EUROPE  2133 students
ASIA     760 students
MIDDLE EAST 1205 students
NORTH AND CENTRAL AMERICA 2177 students
SOUTH AMERICA 210 students
AFRICA   2199 students
AUSTRALASIA 147 students
1. MBA Programme
The Edinburgh Business School Master of Business Administration (MBA) programme is long established and highly successful.

The MBA is a demanding and broad–based management degree. It enables students to gain core knowledge of subjects fundamental to management, develop analytical skills that are indispensable in problem solving and decision making, understand the process of management and human behaviour in organisations, and gain insights into the changing business, economic, social and political environments that affect the commercial world.

The effectiveness of the Edinburgh Business School MBA programme is demonstrated by its success. To date, some 19,000 students from 150 countries have graduated from the MBA, making it the world’s largest international MBA programme. All students, no matter which mode of study they pursue, must pass the same examinations, and there is no difference in standards between the different modes.

Distance Learning
The Edinburgh Business School MBA programme is based on the principle that individuals learn in different ways. The distance–learning programme, which contains all the learning resources necessary to succeed, was developed to make achievement of the MBA possible for students who do not wish to or are not able to attend campus.

The course texts are augmented by online material available in the Courses section of the Student Portal. In this area you have access to both PDF and HTML versions of the course text, which are fully searchable. The course text is also available to download as an e–book, making it easier to study on the move. In addition, the interactive Profiler™ software allows you to check your exam 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 the Examiner’s Solutions and Selected Student Answers, are available.

On–campus Tuition
It is possible for distance–learning students to attend intensive four–day seminars or two–day revision sessions. Attendance is not mandatory, and students can choose which, if any, of the courses they wish to attend in
Edinburgh or Dubai. From January 2016, students will also be able to attend seminars in Heriot–Watt's campus in Putrajaya, Malaysia.

- Intensive four-day seminars for all core MBA courses and selected electives are delivered on campus in Edinburgh and Dubai. These seminars are based on the School’s experience of teaching to corporations, and on ten years’ experience of delivering value-added seminars. The seminars assume prior study of the course materials and provide practical applications and contextualisation.

- A schedule of two-day revision seminars in core MBA courses are delivered on campus in Edinburgh and Dubai. These two-day sessions are conducted by Edinburgh Business School and give advice on examination preparation.

Further details and a timetable can be viewed [here](http://www.ebsglobal.net).

**Approved Learning Partners**

Edinburgh Business School has a network of Approved Learning Partners (ALPs), who provide academic and administrative support. ALPs are appointed only when they have satisfied the approval procedures of Heriot–Watt University and Edinburgh Business School.

### 2. Core Courses

The core courses are summarised below. Find more detailed information on the courses at [http://www.ebsglobal.net/programmes/course-tasters](http://www.ebsglobal.net/programmes/course-tasters).

**Accounting**

*Niall Lothian and John Small*

What do income statements and balance sheets tell you? They are valuable sources of insight into the financial strength of competitors, but you have to know what you are looking for; in fact, many managers are unaware of the financial position of their own organisations. How much should you charge for your products? To decide this you have to know how much they cost and this is notoriously difficult to determine. An understanding of financial and management accounting techniques, and their strengths and weaknesses, is essential for effective decision making.
Economics
Keith Lumsden
It is often wrongly concluded that economics is irrelevant to running a business. In fact, economic factors affect businesses and decision making at three levels. At the macro level, factors such as the business cycle, interest rates and exchange rates directly affect product demand and cost of production. At the market level, the type of competition determines profitability and business strategy. At the company level, efficiency principles, such as marginal analysis, opportunity cost and profit maximisation, have a direct bearing on business success. If you ignore economic principles, you will be unable to figure out likely changes in market conditions, you will be unable to understand competitive forces and you will have little idea of how to allocate resources efficiently.

