How to use this Handbook
The handbook is an essential guide for students studying with Edinburgh Business School and is designed to provide information and advice on areas relevant to studies from enrolment through to graduation. It has been written for students who are embarking on their studies on our Masters programmes either by distance learning or with one of our learning partners. Much of the information is relevant to all students, irrespective of their mode of study. However, as would be expected, some arrangements vary depending upon whether study is by distance learning or with a learning partner; where this is the case this is clearly shown.

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 to enable you to seek advice and support.

Students who are studying with a learning partner will also receive a handbook from the partner which will contain information on arrangements specific to the partner.

It is your responsibility to read and understand the contents of the handbook and to use it as a resource throughout your studies.
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Welcome and Introduction
Welcome from the Executive Dean, Edinburgh Business School

I offer you a very warm welcome to Edinburgh Business School, the Graduate Business School of Heriot-Watt University. Thank you for choosing to study with us.

Our mission at Edinburgh Business School is to help experienced executives and managers across the world to transform their careers by studying our graduate level business programmes whenever, wherever and however best suits their needs.

We pride ourselves on the quality of our programmes and on the unrivalled flexibility of our study and assessment methods. As a result our graduate level business programmes are studied around the world full-time or part-time either: at one of our campuses in Edinburgh, Dubai or Malaysia; locally with one of our global partnerships with established organisations; or by distance learning.

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 in learning, 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.

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 around 11000 students, experienced tutors and faculty, and 20000 alumni.

We have put together this handbook which we hope you will find useful. It is your responsibility to read and understand the contents of the handbook 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 Heather McGregor CBE
Executive Dean
Edinburgh Business School
**Contact Details and Opening Times**

Edinburgh Business School’s address details are set out below.

If you need advice or support you can contact the Edinburgh Business School’s administration team at: enquiries@ebs.hw.ac.uk. A member of the team will respond to your enquiry as soon as possible.

**Edinburgh Campus**

Edinburgh Business School  
Heriot-Watt University  
Edinburgh EH14 4AS  
United Kingdom  
Telephone: +44(0)131 451 3090  
Fax: +44(0)131 451 3002

Office hours: 0830-1700, Monday to Friday

Edinburgh Business School is closed on the following public holidays: 25 and 26 December 2017, 1 and 2 January 2018, and 30 March 2018.
Studying With Edinburgh Business School

Edinburgh Business School
The Business School has built its reputation on a strong record of achievement by students, alumni and faculty of Heriot-Watt University. Our programmes are written by an international faculty, many of whom are acknowledged leaders in their respective fields.

Our flexible approach was pioneered by the School’s founder, Professor Keith Lumsden, and has been key to our success. The School’s reputation among the world’s most forward thinking businesses, organisations and government departments has attracted students from more than 165 countries.

Heriot-Watt University
Heriot-Watt 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 one of the leading lights in the industrial revolution of the 18th and 19th centuries.

The world’s first technical institute and one of the first universities in the UK to be awarded a Royal Charter, Heriot-Watt University quickly established a reputation for world class teaching and leading-edge research. It remains a hotbed of scientific, engineering, technological and business talent.

From its location on the green edge of Scotland’s capital city, to its modern campuses in Dubai and Malaysia, Heriot-Watt University’s programmes lead the way in areas as varied as energy, the environment and climate change, risk and modelling, infrastructure and transport, and the interface between life and physical sciences. It is ranked in the top 4% of universities worldwide.

Distance Learning Study
The Edinburgh Business School’s distance learning programmes are based on the principle that individuals learn in different ways. The programmes, which contain all the learning resources necessary to succeed, were developed to make achievement possible for students who do not wish or are not able to attend campus.

On- or Off Campus Study
In addition to studying programmes by distance learning, students can study for the MBA at one of Heriot-Watt University’s campuses around the world: in Edinburgh, Dubai or Malaysia. At these locations the MBA can be completed over 12 or 24 months. Malaysia currently offers the part-time MBA programme only.

Approved Learning Partners and Collaborations
Edinburgh Business School has a network of partners which provide academic and administrative support. Learning partners are approved by Edinburgh Business School and 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 at 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.

Study 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 three collaborative partners based in Jordan, Mexico and Switzerland. 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 students of Heriot-Watt University.

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

Details of our partners can be found at: https://www.ebsglobal.net/study-with-us/study-options/learning-partners.

Learning Resources
The course texts are augmented by online material available in the Courses section of the Student Portal. In this area you have access to a downloadable and searchable course text in PDF format. In addition, the interactive Profiler™ software allows you to check your examination readiness by monitoring your performance in multiple-choice, case study and essay questions. You are also able to refer to FAQs and post questions directly to the faculty using the Forum. Finally, past papers, including Examiners’ Solutions and Selected Student Answers, are available. Further information about the Student Portal is available at Page 7.
**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**

Every student studying with Edinburgh Business School will have access to the Student Portal at: [https://students.ebsglobal.net/](https://students.ebsglobal.net/)

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

- Manage their account: change their password or contact details.
- Manage their programme: apply to matriculate, apply for exemptions, apply for certificates and diplomas.
- Register: for a course, on-campus seminar or online tutorial.
- Manage their studies: apply for examinations; view examination timetables, view examination results.
- Make payments; for examinations or intermediate awards.
- Course websites: cases and questions, profiler software which interprets your performance and gives guidance on strengths and weaknesses, past examination questions, worked answers, solutions, faculty web-boards, electronic version of course text.

You will receive details of how to access the Student Portal once you have purchased a course from us to study by distance learning, or have embarked upon a programme with one of our learning partners.

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 current contact information by updating your details on the 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 examinations, awards, and degree ceremonies, via the email address that you provide. **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.**

**Faculty and Administration Boards**

Online message boards are available via the Student Portal.

