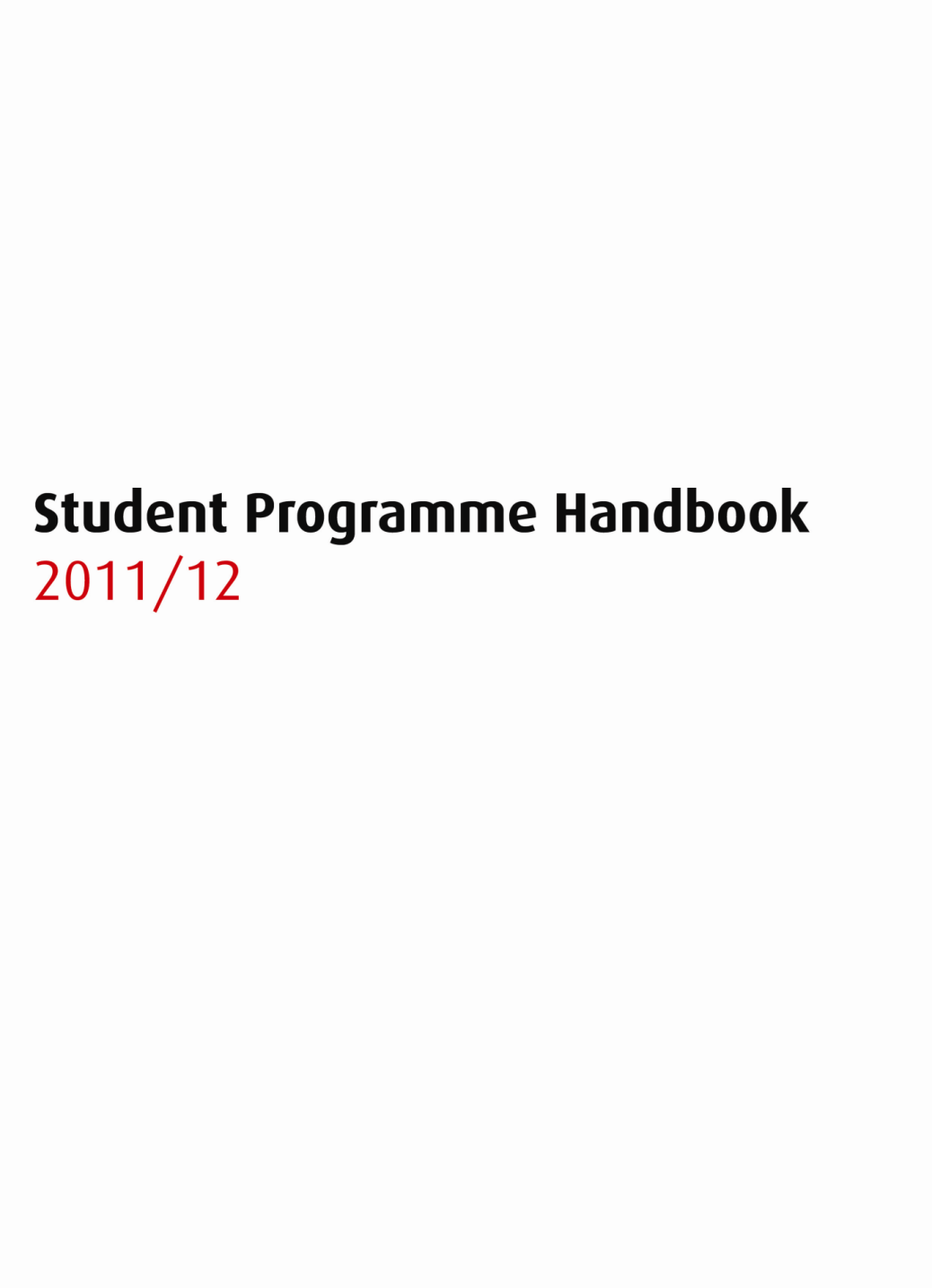


**Master of Business Administration (Online)**

**Master of Business Administration (Top-up)**

****

**2013-15**

**Business School**

**Student Name:**

**Programme Leader: Dr. Ioannis Bournakis**

**Information in alternative formats**

This handbook can be found online at:

If you have a disability which makes navigating the website difficult and you would like to receive information in an alternative format, please contact Sobia Hussain, Disability Support Officer on   
0208 411 4945 or [S.Hussain@mdx.ac.uk](mailto:S.Hussain@mdx.ac.uk)

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We can supply sections from this publication as a Word or pdf document with enlarged type and sent by email. Other formats may be possible. We will do our best to respond promptly. To help us, please be as specific as you can about the information you require and include details of your disability.

**Purpose and status of your student programme handbook**

The purpose of this handbook is to provide you with information about your programme of study and to direct you to other general information about studying at Middlesex University, the majority of which is available on UniHub.

The material in this handbook is as accurate as possible at the date of production however you will be informed of any major changes in a timely manner.