Finance
Kenneth Boudreaux
Different investment projects generate different cash flows and different levels of risk. The problem is that choices have to be made between competing uses for funds because businesses typically face constraints on the availability of capital. Financial tools make it possible to reduce a bewildering array of cash flows spread over a variety of time periods to a single set of numbers: the net present values. These tools enable the efficiency principles of economics to be applied in a rigorous manner. Financial concepts also provide the link between company operations and capital markets: it is impossible to understand the behaviour of the stock market without a grasp of the principles of financial analysis.

Marketing
John Mullins, Orville Walker and Barbara Jamieson
Why do consumers purchase one product rather than another? You have to confront the issue of why consumers would purchase your product rather than that of a competitor. Factors such as market positioning, branding, consumer loyalty and segmentation determine the success or failure of products in highly competitive markets. Furthermore, it is extremely difficult to manage products successfully in competitive markets. The marketing process involves market analysis and the development and implementation of a marketing programme. To be a successful marketer you need to not only understand the factors that influence buying behaviour but also be able to bring products to market in an effective manner.
Organisational Behaviour  
*Bob Dailey*

We all work in organisations and hence probably think we know a lot about them. But in fact most of us are unaware of the factors affecting the organisation we believe ourselves to be familiar with. The effectiveness of an organisation is dependent on the motivation and behaviour of the workforce. But an organisation is continually evolving as it reacts to ongoing changes in the competitive environment. To capitalise on the capabilities of the workforce and develop an adaptive organisation it is necessary to provide appropriate incentives, develop effective teams, design an attractive job environment and manage the dynamics of organisational change. One of the major outcomes of understanding the principles of organisational behaviour is a higher degree of self-realisation of how we relate to other members of the organisation.

Project Management  
*William Wallace*

Implementing organisational change can be visualised as a project with time, cost and quality trade-offs. Project management tools and techniques are essential in keeping change processes on track. If you don’t realise that organisational processes are actually projects, you may get nasty surprises when things turn out unexpectedly. Rigorous project management techniques will not solve all problems but they do clarify the process of achieving the project’s goals.

Strategic Planning  
*Alex Scott*

The major problem facing chief executives is how to make sense of a spectrum of information and apply appropriate tools and techniques to drive an organisation through a complex and continually changing competitive environment. The complexity of real life can be structured as a process involving setting objectives, analysing competitive positioning and choosing a strategy, implementing it and adapting to feedback over time. Clearly all these steps are crucial and organisations succeed or fail depending on the robustness of their strategic processes. This means that there are no easy answers to strategic problems and the solutions offered by business gurus can be seen for what they are: popular appeals to intuition that are largely devoid of any conceptual or empirical basis. Strategic Planning is above all about thinking effectively, and using the strategic process approach requires a sound understanding of other disciplines.
Sequence of Study
The most popular course with which to start the MBA programme is Organisational Behaviour as it gives an insight into the people issues that affect management. It is recommended that Strategic Planning is the last course studied as it pulls together many of the elements of the other core courses. The Edinburgh Business School suggested sequence for core courses is provided below.

Stage 1
Organisational Behaviour
Economics
Stage 2
Marketing
Accounting
Stage 3
Finance
Project Management
Stage 4
Strategic Planning

3. Elective Courses
You can choose from a range of electives that have been designed to elaborate vital contemporary issues of concern to those who operate at the highest level.

You are encouraged to use your choice wisely. 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.

Generally, electives can be studied at any time but care should be taken to ensure that specialist subjects follow on from the relevant core. For example, Finance should precede Financial Risk Management and before commencing study on one of the specialist elective courses which lead to the MBA with a Specialism in Oil and Gas Management, you must have completed the relevant MBA core course.