There is a message board for each of our courses on which you can post queries and discussion items related to the course. Members of faculty and fellow students can respond. There is also an Administration Discussion Board on which you can post items on administrative aspects relating to our programmes. Our student advisors keep postings under review and will respond to questions.

**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: [https://www.facebook.com/EdinburghBusinessSchool](https://www.facebook.com/EdinburghBusinessSchool).
There is a Facebook Students’ Group at:
https://www.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.

Twitter
Follow us on Twitter – we tweet our news and updates on events that we’re hosting around the world, and help keep students on track with reminders and notifications of key dates: Twitter.com/ebs_global.

YouTube
Visit our YouTube channel to see testimonials from our alumni, graduation ceremonies and events from around the world. You’ll also find out insider tips on ‘getting started’ with your studies alongside programme and subject overviews: youtube.com/HWEBSglobal.

LinkedIn
Our LinkedIn groups encourage students and alumni to network professionally, to build on and continue their education through discussion and exploration of current business topics: Linkedin.com/groups?gid=2352071.

Blog
The Edinburgh Business School blog delivers news and promotes discussion from our faculty about current business topics: ebsglobalblog.net.

Watercooler
Set-up and maintained by Edinburgh Business School alumni (and, therefore, not an official Edinburgh Business School forum), Watercooler is a peer-to-peer network that gives prospective and current Edinburgh Business School students a forum to discuss coursework, support materials and programmes: Go to www.ebsglobal.net and click through, or go straight to: http://forums.delphiforums.com/hwmba.
Programme Information and Study Options

Information on the programmes of study offered by Edinburgh Business School is set out in this section. Each programme comprises courses – distinct subject units, some of which are compulsory (core) and some of which are elective and are chosen by a student. The combination of core and elective courses varies from one programme to another.

The Master of Business Administration (MBA) Programme

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 course material and the flexibility of study.

The programme can be studied at one of our campuses, through our learning partners or independently. All students, no matter which mode of study they pursue, must pass the same examinations, and there is no difference in standards between modes.

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

Exemption from core courses may be granted on the basis of bachelor level and professional qualifications. Exemption from core and elective courses may be granted on the basis of postgraduate level qualifications (except fully completed degrees) and professional qualifications.

Information on study options, exemptions, programme structures and awards is available below and at: [https://www.ebsglobal.net/programmes](https://www.ebsglobal.net/programmes).

MBA with a Specialism

To qualify for the award of MBA with a Specialism a student must successfully complete the seven core MBA courses plus four electives from a designated group of courses. The MBA with a Specialism is offered in one of five subject areas: Finance, Marketing, Human Resource Management, Strategic Planning, and Oil and Gas Management. Details of the requirements for the awards are available below.

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.
- MSc in Marketing.
- MSc in Strategic Planning.

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

Exemption from core courses may be granted on the basis of bachelor level and professional qualifications. Exemption from core and elective courses may be granted on the basis of postgraduate level qualifications (except fully completed degrees) and professional qualifications.

Information on study options, exemptions, programme structures and awards is available below and at: [https://www.ebsglobal.net/programmes](https://www.ebsglobal.net/programmes).
Study Options for Programmes
Options for studying our programmes are summarised below:

<table>
<thead>
<tr>
<th>Programmes and Location of Study</th>
<th>Self Study</th>
<th>Edinburgh</th>
<th>Dubai</th>
<th>Malaysia</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>MSc in Financial Management</td>
<td>✓</td>
<td>✓</td>
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<td></td>
</tr>
<tr>
<td>MSc in Marketing</td>
<td>✓</td>
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<tr>
<td>MSc in Human Resource Management</td>
<td>✓</td>
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<tr>
<td>MSc in Strategic Planning</td>
<td>✓</td>
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</tr>
<tr>
<td>MBA with Specialism in Finance</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>MBA with Specialism in Marketing</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>MBA with Specialism in Strategic Planning</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>MBA with Specialism in Human Resource Management</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>MBA with Specialism in Oil and Gas Management</td>
<td>✓</td>
<td>✓</td>
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</tbody>
</table>

Notes
1. The MBA and some MSc programmes are also offered by our learning partners. Further information is available at: [https://www.ebsglobal.net/programmes](https://www.ebsglobal.net/programmes).
2. Study the seven core courses on campuses and complete the Specialism by studying the specialist electives either on-campus if available or by distance learning. Only available in English.
3. Offered as a combination of on and off campus study.

Sequence of Study
The sequence of study of our programmes is important to ensure that knowledge of the various courses is acquired in the appropriate order. If you are studying on-campus or with learning partners this is set. If you are studying independently it is important for you to consider carefully the sequence in which you select courses. You are encouraged to choose wisely the order in which you study courses on our programmes.

In the case of electives, following personal interest is clearly desirable. You may wish to emphasise those electives of immediate interest to your work. A long-term view rather than a short-term benefit should guide the choice.

Recommended sequences of study are set out below.