Your comments on any improvements to this handbook are welcome. Please send any comment or feedback directly to the programme leader: [I.Bournakis@mdx.ac.uk](mailto:I.Bournakis@mdx.ac.uk)

**The University Regulations and Student Charter**

As a student of Middlesex University you agree to abide by the University Regulations when you enrol and therefore you should read this handbook in conjunction with the Regulations which are available online at; [www.mdx.ac.uk/regulations](http://www.mdx.ac.uk/regulations/).

Some of the key regulations have been repeated on the Your Study pages on UniHub<http://unihub.mdx.ac.uk/study>.

You should also read the Student Charter which was co-developed by Middlesex students, staff and the Students’ Union. This sets out your responsibilities as a student and those of the University to ensure that all students have an enjoyable, rewarding and effective experience during their time at Middlesex. You can find the Student Charter on unihub: <http://unihub.mdx.ac.uk>

Contents

[University and Programme Academic Calendar 6](#_Toc366411949)

[Student attendance dates 6](#_Toc366411950)

[Learning Framework Term dates 6](#_Toc366411951)

[WELCOME TO THE BUSINESS SCHOOL 7](#_Toc366411952)

[Welcome from the Dean 7](#_Toc366411953)

[Programme Leader’s Welcome 8](#_Toc366411954)

[CONTACTS AND COMMUNICATION 9](#_Toc366411955)

[Programme staff and contact details 9](#_Toc366411956)

[Student website – UniHub 11](#_Toc366411957)

[Giving your feedback– suggestions and complaints 12](#_Toc366411958)

[Data Protection and Privacy 12](#_Toc366411959)

[YOUR PROGRAMME 13](#_Toc366411960)

[‘Getting started’ and ‘My Programme’ 13](#_Toc366411961)

[Programme structure 13](#_Toc366411962)

[Programme structure (Top-Up) 13](#_Toc366411963)

[How you will be taught 15](#_Toc366411964)

[How and when you will be assessed 15](#_Toc366411965)

[Reviewing your progress 16](#_Toc366411966)

[Feeding back on your programme 16](#_Toc366411967)

[Middlesex Programme Feedback Survey 17](#_Toc366411968)

[Employability 17](#_Toc366411969)

[Employability and your programme 17](#_Toc366411970)

[Careers Service 18](#_Toc366411971)

[Assuring the quality of your programme 19](#_Toc366411972)

[External Examiners 19](#_Toc366411973)

[LEARNING& TEACHING AND ASSESSMENT 20](#_Toc366411974)

[Learning and teaching methods 20](#_Toc366411975)

[Applied Learning Experiences 20](#_Toc366411976)

[Group Learning 21](#_Toc366411977)

[Assessment methods 21](#_Toc366411978)

[Submission, receipt, marking and return of assessment 22](#_Toc366411979)

[Submission of assessment 22](#_Toc366411980)

[Exams 22](#_Toc366411981)

[Marking, second marking and moderation 22](#_Toc366411982)

[Return of coursework 22](#_Toc366411983)

[Assessment Feedback 22](#_Toc366411984)

[Progressing on your programme 23](#_Toc366411985)

[Academic Levels 23](#_Toc366411986)

[Your grades 23](#_Toc366411987)

[Grade criteria 24](#_Toc366411988)

[Re-assessment 24](#_Toc366411989)

[Deferral of assessment 24](#_Toc366411990)

[Extenuating Circumstances 24](#_Toc366411991)

[Results 25](#_Toc366411992)

[Certificates 25](#_Toc366411993)

[Diploma supplement 25](#_Toc366411994)

[Academic misconduct 25](#_Toc366411995)

[Appeals 26](#_Toc366411996)

[SUPPORT 27](#_Toc366411997)

[Academic Support 27](#_Toc366411998)

[Academic staff 27](#_Toc366411999)

[Achievement Advisor support 27](#_Toc366412000)

[Assessment Officer support 27](#_Toc366412001)

[Support services around the University 27](#_Toc366412002)

[Information on UniHub 27](#_Toc366412003)

[Student Helpdesk 28](#_Toc366412004)

[Middlesex University Students’ Union (MUSU) 28](#_Toc366412005)

University and Programme Academic Calendar

This is your calendar for the 2013/14 academic year.

**2013/2014 London Academic Calendar – Postgraduate September starters**

**dates to be confirmed**

# Student attendance dates

To be confirmed

# Learning Framework Term dates

To be confirmed

You can view your academic calendar on the ‘My Middlesex’ pages of UniHub:<http://unihub.mdx.ac.uk/mdx/calendar/index.aspx>

WELCOME TO THE BUSINESS SCHOOL

Welcome from the Dean

Welcome to the University and to the Business School. This programme handbook should be treated as though it is our contract with you – keep it safe so that you may refer to it throughout your time here. It contains an overview of your programme and the content of its modules and signposts key contacts, services and information you need to progress through your studies and get the most out of student life at Middlesex.

From our side we will deliver the best student experience we can so that you can build on your skills and knowledge and achieve your full potential. In return we expect you to engage actively in the learning process, fully committed to your studies and determined to succeed.

