have been presented and approved by the Board of Examiners, they will be made available in the **My Assessment Results** section of the Student Portal.

The date on which the results are to be released can also be found in the **My Assessment Results** section of the Student Portal. The release date is generally six to eight weeks after the end of the assessment session.

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

- Notification of the mark awarded for each course, and
- Where appropriate, a breakdown of your mark for each section of the assessment.

Feedback on Assessments

Solutions and the examiner's report are included within the **assessment preparation and practice** section of each course. We recommend that you go over your assessment answer paper using the mark breakdown and solutions alongside the examiner's report to help you understand the mark you received. Any feedback left by the marker, on an assessment submission, can be requested by contacting ebs.enquiries@hw.ac.uk. Such feedback is provided for the most recent assessment diet only and cannot be requested for retrospective assessment diets.

Resitting Assessments

You can apply to re-sit an assessment at a future session and pay the assessment fee in the **Assessment Registrations** section of the Student Portal.

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

In line with the University's Regulations, if you fail a course at the first attempt, you will be permitted one further assessment opportunity in that course. A request for a further additional attempt will only be considered in **very exceptional circumstances** via the University's appeals process Student academic appeals - Heriot-Watt University or via a Mitigating Circumstances application.

Mitigating Circumstances

If you believe that your performance in an assessment has been adversely affected by extenuating circumstances, you should contact the Student Engagement Team at ebs.enquiries@hw.ac.uk as soon as possible. In addition, you must submit a completed Mitigating Circumstances Application Form along with 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 is available at: hw.ac.uk/uk/students/studies/examinations/mitigating-circumstances.htm

The Mitigating Circumstances Application Form should be requested from ebs.enquiries@hw.ac.uk.

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:
hw.ac.uk/uk/students/studies/complaints/student-appeals

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 considering alternative assessment arrangements should a student require this. Depending on specific needs, a range of alternative methods may be employed.

A student who has a disability, medical or mental health condition, or a specific learning difficulty that requires alternative examination 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 liaise 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.

Such students should make themselves known to the invigilator prior to the start of an examination 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

The University's Student Discipline Policy and Procedures provide information on all types of misconduct (academic and non-academic misconduct) and is available at: **Discipline - Heriot-Watt University**

Academic Misconduct

The University takes any breach of academic conduct very seriously and cheating in any form will not be tolerated. When you take your assessment, you are allowed to consult any notes you've made on the course, any course material, any practice case studies or questions you have completed, any books or articles, any internet source, and anything else you find useful. While consultation of these sources is allowed, copying and pasting from such sources is strictly forbidden. The assessment script must be your own work, written in your own words.

You must undertake the assessment on your own and without collusion, i.e. without assistance from other people; without collaborating or discussing the assessment; without sharing answers with anyone else (this includes on social media). Even providing your own solutions or responses to others is considered academic misconduct.

We will use normal processes to monitor the similarity of individual submissions to other sources. If markers have reason to think that you have collaborated with other students, this will be treated as academic misconduct. The University's standard procedures for dealing with academic misconduct will apply in the case of this assessment.

By submitting your assessment, you confirm that this work is your own and is expressed in your own words. You confirm that any use made within it of the works of other authors in any form (e.g. ideas, text, equations, figures, tables, other forms of data) are properly acknowledged and referenced at the point of their use. If appropriate, you confirm that a list of the references employed is included. Remember that you are not expected to reference EBS course materials, **but you must not copy and paste from them**. The Student Academic Misconduct Policy is available at: **[student-academic-misconduct-policy-2024-.pdf](#)**

Academic Misconduct Penalties

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 the assessment results for the assessment/s in which the incident of misconduct occurred.
- Suspension or expulsion from the University

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 Heriot-Watt University assessments. Therefore, it is essential that students familiarise themselves with the guidance issued by the University. Being unaware of, or not understanding the University's requirements for assessment misconduct, will not be accepted as a valid reason in the event of a breach of conduct being found to have occurred. If you are in doubt of any aspect of the guidance you should contact Edinburgh Business School to seek clarification.

Final Online Assessment Course

All new students will automatically be given access to the Final Online Assessment Course, in their student portal. This course covers Final Online Assessments in general but also academic integrity, plagiarism and referencing. The course should be considered mandatory and be completed prior to attempting your first assessment.

Any legitimate concerns about student conduct can be reported to **academic.misconduct@hw.ac.uk** anonymously.

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.

Eligible students have the option to graduate in person at the next available ceremony, or graduate in absentia.

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**.

Information on graduation, including fees and dates, is available
hw.ac.uk/uk/students/studies/graduation

Student Support Services



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 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 **Privacy and your data rights - Heriot-Watt University**

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 University considers feedback seriously and each course is reviewed using these types of evaluation.

The University undertakes to implement changes that are identified wherever beneficial and feasible.

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 at **HealthandSafetyPolicy.pdf (hw.ac.uk)**

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.

Edinburgh Business School	hw.ac.uk/ebs/study/online
Heriot-Watt University	hw.ac.uk/
Heriot-Watt University Edinburgh Campus	hw.ac.uk/campuses
Heriot-Watt University Dubai Campus	hw.ac.uk/dubai
Heriot-Watt University Malaysia Campus	hw.ac.uk/malaysia
Heriot-Watt University Student Union	hw.ac.uk/uk/edinburgh/student-association
Student and Study Support (including disability support, health and wellbeing)	hw.ac.uk/students/index
Careers Advisory Service	careers.hw.ac.uk/
Alumni Office	alumni.hw.ac.uk/

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 emphasis that the programmes, courses, 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.