<table>
<thead>
<tr>
<th>Programme</th>
<th>Sequence of Study</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA</td>
<td>Stage 1: Organisational Behaviour; Economics</td>
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<tr>
<td></td>
<td>Stage 2: Marketing; Accounting</td>
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<tr>
<td></td>
<td>Stage 3: Finance; Project Management</td>
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<tr>
<td></td>
<td>Stage 4: Strategic Planning</td>
</tr>
<tr>
<td>MSc in Financial Management</td>
<td>Stage 1: Finance; Accounting; Quantitative Methods* (*this elective if required)</td>
</tr>
<tr>
<td></td>
<td>Stage 2: Financial Risk Management; Credit Risk Management Derivatives</td>
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<tr>
<td></td>
<td>Stage 3: 4 elective courses (in any order)</td>
</tr>
<tr>
<td>MSc in Human Resource Management</td>
<td>Stage 1: Human Resource Management; Managing People in Changing Contexts; Employee Resourcing</td>
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<tr>
<td></td>
<td>Stage 2: Performance Management; Human Resource Development; Organisational Behaviour*; Negotiation* (these electives may be included at this stage)</td>
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<tr>
<td></td>
<td>Stage 3: 4 elective courses (in any order)</td>
</tr>
<tr>
<td>MSc in Marketing</td>
<td>Stage 1: Marketing; Consumer Behaviour</td>
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<tr>
<td></td>
<td>Stage 2: Marketing Insights; Marketing Communications; International Marketing</td>
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<tr>
<td></td>
<td>Stage 3: 4 elective courses (in any order)</td>
</tr>
<tr>
<td>MSc in Strategic Planning</td>
<td>Stage 1: Strategic Planning; Project Management; Strategic Risk Management; Making Strategies Work</td>
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<tr>
<td></td>
<td>Stage 2: Competitive Strategy; Alliances and Partnerships*; Mergers and Acquisitions* (these electives may be included at this stage)</td>
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<tr>
<td></td>
<td>Stage 3: 3 elective courses</td>
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</tbody>
</table>

Notes: *denotes elective courses
On-campus Tuition and Support
It is possible for distance-learning students to attend intensive four-day tutorials or two-day revision sessions at one of our campuses around the world: in Edinburgh, Dubai or Malaysia. Attendance is not mandatory, and students can choose which, if any, of the courses they wish to attend as detailed below.

- Intensive four-day tutorials in selected subjects are delivered on-campus by experienced international faculty who have extensive experience in teaching and tutorial delivery. They offer practical insights into specific aspects of individual courses and include examining relevant case studies. They also provide an opportunity to meet and mix with students from different countries, cultures and career paths during focussed classroom time. The tutorials assume prior study of the course materials and provide practical applications and contextualisation.

- Two-day revision sessions in selected subjects are delivered on-campus hosted by experienced faculty, offer focused classroom time and are an excellent way to prepare for examinations.

Further details and a timetable can be viewed at https://www.ebsglobal.net/study-with-us/study-options/self-paced-distance-learning.

On-line Tuition and Revision
On-line tuition is 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 examinations, 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: https://www.ebsglobal.net/study-with-us/study-options/self-paced-distance-learning/online-tutorial-series.

Language Options
Edinburgh Business School has made a number of courses (seven core and four electives) available in Arabic.

All students, irrespective of their chosen language of study, may take examinations, at any examination session in Arabic for those courses for which translation is available. Students who have already embarked upon their studies can take examinations in Chinese, Spanish and Russian, however, these language options is no longer available for new students.

Students who study and take examinations in Chinese and Arabic are expected to possess an appropriate level of competency in English as all administration and student support is provided in English.

Students who study the programme is Spanish and Russian have access to Spanish speaking academic and administrative support where this is required.
# Programme Structures: Core and Elective Courses

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<tr>
<th>Course</th>
<th>Location of Study Available</th>
<th>Programme Title and Structure</th>
<th>7 core 4 elective</th>
<th>5 core 4 elective</th>
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<td>Consumer Behaviour</td>
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<td>Credit Risk Management</td>
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<td>Developing Effective Managers and Leaders</td>
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<td>Finance for the Oil and Gas industry</td>
<td>Self-study</td>
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<td>Financial Risk Management</td>
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<td>Human Resource Management</td>
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<td>Course</td>
<td>Location of Study Available</td>
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<td>MBA</td>
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<td>7 core 2 elective</td>
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<td>MSc in Human Resource Management</td>
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<td>7 core 4 elective</td>
<td>5 core 4 elective</td>
<td>7 core 4 elective</td>
<td>MSc in Strategic Planning</td>
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<td>7 core 4 elective</td>
<td>7 core 4 elective</td>
<td>7 core 4 elective</td>
<td>MBA with a Specialism in Finance</td>
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<td>7 core 4 elective</td>
<td>7 core 4 elective</td>
<td>7 core 4 elective</td>
<td>MBA with a Specialism in Marketing</td>
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<td>7 core 4 elective</td>
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<td>MBA with a Specialism in Strategic Planning</td>
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<td>MBA with a Specialism in Human Resource Management</td>
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<td>7 core 4 elective</td>
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<td>MBA with a Specialism in Oil and Gas Management</td>
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<p>| Influence                                   | Self-study                  | Elective                        | -                                           | -                           | Elective                        |
|                                             |                            | -                               | -                                           | -                           | -                              |
|                                             |                            | -                               | -                                           | Elective                    | -                              |
|                                             |                            | -                               | -                                           | Elective                    | -                              |
|                                             |                            | -                               | -                                           | Elective                    | -                              |
|                                             |                            | -                               | -                                           | Elective                    | -                              |
|                                             |                            | -                               | -                                           | Elective                    | -                              |
|                                             |                            | -                               | -                                           | Elective                    | -                              |
|                                             |                            | -                               | -                                           | Elective                    | -                              |
|                                             |                            | -                               | -                                           | Elective                    | -                              |
|                                             |                            | -                               | -                                           | Elective                    | -                              |
|                                             |                            | -                               | -                                           | Elective                    | -                              |
|                                             |                            | -                               | -                                           | Elective                    | -                              |
|                                             |                            | -                               | -                                           | Elective                    | -                              |
|                                             |                            | -                               | -                                           | Elective                    | -                              |
|                                             |                            | -                               | -                                           | Elective                    | -                              |
|                                             |                            | -                               | -                                           | Elective                    | -                              |
|                                             |                            | -                               | -                                           | Elective                    | -                              |
|                                             |                            | -                               | -                                           | Elective                    | -                              |
|                                             |                            | -                               | -                                           | Elective                    | -                              |</p>
<table>
<thead>
<tr>
<th>Course</th>
<th>Location of Study Available</th>
<th>Programme Title and Structure</th>
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<tr>
<td></td>
<td>(*offered subject to acceptable demand)</td>
<td>MBA</td>
<td>MSc in Financial Management</td>
<td>MSc in Marketing</td>
<td>MSc in Human Resource Management</td>
<td>MSc in Strategic Planning</td>
<td>MBA with a Specialism in Finance</td>
<td>MBA with a Specialism in Marketing</td>
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<tr>
<td>Services Marketing</td>
<td>Self-study</td>
<td>Elective</td>
<td>2 elective</td>
<td>5 core</td>
<td>4 elective</td>
<td>5 core</td>
<td>4 elective</td>
<td>5 core</td>
</tr>
<tr>
<td>Strategic Negotiation</td>
<td>Self-study</td>
<td>Elective</td>
<td>-</td>
<td>-</td>
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<td>Elective</td>
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<tr>
<td>Strategic Negotiation for the Oil and Gas Industry</td>
<td>Self-study</td>
<td>Elective</td>
<td>-</td>
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<tr>
<td>Strategic Planning for the Oil and Gas Industry</td>
<td>Self-study</td>
<td>Elective</td>
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</table>
Credit Rating and Requirements for Awards