See [http://www.ebsglobal.net/programmes/course-tasters](http://www.ebsglobal.net/programmes/course-tasters) for more detailed information about the electives.
The electives available are:

<table>
<thead>
<tr>
<th>Alliances and Partnerships</th>
<th>Managing Personal Competencies</th>
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</thead>
<tbody>
<tr>
<td>Competitive Strategy</td>
<td>Marketing Channels</td>
</tr>
<tr>
<td>Consumer Behaviour</td>
<td>Marketing Communications</td>
</tr>
<tr>
<td>Corporate Governance</td>
<td>Mergers and Acquisitions</td>
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<tr>
<td>Credit Risk Management</td>
<td>Negotiation</td>
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<tr>
<td>Derivatives</td>
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<tr>
<td>Developing Effective Managers and Leaders</td>
<td>Performance Management</td>
</tr>
<tr>
<td>Employee Relations</td>
<td>Practical History of Financial Markets</td>
</tr>
<tr>
<td>Employee Resourcing</td>
<td>Project Management for the Oil &amp; Gas Industry</td>
</tr>
<tr>
<td>Finance for the Oil &amp; Gas Industry</td>
<td>Principles of Retailing</td>
</tr>
<tr>
<td>Financial Risk Management</td>
<td>Quantitative Methods</td>
</tr>
<tr>
<td>Human Resource Development</td>
<td>Research Methods for Business and Management</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>Sales Force Management</td>
</tr>
<tr>
<td>Influence</td>
<td>Services Marketing</td>
</tr>
<tr>
<td>International Marketing</td>
<td>Strategic Negotiation*</td>
</tr>
<tr>
<td>Leadership</td>
<td>Strategic Negotiation for the Oil &amp; Gas Industry*</td>
</tr>
<tr>
<td>Making Strategies Work</td>
<td>Strategic Planning for the Oil &amp; Gas Industry</td>
</tr>
<tr>
<td>Managing People in Changing Contexts</td>
<td>Strategic Risk Management</td>
</tr>
<tr>
<td>Managing People in Global Markets</td>
<td></td>
</tr>
</tbody>
</table>

*Only one of these electives can count towards the general MBA

4. Degree Awards

MBA

After successful completion of nine courses, including all seven core courses and two electives, you are eligible for the award of Master of Business Administration (MBA). In this context, ‘successful completion’ means passing all the examinations. This award is also subject to the conditions that you be matriculated onto the programme, pay all due fees and comply with all other Edinburgh Business School and University requirements.

MBA with a Specialism

Edinburgh Business School offers you 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 & Gas Management. To qualify for the award of MBA with a Specialism you must successfully complete the seven core courses plus four elective courses from the designated group, as follows:
### Specialism in Finance
- Corporate Governance
- Credit Risk Management
- Derivatives
- Financial Risk Management
- Mergers and Acquisitions
- Practical History of Financial Markets
- Quantitative Methods

### Specialism in Strategic Planning
- Alliances and Partnerships
- Competitive Strategy
- Corporate Governance
- Leadership
- Making Strategies Work
- Mergers and Acquisitions
- Strategic Negotiation
- Strategic Risk Management

### Specialism in Marketing
- Consumer Behaviour
- International Marketing
- Marketing Channels
- Marketing Communications
- Marketing Research
- Negotiation
- Quantitative Methods
- Principles of Retailing
- Sales Force Management
- Services Marketing
- Developing Effective Managers and Leaders
- Employee Relations
- Employee Resourcing
- Human Resource Development
- Human Resource Management
- Influence
- Managing People in Changing Contexts
- Managing People in Global Markets
- Managing Personal Competencies
- Negotiation
- Performance Management

### 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

You are not able to hold two MBA degrees from Heriot-Watt University. Thus, if you wish to pursue an MBA with a Specialism you have two options.

- Do not graduate upon completion of nine courses; complete the additional requirements for the specialist degree before applying to graduate and receive the degree of MBA with a Specialism in the relevant subject area.

- Graduate upon completion of nine courses and subsequently complete the additional requirements for the specialist degree. Students receive their degree certificate upon graduation and a further certificate that confirms that, having been awarded the degree of MBA in a certain year, the student has duly completed a further course of study and satisfied the examiners and, by
resolution of the Senate, been awarded a specialism in the relevant subject area.

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

5. Interim Awards
The MBA Programme is structured to allow the greatest possible flexibility. En route to the MBA you have the opportunity to receive interim qualifications: the Postgraduate Certificate and the Postgraduate Diploma.

Postgraduate Certificate
To be eligible for the award of a Postgraduate Certificate in Business Administration, you must be matriculated and have successfully completed three MBA courses, at least one of which must be a core course.