Scottish Credit and Qualifications Framework: Heriot-Watt University's qualifications are part of the Scottish Credit and Qualifications Framework (SCQF). The SCQF brings together all Scottish qualifications, as well as 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.

Each course we offer has a credit rating of 20 SCQF credit points based on 200 notional hours of student effort. A student who has completed a course successfully will be awarded credit.

This means that 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: 180 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.

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 enquires@ebs.hw.ac.uk.

Grades Awarded

The grades that may be awarded for each course undertaken are as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Description</th>
<th>Band (%)</th>
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</thead>
<tbody>
<tr>
<td>X</td>
<td>A with Distinction</td>
<td>&gt;=70</td>
</tr>
<tr>
<td>A</td>
<td>A</td>
<td>60-69</td>
</tr>
<tr>
<td>B</td>
<td>B</td>
<td>50-59</td>
</tr>
<tr>
<td>F</td>
<td>Fail</td>
<td>&lt;=49</td>
</tr>
<tr>
<td>E</td>
<td>Exemption (awarded on the basis of undergraduate study)</td>
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<tr>
<td>P</td>
<td>Compensatory Pass</td>
<td></td>
</tr>
<tr>
<td>T</td>
<td>Credit Transfer (awarded on the basis of postgraduate study)</td>
<td></td>
</tr>
</tbody>
</table>

Grades X, A, B, E, P and T are passing grades.
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 49% 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.
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 awards en route to our MBA and our MScs. 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 should be paid.

<table>
<thead>
<tr>
<th>Degree Awards</th>
<th>Postgraduate Certificate</th>
<th>Postgraduate Diploma</th>
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</thead>
<tbody>
<tr>
<td>MBA</td>
<td>Postgraduate Certificate in Business Administration</td>
<td>Postgraduate Diploma in Business Administration</td>
</tr>
<tr>
<td>Successful completion of nine courses, including seven core courses and two electives.</td>
<td>Successful completion of three MBA courses, at least one of which must be a core course</td>
<td>Successful completion of six MBA courses, at least one of which must be a core course</td>
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<tr>
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<td>A maximum of one exemption is permitted</td>
<td>A maximum of two exemptions is permitted</td>
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<tr>
<td></td>
<td>Meeting the requirements for the Postgraduate Certificate allows a student to be formally matriculated on to the MBA programme without an undergraduate degree</td>
<td></td>
</tr>
<tr>
<td>MSc in Financial Management</td>
<td>Postgraduate Certificate in Financial Management</td>
<td>Postgraduate Diploma in Financial Management</td>
</tr>
<tr>
<td>Successful completion of nine courses, including five core courses and four electives.</td>
<td>Successful completion of Finance course plus two other core courses</td>
<td>Successful completion of the five core courses and one elective</td>
</tr>
<tr>
<td></td>
<td>A maximum of one exemption will be permitted</td>
<td>A maximum of two exemptions will be permitted</td>
</tr>
<tr>
<td></td>
<td>Meeting the requirements of the Postgraduate Certificate allows a student to be formally matriculated on to the MSc programme without an undergraduate degree</td>
<td></td>
</tr>
<tr>
<td>Successful completion of nine courses, including all five core courses and four electives.</td>
<td>Successful completion of Human Resource Management course plus two other core courses</td>
<td>Successful completion of the five core courses and one elective</td>
</tr>
<tr>
<td></td>
<td>A maximum of one exemption will be permitted</td>
<td>A maximum of two exemptions will be permitted</td>
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<tr>
<td></td>
<td>Meeting the requirements of the Postgraduate Certificate allows a student to be formally matriculated on to the MSc programme without an undergraduate degree</td>
<td></td>
</tr>
<tr>
<td>MSc in Marketing</td>
<td>Postgraduate Certificate in Marketing</td>
<td>Postgraduate Diploma in Marketing</td>
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</tr>
<tr>
<td>Successful completion of nine courses, including all five core courses and four electives.</td>
<td>Successful completion of Marketing course plus two other core courses A maximum of one exemption will be permitted Meeting the requirements of the Postgraduate Certificate allows a student to be formally matriculated on to the MSc programme without an undergraduate degree</td>
<td>Successful completion of the five core courses and one elective A maximum of two exemptions will be permitted</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>MSc in Strategic Planning</th>
<th>Postgraduate Certificate in Strategic Planning</th>
<th>Postgraduate Diploma in Strategic Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Successful completion of nine courses, including all five core courses and four electives.</td>
<td>Successful completion of Strategic Planning course plus two other core courses A maximum of one exemption will be permitted Meeting the requirements of the Postgraduate Certificate allows a student to be formally matriculated on to the MSc programme without an undergraduate degree</td>
<td>Successful completion of the five core courses and one elective A maximum of two exemptions will be permitted</td>
</tr>
</tbody>
</table>

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Notes
1. Successful completion means passing all the examinations.
2. To be eligible to receive any of the awards a student must be matriculated on the programme, pay all fees due and comply with all Edinburgh Business School and Heriot-Watt University requirements.