A maximum of one exemption will be permitted for the award of the Postgraduate Certificate. Meeting the requirements of the Postgraduate Certificate allows you to enter the MBA programme without a first degree.

Postgraduate Diploma
To be eligible for the award of a Postgraduate Diploma in Business Administration, you must be matriculated and have successfully completed six MBA courses, at least one of which must be a core course.

A maximum of two exemptions will be permitted for the award of the Postgraduate Diploma.

Specialist Postgraduate Diplomas/Certificates
Specialist Postgraduate Certificates and Diplomas are available only as interim awards on the relevant MSc programme. They are not available to students registered on the MBA.
6. Language Options
Edinburgh Business School has made a number of the courses – seven core courses and three electives – available in other languages: Chinese (simplified), Spanish (Mexican) and Arabic.

All students, irrespective of their chosen language of study, may take examinations, at any examination session, in Chinese, Spanish, Arabic or Russian for those courses for which a translation is available.

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

Students who study the programme in Spanish have access to Spanish speaking academic and administrative support.

7. Guidance Notes
The following is a brief guide to the processes and regulations of the MBA programme. The Regulations and Ordinances of the University are updated on a regular basis. The online editions, available at http://www.hw.ac.uk/, replace all previous editions.

Registration (Matriculation)
On purchasing your first course you will receive a Programme Entry Form attached to an email welcoming you to your studies. Students studying with an ALP will receive a copy from their course coordinator.

Please complete the form in full and return it with all the necessary supporting documentation. Full details are provided in the guidance notes accompanying the Programme Entry Form.

To qualify 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 institute of higher education recognised by Heriot-Watt University.
- You meet the requirements for the Edinburgh Business School Postgraduate Certificate in Business Administration by obtaining passes in three courses, one of which must be a core MBA course.
- You hold another qualification deemed by Senate to be acceptable.
If you are not eligible for immediate matriculation, your form will be held on file and you will be matriculated when you have completed three courses, at least one being a core course.

**Student Identification and Registration Numbers**

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

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

It is recommended that your password be at least six characters long and contain at least one character from each of the following categories: uppercase letters, lowercase letters and numbers. You can change your password at any time via the Manage Your Studies section of the Student Portal.

If you forget your username or password please follow the onscreen instructions on the login page.

**Exemptions**

Exemptions from specific courses may be granted to holders of recognised academic or professional qualifications if they are of degree level and if they have been obtained by examination. University regulations do not permit exemptions to be granted for degrees obtained at the same level. Therefore, exemptions are not awarded to holders of another Master degree even if it was obtained from Heriot-Watt University.

Professional qualifications obtained by examination within two years of application may also lead to exemptions being awarded. For example, ACCA qualification holders may be eligible for exemptions in Accounting, Finance and up to two other courses. Exemptions will be awarded if holders of approved qualifications can provide evidence of comparability of course content. Guidelines on the award of exemptions are available online.
If you wish to apply for an exemption you should complete the relevant section of the Programme Entry Form or download and complete the Exemption Application Form and submit it with the required supporting documentation to Edinburgh Business School, who are the sole authority on this matter.

Eligibility for exemption is based on academic achievement only, not on work experience.

**Examinations**
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.

All examinations are subject to rigorous scrutiny by both Heriot-Watt University examiners and external examiners from other leading UK universities.

To help you prepare for the examinations, the ten most recent Past Papers, Examiner’s Solutions and Selected Student Answers are made available on the [Student Portal](#). (Note that solutions to examination multiple-choice questions are never provided.)

**Examination Sessions and Locations**
There are four examination sessions each year. At the June and December sessions, the University holds examinations for all courses at 400 locations in more than 140 countries. While some travel may be required, we endeavour to arrange examinations as near to your location as is practical, on a worldwide basis.

At the March and August sessions only a small number of courses are examined at 49 locations worldwide.

The full examination timetable is available on the [Student Portal](#).

**Special Arrangements**
You are permitted to record your answers by an appropriate alternative means approved by the School if you suffer from a disability that, in the opinion of the School, prevents you from completing an examination paper in writing. You are allowed extra time in which to complete your examination if you suffer from a disability that, in the opinion of the School,
justifies it. You must contact the School in advance of the exam deadline providing certified copies of medical evidence confirming your particular disability.

**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.**

If you have purchased a course through an ALP you should contact them as they may have special arrangements for exam applications.

**Registering for an Examination**
You must have purchased a course before you can apply for an examination in that subject.

If you are eligible to attempt an examination you can register for it via the Manage Examination Entries or View Examination Timetables sections of the Student Portal. Once you have confirmed the language, examination session and location, your selection will appear as an examination 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 disappear from your list of upcoming examinations and you will have to create a new entry.

All examination entries with the status **Awaiting Payment** will disappear from your list if payment is not made before the registration deadline for the relevant examination session.

**Your examination entry is finalised only on receipt of payment, at which point its status will change to Registered.**
Paying for an Examination
The examination fee of £125 (GBP) applies to all examination entries and must be paid to finalise your registration. **Exam fees are paid for an individual subject and are not transferrable or refundable.**

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

Online payment can be made with any of the following credit or debit cards: Visa, MasterCard, Delta, JCB, Switch and Solo. The cardholder name, email and billing address are required before you can proceed to the payment portal.

If you do not hold one of the above cards, you can make payment by a cheque or sterling bank draft, drawn on a UK bank and made payable to Edinburgh Business School. In the Make Payment section, 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 the required fee. A secure method of posting is recommended: the School cannot be held responsible for applications that go astray in the post.

Once an online or offline payment has been processed, the status of the examination entry in the list of upcoming examinations 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 a Registered Examination Entry’ section below.

Amending a Registered Examination Entry
If you wish to change the language or location of your examination or move it to a future examination session, you may do so without 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.

The 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 sessions respectively.
Rescheduling a Registered Examination Entry
If you wish to move an examination to a future examination session after one of the above deadlines you may do so, but you will forfeit your examination fee. Simply click on Reschedule beside the relevant examination in the list of upcoming examinations and select a future exam session. This will create a provisional exam entry that will require payment of the £125 examination fee to finalise the 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 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 have to register and pay the £125 examination fee as detailed in the sections above.

Examination Details Letter
Approximately one month before the examination you will receive confirmation of the exact location and time of your examination. This letter, which will include your scanned photograph, is proof of your entry and must be taken with you to the examination centre on the day of examination. Failure to produce this 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.

Use of Calculators
Edinburgh Business School does not supply calculators for use in examinations. However, the use of calculators is permitted, provided they are models approved by the University. Students are not permitted to bring into their examinations any calculator that has storage (other than basic memory functions), programmable or graphical 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. Invigilators have been instructed to confiscate any calculators that are not permitted.

Absence
Absence from an examination is not considered an attempt at the subject. However, your examination fee will be forfeited. To attempt the examination
at a future session you will have to register and pay the £125 examination fee as detailed in the sections above.

**Absence on Medical Grounds**
If you are absent owing to illness you must confirm this by sending a certified true copy of your medical certificate to the University, within four weeks of the end of the examination session. If the University accepts that you were unable to attempt the examination owing to illness, your examination fee will be credited and you will be registered for the examination at a future examination session of your choice.

**Examination Results**
Examination results will initially 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. You use your full Registration Number and SID to access this site.

Results for examinations taken in English will be released approximately eight weeks after the end of the examination session. Results for other languages may take slightly longer owing to the extra quality control processes that are required. **Please do not contact the University about release dates; you will be notified as soon as results are available.**

Your official examination results and a Certificate of Achievement for each course you pass will be despatched directly to your correspondence address.

Edinburgh Business School will not advise examination results over the phone or by email under any circumstances.

**Appeals**
There are specific grounds under which an academic appeal can be submitted. These are set out in the Student Academic Appeal Policy and Procedures documents, which can be found at [http://www.hw.ac.uk/students/complaints/student-appeals.htm](http://www.hw.ac.uk/students/complaints/student-appeals.htm).