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**MBA with a Specialism**

Edinburgh Business School offers the opportunity to study for an MBA with a Specialism in one of five subject areas: Finance, Marketing, Human Resource Management, Strategic Planning, and Oil and Gas Management.

To qualify for the award of MBA with a Specialism a student must successfully complete the seven core courses plus four electives from the designated group, as follows:

<table>
<thead>
<tr>
<th>Specialism in Finance</th>
<th>Specialism in Strategic Planning</th>
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<tbody>
<tr>
<td>Corporate Governance</td>
<td>Alliances and Partnerships</td>
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<tr>
<td>Credit Risk Management</td>
<td>Competitive Strategy</td>
</tr>
<tr>
<td>Derivatives</td>
<td>Corporate Governance</td>
</tr>
<tr>
<td>Financial Risk Management</td>
<td>Leadership</td>
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<tr>
<td>Mergers and Acquisitions</td>
<td>Making Strategies Work</td>
</tr>
<tr>
<td>Practical History of Financial Markets</td>
<td>Mergers and Acquisitions</td>
</tr>
<tr>
<td>Quantitative Methods</td>
<td>Strategic Negotiation</td>
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<tr>
<td></td>
<td>Strategic Risk Management</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Specialism in Marketing</th>
<th>Specialism in Human Resource Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumer Behaviour</td>
<td>Developing Effective Managers and Leaders</td>
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<tr>
<td>International Marketing</td>
<td>Employee Relations</td>
</tr>
<tr>
<td>Marketing Channels</td>
<td>Employee Resourcing</td>
</tr>
<tr>
<td>Marketing Communications</td>
<td>Human Resource Development</td>
</tr>
<tr>
<td>Marketing Insights</td>
<td>Human Resource Management</td>
</tr>
<tr>
<td>Negotiation</td>
<td>Influence</td>
</tr>
<tr>
<td>Quantitative Methods</td>
<td>Managing People in Changing Contexts</td>
</tr>
<tr>
<td>Principles of Retailing</td>
<td>Managing People in Global Markets</td>
</tr>
<tr>
<td>Sales Force Management</td>
<td>Managing Personal Competencies</td>
</tr>
<tr>
<td>Services Marketing</td>
<td>Negotiation</td>
</tr>
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<td>Performance Management</td>
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</tbody>
</table>
Specialism in Oil & Gas Management
Finance for the Oil & Gas Industry
Project Management for the Oil & Gas Industry
Strategic Negotiation for the Oil & Gas Industry
Strategic Planning for the Oil & Gas Industry

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 those wishing to specialise have the following two options:

- Not to graduate on completion of nine courses and 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. Any student who does this will receive a further certificate confirming that having been awarded the MBA, and having duly completed a further course of study, s/he has been awarded a Specialism in (the chosen specialism).

Intermediate awards are not available for awards with a specialism.

Awards with Distinction
An MBA with distinction, an MBA with a Specialism with distinction, and an MSc with distinction are awarded to students who have passed all courses at the first attempt and have achieved a minimum average mark of 70% across the programme of study as a whole.
Course Purchase and Matriculation

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

Distance Learning
Students should use the course purchase pages on the Edinburgh Business School website at: https://www.ebsglobal.net/ to purchase individual courses. Students can either purchase online or download and complete a Course Purchase Form.

Learning Partner
Students should contact their Course Co-ordinator or relevant person depending upon the type of alliance or partnership.

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

The process for matriculation will depend whether you are studying by distance learning 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 Examination Details Letters can be issued with your scanned photograph and used as formal identification for entry at examination sessions. Failure to complete the process may prevent you from sitting your examinations.

A Student Registration Form should be completed in full and returned with all the required supporting documentation. 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.

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.

All students who are commencing studies for the first time are required to agree to the Student Declaration and Edinburgh Business School’s Data Sharing Policy. 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 Edinburgh Business School or partner institutions in the absence of payment by an awarding body or sponsor;
- Formally confirm that you will abide by the Policies and Procedures of Edinburgh Business School and Heriot-Watt University, and the Regulations of the University, and ensure that you are familiar with this handbook;
- Formally confirm that you understand and accept Edinburgh Business School’s Data Sharing Policy.

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 examination in that course).
The process for matriculation depends upon your mode of study. Information is set out below:

**Distance 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 anytime 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.

**Exemption and Credit Transfer**
Exemptions from specific courses may be granted to holders of recognised academic or professional qualifications if they are of undergraduate degree level or above and if they have been attained by formal examination.

Exemptions will not be awarded on the basis of courses which have been used towards the award of another degree at Masters level if the degree is from the same academic discipline. This applies to degrees awarded by Heriot-Watt University or any other institution. For example, a student who has been awarded a degree of MSc in Accounting will not be eligible to receive an exemption in Accounting for Heriot-Watt University’s MBA programme. However, a student who has been awarded a degree of MSc in Engineering and has completed an Accounting course will be eligible to apply for exemption towards our MBA programme.

Exemptions will be awarded if holders of approved qualifications can provide evidence of comparability of syllabus content and formal examination-based assessment. Eligibility for exemption is based on academic achievement only; no consideration can be given to professional/life experience.

Students are required to apply formally for exemption and each application is individually assessed by the Exemptions Committee. The Committee’s decision is final. Details on exemptions can be found at: [https://www.ebsglobal.net/study-with-us/exemptions](https://www.ebsglobal.net/study-with-us/exemptions).