You are not permitted to dispute the decisions or question the academic judgement of the Board of Examiners once the results are released.

If you are considering submitting an appeal, it is important that you act promptly.
Under no circumstances will examination scripts be returned to you after the examination.

Re-sits
If you fail a course at the first attempt you will be permitted one further attempt in that subject. Edinburgh Business School may require a student who twice fails an examination in a core course 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 attempt be permitted at an elective course. An alternative elective must be chosen to obtain an award.

You can register to re-sit an examination at a future session and pay the £125 examination fee by following the process detailed in the ‘Registering for an Examination’ section above.

Your Mark Breakdown, along with the Examiner’s Solutions and Selected Student Answers available in the Past Papers section of the Student Portal, will provide you with an indication of the standard required to pass the course and help you to prepare for a possible re-sit. (Note 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 indicate this by correspondence and to include a fee of £125 for each course for which the report is requested.

Special Circumstances
You should notify the School as soon as possible after the examination of any illness or other exceptional circumstances that may have adversely affected your performance and that you would like the examiners to take into account in making their decision. For further guidance please go to http://www.hw.ac.uk/registry/resources/special-circumstances-policy.pdf.

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%.
- All other requirements for award have been satisfied.

The relevant Committee awards compensatory passes when it meets to confirm the names of those eligible to graduate.

**Graduation**

When you have met the requirements for the MBA degree, your eligibility for the award must be confirmed by the relevant University Committee. Once this has happened, you will be sent a graduation pack that will contain all the information you need to apply to graduate with your degree. You are not considered to be an MBA graduate until the degree has been conferred at a graduation ceremony.

Graduation ceremonies are held in Edinburgh in June and November, with additional ceremonies in various locations worldwide in 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.

**European Diploma Supplement**

A European Diploma Supplement (academic transcript) will be included in your graduation pack. 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 can be obtained from enquiries@ebs.hw.ac.uk for a charge of £10 (GBP).

**Changes to Contact Details**

You are responsible for notifying us of any changes to your contact details. You can do this directly through the Student Services site. Changes in name
should be notified to us in writing together with a copy of the legal documentation that confirms this change (marriage certificate, deed poll certificate, etc.).

**Changes to Fees and Programme Structures**
Edinburgh Business School reserves the right to make changes to its fees and the structure of the programme at any time. Students will be given advance notice of any changes and steps will be taken to ensure that existing students are not disadvantaged.

**Data Sharing Policy**
Edinburgh Business School at Heriot-Watt University and its commercial partners work in partnership to deliver the courses and programmes. To ensure the programme is managed efficiently and students supported effectively, some information recorded as you progress in your studies will be shared between Edinburgh Business School and its partners. The full Data Sharing Policy can be viewed here.

**Complaints Policy and Procedures**
Heriot–Watt University is committed to providing an excellent education and high-quality services to its students, from enrolment through to graduation. The University values complaints and uses the information gained to help improve services. The Complaints Policy and Procedures apply to all services provided by Heriot–Watt University, including Edinburgh Business School and the Dubai and Malaysia campuses.