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 in hard copy format. 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 distance 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 of Purchase 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 examinations for the course.

Guidelines on exemptions are available at: https://www.ebsglobal.net/study-with-us/exemptions.

Enquiries regarding exemptions should be made to exemptionenquiries@ebs.hw.ac.uk or +44 (0) 131 451 4785/4047.

Maximum Periods of Study
Conditions regarding maximum periods of study are set out below.

Distance Learning
There is no maximum period of study for students studying by distance learning.

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 distance 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 are able to 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.

Distance Learning
Contact Student Services at enquires@ebs.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. Such students are asked to complete a University Withdrawal Form. Further information is available at: https://www.hw.ac.uk/students/studies/leaving.htm.

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: https://www.ebsglobal.net/study-with-us/fees.

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

**Distance Learning**
Students should contact enquiries@ebs.hw.ac.uk.

**Learning Partner**
Students studying with a learning partner who have any questions about fees and charges should contact the learning partner.

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: http://www1.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: http://www.hw.ac.uk/services/academic-registry/quality/learning-teaching/policy-bank.htm
Examinations

Examination Format
Our examinations are the same whether you study by distance learning, on-campus or with a
learning partner.

The assessment of each course is based entirely on your performance in a single examination
lasting three hours. To complete a course successfully you must obtain at least 50% in the
examination. 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 comprehen
sion and knowledge in different ways.

If you fail a course at the first examination attempt you will be permitted one further
examination 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 multiple-choice questions, case studies and essays in the
examination. The mix depends on the characteristics of the course; for example, multiple-
choice questions are used for Accounting and Finance but not for Strategic Planning.

Sample final examinations for each course, together with suggested solutions, are contained in
the Course Texts. These give you an insight into the required examination standards and an
opportunity to test your knowledge and understanding of the subject.

To help you to prepare for the examinations, the ten most recent past papers, examiners’
solutions, and selected student answers are made available on the Student Portal. It should be
noted that solutions to examination multiple-choice questions are never provided.

You should only apply for examinations when you feel fully prepared.

Computer-based Assessment
Edinburgh Business School embarked on a phased roll out of e-assessment in 2016. Students
will increasingly be given the option of using computers rather than pen and paper to take their
examinations. More courses and examination centres will be added at each examination session
until, by the end of 2018, all courses will be available for examination in most major cities. By
the end of 2018, the majority of students will be taking their examinations by e-assessment.

The examination is delivered fully onscreen with the case studies, questions and answer boxes
contained within the software. Scrap paper and the use of calculators is still permitted. E-
assessment can be delivered with or without an internet connection so examinations can go
ahead even without an internet connection during the examination sitting. E-assessment is fully
secure due to a two-step login process and is invigilated in a secure examination centre on a
computer provided by the examination centre. All examination content, timings and
management of e-assessment are the same as pen and paper examinations.

The available courses and examination centres can be found at:
https://www.ebsglobal.net/study-with-us/examinations. There are sample assessments of the
offered courses on the Past Papers section of Courses on the Student Portal. You can find an
example of e-assessment and practise navigating around the site and answering the questions. However, the site will not save or mark any answers you write in the sample assessment.

Examination Sessions and Locations
There are four examination diets each year: March, June, August and December (see https://www.ebsglobal.net/study-with-us/examinations for examination dates).

The June and December sessions are when examinations are held for all courses at over 400 examination centres in more than 150 countries. While some travel may be required, we endeavour to arrange examinations as near to your preferred location as is practicable on a worldwide basis.

At the March and August sessions a smaller number of courses are examined at around 50 locations worldwide.

The full examination timetable is available on the Student Portal under View Examination Timetables.

Examination Registration Deadlines
The deadline dates for applications for the June and December examination sessions are 1 March and 1 September respectively. The deadline dates for applications for the March and August examination sessions are 7 February and 24 July respectively. It is your responsibility to be aware of, and abide by, these deadlines.

You will receive notification by email of deadlines for completing examination applications.

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

Applying To Sit Examinations
The procedures for applying to sit an examination are as follows:

Distance Learning
You must have purchased a course before applying to sit an examination in that subject. To apply for an examination you should register online via the Manage Examination Entries section of the Student Portal. You can apply for up to three months before the examination is scheduled to take place and choose the language, examination session, and approximate location. Wherever possible you will be allocated an examination centre local to you.

Your selection will appear as an examination for which you are in the process of registering in the list of upcoming examinations with a status of Awaiting Payment. You can add multiple examination entries in this way before making payment.

You will have 48 hours to make an online payment by credit or debit card, or indicate that you are paying offline. If this is not done within 48 hours, the entry will be deleted automatically from your list of upcoming examinations. If this happens you will need to reapply to sit the examination. All examination entries with the status Awaiting Payment will be deleted automatically from your list if payment is not made before the registration deadline for the relevant examination session.

Your examination entry will be finalised only on receipt of payment, at which point its status will change to Registered.

You can only sit an examination if you have applied and paid for an examination by the examination registration deadline.

Learning Partner
If you have purchased a course through a learning partner you should contact them to make arrangements for registering to sit an examination.
Paying for an Examination
There is a fee for each examination. This applies to all examination entries and must be paid to finalise your registration for an examination. Examination fees are not transferrable or refundable.

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

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

You can make payment by cheque or sterling bank draft, drawn on a UK bank and made payable to Edinburgh Business School. In the Make Payment section of the Student Portal, select the appropriate payment method and download the payment form. Please ensure that the form is returned to the School by the closing date and is accompanied by a cheque or bank draft made out for the required fee. A secure method of posting is recommended as the School cannot be held responsible for applications that go astray in the post.

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

Amending an Examination Entry
If you wish to change the language, location or method of your examination or move it to a future examination session, you may do so without incurring a financial penalty, provided that you advise the School before the appropriate deadline date. Simply click on Amend beside the relevant examination in the list of upcoming examinations.