Comprehensive information is provided here.
8.3 A candidate shall act in accordance with any instructions issued by an invigilator.
8.4 A candidate shall not be permitted to introduce printed or other material into the examination room except such as may be authorised by the examiners. Mobile telephones and other electronic equipment shall be switched off and shall be deposited with other personal items in an area designated by an invigilator. Random checks may be made of any material or equipment brought into the examination room. A candidate found to be in possession of a mobile telephone or other unauthorised electronic equipment may be liable to a fine.
8.5 A candidate must provide their own standard calculator if required for the completion of the examination.
8.6 A candidate shall bring his or her matriculation card and or exam detail letter to an examination and shall display it on the desk for the duration of the examination.
8.7 A candidate shall be admitted to the examination room not earlier than fifteen minutes before the start of the examination.
8.8 A candidate shall not normally bring food into the examination room but may be allowed to bring in a non alcoholic beverage.
8.9 A candidate shall not be admitted to the examination room later than half an hour after the start of the examination except with the permission of an invigilator.
8.10 A candidate shall not leave the examination room earlier than half an hour after the start of the examination except with the permission of the invigilator and shall not leave the examination room during the last fifteen minutes of an examination. A candidate shall remain in his or her seat at the end of an examination until the invigilator has collected all the examination scripts and, where appropriate, any equipment belonging to the University.
8.11 A candidate who has to leave the examination room temporarily shall be accompanied by an invigilator or an examination assistant.
8.12 A candidate shall normally remain in his or her place whilst in attendance at a written examination except in circumstances provided for in paragraphs 8.10 or 8.11.
8.13 All absences from the examination room during the examination or late arrivals at and early departures from the examination room shall be noted on a candidate's examination script by the invigilator.
8.14 A candidate may begin writing and shall stop writing on the instructions of an invigilator.
8.15 At the start of an examination a candidate shall receive an attendance card on which he or she shall immediately write his or her name, course and matriculation number, the subject of the examinations and the date then sign.
8.16 A candidate shall write answers in the answer-books or other examination stationery provided. At the end of an examination a candidate as instructed by an invigilator shall return all answer-books together with any other material with which he or she has been supplied, or on which he or she has written or drawn during the examination.
8.17 The answer books completed by a candidate during an examination shall thereafter become the property of the University and shall not be released except in accordance with the due process of law.
8.18 A candidate ready to leave the examination room shall remain in his or her place until the invigilator has collected his or her examination scripts and where appropriate, any equipment belonging to the University and has given any other relevant instructions. When he or she receives permission to leave the examination room a candidate shall do so expeditiously and quietly.
8.19 A candidate may not communicate with, receive assistance from or copy from the paper of another candidate or use any other unfair means during an examination.
8.20 A candidate may be required by an invigilator to withdraw from an examination for good cause. The invigilator shall as soon as possible report any such withdrawal to the appropriate Dean, the Head of the candidate's Department or his or her Director of Studies and the Head of the Department offering the module.
8.21 The answer-book of a candidate who is required to withdraw shall be sent by the invigilator to the Head of Department offering the module together with a note explaining the circumstances of the withdrawal.
8.22 A candidate whose examination scripts are judged to be so illegible that assessment is impossible may be required to dictate them to a typist under supervision and at his or her own expense. A request from the examiners for such action shall require the approval of the Head of the Department offering the module.
8.24 A candidate who disregards the procedures in this regulation concerning the introduction of electronic equipment, mobile telephones and calculators (other than those authorised by a head of department) into an examination room, may be liable to disciplinary action.

NOTES/SPECIAL ARRANGEMENTS:

1. Any legitimate concerns about the conduct of examinations organised off-campus should be addressed to the Academic Registrar, Heriot-Watt University, Edinburgh EH14 4AS, Scotland, UK. Minor problems which can be easily resolved at the time of the examination should be addressed to the Invigilator.
2. Invigilators are only permitted to make general announcements to all candidates in order to explain any typographical errors in, or omissions from, the examination paper, or to convey other instructions from the examiners. Invigilators cannot discuss an examination paper with a candidate individually.
3. Penalties for cheating. Past cases of cheating in examinations have been dealt with severely. The Heriot-Watt University Senate wishes to stress that cheating in examinations, including the introduction or use of unauthorised material, is a very serious offence and that the penalties which may be imposed if an allegation of cheating is admitted or proved included
   - Exclusion, suspension or disqualification from examinations
   - Suspension from attendance at the University for a stipulated period
   - Expulsion from the University.
4. A candidate whose examination scripts are judged to be so illegible that assessment is impossible may be required to dictate the contents to a typist under supervision at the candidate's expense. Such a request would require prior approval by writing to the Academic Registrar, Heriot-Watt University, Edinburgh EH14 4AS, UK
5. A candidate in any examination who, for medical or other reasons, requires special arrangements to be made must submit the request to the Academic Registrar, Heriot-Watt University, Edinburgh, Scotland, EH14 4AS.