Deadline dates for amending examinations, without incurring any cost, are 1 May and 1 November for the June and December examination sessions respectively, and 7 February and 24 July for the March and August examination session respectively.

Once the deadline has passed, it is not possible to amend an entry in the Student Portal at this stage; requests for amendments must be submitted to enquiries@ebs.hw.ac.uk. It should be noted that at this stage such amendments will only be made where practicable.

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

Withdrawing a Registered Examination Entry
If the deadline for amending an examination 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 examination session. Simply click on Withdraw Examination beside the relevant examination in the list of upcoming examinations. To attempt the examination at a future session you will need to register and pay the examination fee as detailed in the sections above.

Examination Details Letter
Approximately one month before the examination you will receive by email a letter of confirmation of the exact location and time of the examinations for which you have registered. Once this letter has been sent, amendments to examination entries can no longer be made in the Student Portal; they must be sent to enquiries@ebs.hw.ac.uk.

This letter will include your scanned photograph, this is proof of your entry and must be taken with you to the examination centre on the day of the examination. Failure to produce the letter
could result in the centre refusing to allow you to sit the examination. If for any reason you do not receive this letter, please ensure that you have alternative proof of identification that includes a recent photograph, such as your passport.

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

If you are absent from an examination owing to illness you must confirm this by sending a certified copy of a medical certificate to the School within four weeks of the end of the examination session. This must cover the day of the examination. If the School accepts that you were unable to attempt the examination because of illness, your examination fee will be credited and you will be registered for the examination at a future examination session of your choice.

Getting Examination Results
Once examination 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 examination.

Results for examinations taken in English will be released approximately six to eight weeks after the end of the examination session. Results for other languages may take slightly longer owing to extra quality control processes that are required.

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 the View Examination Results in the Student Portal.
- For guidance, a breakdown of your performance in each section of the examination, along with a copy of examiners’ suggested solutions, and selected students’ answers, will be available in the Student Portal.

Please note that the School will not provide any information on examination 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 Examinations
Examiners’ solutions and selected student answers are available 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 examination. It should be noted that solutions to examination multiple choice questions are never provided.

If you would like feedback on your performance you may request an analytical report on each case study and essay question. You will be required to request this in writing and to pay a fee for each course for which a report is requested.

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

Resit Examinations
If you fail a course at the first attempt you will be permitted one further opportunity to sit the examination in that subject. Edinburgh Business School may require a student who twice fails an examination in a core subject to withdraw from the programme. However, a third attempt may be granted if you have completed four other core courses. Under no circumstances will a third examination opportunity be permitted for an elective course; in such circumstances an alternative elective course must be chosen.
You can register to resit an examination at a future session and pay the examination fee by following the process detailed in the Registering for an Examination section above.

**Ill 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 examination 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: [https://www.hw.ac.uk/students/studies/examinations/mitigating-circumstances.htm](https://www.hw.ac.uk/students/studies/examinations/mitigating-circumstances.htm).

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/students/studies/complaints/student-appeals.htm](https://www.hw.ac.uk/students/studies/complaints/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 examinations, 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.

**Special Needs**

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

A student who has a disability, medical or mental health condition, or a specific learning difficulty that requires alternative examination arrangements should contact the School by the deadline for applying for an examination, providing certified copies of medical evidence confirming their disability, medical or other health condition, or specific learning difficulty. Only by disclosing a disability, medical or other health condition, or a specific learning difficulty can consideration be given to any individual support requirements.

The application should be submitted to enquiries@ebs.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.
Misconduct
The University's Student Discipline Policy and Procedures provide information on all types of misconduct (academic and non-academic misconduct) and are available at: https://www.hw.ac.uk/students/doc/discguidelines.pdf.

Academic Misconduct
Edinburgh Business School takes any breach of academic conduct very seriously and cheating in any form will not be tolerated.

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

- Bringing unauthorised material (written, printed or in any other format) or equipment into an examination.
- Communicating with, receiving assistance from, copying from or providing assistance to another candidate during an examination.
- Removing examination stationery from an examination.
- Failure to adhere to the regulations and procedures for examinations.
- Plagiarism: using plagiarised material in an examination or a project. Plagiarised material is work that has been copied from that of another person (whether published or not) without attribution, or the presentation of another's work as if it were his/her own. This includes using material from Edinburgh Business School sources such as worked answers, copying work from a fellow student, copying text from a website without acknowledgement, or simply changing a few words on an assignment, without referencing.

If you require further advice or information you should contact Edinburgh Business School.

A Student Guide to Plagiarism is available at: https://www.hw.ac.uk/students/studies/examinations/plagiarism.htm

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 examination results from the examination session in which the misconduct occurred;
- Suspension or expulsion from the University.

Full guidance on examination conduct is sent by email to all students prior to each examination session. Students should be aware that examination 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 examinations. 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 examination 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.

Academic Conduct
Making personal recordings of classes, seminars or tutorials is not permitted.

Examination Conduct
The University has regulations and procedures governing examinations and the conduct expected of examination candidates. Before each examination you will receive an email setting out what is expected of you before, during and after an examination; you should ensure that you have read and understood all requirements. Ignorance is not a valid reason for violation. Some of the main areas to be aware of are as follows:

- Identification: Students should bring valid photographic identification (e.g. driving licence or passport) and the Examination Details Letter to each examination and should display them on their desk for the duration of the examination.
• **Approved Calculators:** The use of a basic scientific calculator in an examination is permitted, provided it is a model approved by the University. Students are not permitted to bring into the examination any calculator that has text storage or retrieval facilities, or programmable or graphics functions. The majority of calculators that are programmable have the suffix ‘p’ after their name. Likewise, any calculator with the suffix ‘g’ will not be permitted. Edinburgh Business School does not supply calculators for use in examinations. Invigilators will check calculators during examinations.

• **Unauthorised Material:** No unauthorised material (e.g. notes) is permitted in an examination. Students should deposit it in their bag or in a bin prior to entering the examination venue.

• **Food and Drink:** No food is permitted in the examination venue. A drink (non-alcoholic and non-carbonated) in a transparent bottle, not exceeding 500ml, may be brought into the venue for consumption during an examination.

• **Electronic Devices and Watches:** The use of electronic devices is not permitted during examinations. Electronic devices include (but are not limited to) mobile telephones, music players and smart watches. Such devices must be switched off prior to entering the examination venue and stored in a student’s bag or under their desk. All watches must be removed and placed on desks.

• **Dictionaries:** The use of dictionaries is not permitted during examinations.

• **Conduct:** Students must comply with all instructions issued by the invigilators. A student may not communicate with, receive assistance from or copy the work of another candidate. Communication of any kind with other students in the examination venue is forbidden before, during or after an examination. Students must not begin reading or writing until given permission to do so by an invigilator.

At the end of the examination a student should return all answer-books together with any other material with which s/he has been supplied, or which s/he has written or drawn on during the examination. Under no circumstances should a student remove an answer book, used or unused, from the examination.

• **Leaving an Examination:** A student cannot leave an examination venue during the first hour or the final 30 minutes of an examination (this includes toilet breaks) with the exception of students with written medical consent or with known examination support arrangements.

A student who has to leave the examination temporarily shall be accompanied by an invigilator.

A student ready to leave the examination shall remain in his/her place until the invigilator has collected his/her examination scripts.

Regulation 9, which governs examinations, is available at: [http://www1.hw.ac.uk/ordinances/regulations.pdf](http://www1.hw.ac.uk/ordinances/regulations.pdf).

Any legitimate concerns about the conduct of examinations should be addressed to the Academic Registrar, Heriot-Watt University, Edinburgh, EH14 4AS, UK. Minor problems which can easily be resolved at the time of the examination should be addressed to the invigilator.
Graduation
When you have met the requirements for the award of the Masters 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 March 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 is available at: https://www.hw.ac.uk/events/graduation.htm

Details of future graduation dates are available at:
https://www.hw.ac.uk/student-life/how-to-apply/academic-calendar.htm
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 has to 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: [http://www.hw.ac.uk/students/doc/externalexaminersugpg.pdf](http://www.hw.ac.uk/students/doc/externalexaminersugpg.pdf).

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 distance learning).

The External Examiner makes these comments by looking at a sample of assessments and attending the Examination Board to consider assessment results/awards.

After the Examination Board has met, External Examiners produce an annual report, which includes their comments and also highlights any good practice they have identified, as well as any areas of concern. 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 [enquiries@ebs.hw.ac.uk](mailto:enquiries@ebs.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

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 at each of our campuses there is a wide range of services, facilities and materials available to assist students with their studies including:

- Text books 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.
- Individual and group areas.
- PCs connected to the campus network.
- Photocopying facilities.

Students studying by distance learning 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 examination in that course).

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

Data Sharing and Data Protection
Edinburgh Business Schools Data Sharing Policy is available via our website at: https://www.ebsglobal.net/terms-and-conditions. This Policy provides information on how the School will use your personal data, with whom it will be shared, and how it will be protected.

Visas and Immigration
If you are attending an on-campus course, such as a revision session, you may require a short-term study visa. Our administration team can answer any questions you have about visas.

Equality and Diversity
Everyone at Edinburgh Business School 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 is interpreted and implemented as appropriate across the University.

Student Feedback
There are 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 services 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 Procedures, designed to encourage prompt resolution at the earliest possible stage. Comprehensive information is available at: https://www.hw.ac.uk/students/studies/complaints/complaints.htm
Health and Safety Policy Statement
This information relates to students whilst studying at or visiting Edinburgh Business School: 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 Edinburgh Business School. 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 School has responsibility as well as to the equipment/facilities provided.

The School 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 School 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: http://www.hw.ac.uk/students/health-wellbeing/safety.htm
Links to Further Information and Services
There is a range of services aimed at helping students to get the most out of their time studying on programmes offered by Edinburgh Business School and to assist with, and remedy any problems experienced along the way.

Students study for Heriot-Watt University awards from all over the world and Edinburgh Business School is committed to providing a range of support services 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 student support and careers advice.

Edinburgh Business School: [https://www.ebsglobal.net/](https://www.ebsglobal.net/)

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

Heriot-Watt University Edinburgh Campus: [https://www.hw.ac.uk/student-life/campus-life/edinburgh.htm](https://www.hw.ac.uk/student-life/campus-life/edinburgh.htm)

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

Heriot-Watt University Malaysia Campus: [https://www.hw.ac.uk/malaysia.htm](https://www.hw.ac.uk/malaysia.htm)

Heriot-Watt University Student Union: [http://hwunion.com/](http://hwunion.com/)

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

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

Study Support: [https://www.hw.ac.uk/is/skills-development/study-support.htm](https://www.hw.ac.uk/is/skills-development/study-support.htm)

Development and Alumni Office: [https://www.hw.ac.uk/alumni.htm](https://www.hw.ac.uk/alumni.htm)
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 liability.

 Edinburgh Business School reserves the right to make changes to the content of programmes and its fees, and to modify as appropriate facilities and arrangements for students. Students will be given advance notice of any changes and steps will be taken, where appropriate, to ensure that existing students are not disadvantaged.

 Any changes will be incorporated into subsequent editions of the handbook and applicants and students should enquire as to the up-to-date position when they need to know this.

 Edinburgh Business School and Heriot-Watt University will not accept liability for any loss or injury sustained by a student whether in connection with their studies or not.
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