In your early weeks you are not expected to absorb everything in detail but to be aware of main documents and their content (including reading through this handbook and consulting theother information sources flagged here). In particular as an enrolled Middlesex student you have certain rights but also specific responsibilities. For details see the full **University Regulations** in particular ‘**University Membership**’ ([www.mdx.ac.uk/regulations](http://www.mdx.ac.uk/regulations/)) and if you have not already done so, explore **UniHub** ([http://unihub.mdx.ac.uk](http://unihub.mdx.ac.uk/)) the student website which contains detailed advice and support to assist you further.

We know it takes time to settle in to University life. If you still have questions to ask, your first port of call should be UniHelp. For those attending the Hendon campus for your programme this is located in the Sheppard Library, and students following the programme online can access it by telephone on **020 8411 6060 (UK) or 0044208 411 6060 (International) or via Email at** [unihelp@live.mdx.ac.uk](mailto:unihelp@live.mdx.ac.uk)Staff there will be pleased to help and direct you.

Here at Middlesex we are very proud of our academic programmes and students and we look forward to meeting you.

Anna Kyprianou

Dean and Pro Vice-chancellor

Middlesex University Business School

Programme Leader’s Welcome

Welcome to the on line MBA programme at Middlesex University. It is a great pleasure to have you in our programme and we wish you a very productive and enjoyable learning experience. All the academic members associated with the MBA are experts in their field and address any issue you have with the modules taught in the programme. The assessment structure of the programme is practice oriented and it is designed in a manner suitable for enriching your managerial and business skills.

As this is an on line programme, there are no exams and most of assessment components are coursework based. Please ensure that you prepare all the tasks related to the on line learning sessions plus that you engage to online discussions with your fellows and academic staff. Interaction is a key element of the on line MBA, so active participation is required and expected from everyone. This is the path to maximise knowledge gains and acquire new skills and techniques. Our MBA is characterised by a great ethnic diversity and we view this as a great opportunity for our on line students to build up new business networks as well as to exchange experience with colleagues from around the world. Finally, I would strongly recommend you to use our Learning Resources in preparing your assessment tasks. Learning facilities of Middlesex University are a major asset so it is of crucial importance for all participants to benefit by maximising their use.

The role of Programme Leader is to support and advise you on academic matters throughout your studies in the MBA programme. I look forward to working with you and helping you achieve your learning and career objectives.

Dr Ioannis Bournakis

Programme Leader

Room W212

Tel: 02084115349

Email: [I.Bournakis@mdx.ac.uk](mailto:I.Bournakis@mdx.ac.uk)

CONTACTS AND COMMUNICATION

Programme staff and contact details

The following members of staff are those who have a major input into your programme and you will be able to find most of these, as well as other important contacts listed in your Key Contacts on myUniHub; <https://myunihub.mdx.ac.uk/web/home-community/mymiddlesex>

| ***Staff Name*** | ***Title*** | ***Room*** | ***Ext\**** | ***Email*** |
| --- | --- | --- | --- | --- |
| Ioannis Bournakis | Programme Leader | W212 | 5349 | [I.Bournakis@mdx.ac.uk](mailto:I.Bournakis@mdx.ac.uk) |
| Stephane Bignoux | Module Leader  MBA4634 Business Strategy | W111 | 5841 | [S.Bignoux@mdx.ac.uk](mailto:S.Bignoux@mdx.ac.uk) |
| Anna Kyprianou | Dean of Business School, Module Leader  MBA4632 Executive Leadership | W240 | 5753 | [A.Kyprianou@mdx.ac.uk](mailto:A.Kyprianou@mdx.ac.uk) |
| Vinaya Shukla | Module Leader  MBA4636 Operations Management | W107 | 4247 | [v.shukla@mdx.ac.uk](mailto:v.shukla@mdx.ac.uk) |
| Ioannis Bournakis | Module Leader  MBA4643 Finance & Economics | W212 | 5349 | [I.Bournakis@mdx.ac.uk](mailto:I.Bournakis@mdx.ac.uk) |
| Hong Woo | Module Leader  MBA4646Marketing Management | W102 | 5846 | h.woo@mdx.ac.uk |
| Nathalie van Meurs | Module Leader  MBA4645 Management Perspectives | W104 | 4536 | [N.Van-Meurs@mdx.ac.uk](mailto:N.Van-Meurs@mdx.ac.uk) |
| Lakshmi Narasimhan Vedanthachari | Module Leader MBA4647 Information Management | W109 | 3020 | |  |  | | --- | --- | |  | L.N.Chari@mdx.ac.uk | |
| Ioannis Bournakis | Module Leader  MBA4665 Research Methods and MBA4800 Dissertation | W212 | 4247 | [I.Bournakis@mdx.ac.uk](mailto:I.Bournakis@mdx.ac.uk) |
| Simon Best | Module Leader MBA4850 Business Transformation Project | W157 | 5030 | |  |  | | --- | --- | |  | S.Best@mdx.ac.uk | |

1. When calling from outside the University please dial the prefix 020 8411 and the extension number you require.

**Administration staff**

|  |  |  |  |
| --- | --- | --- | --- |
| Staff Name | Title | Ext\* | Email |
| Miranda Solomons | Administration Support Officer | 4657 | [M.Solomons@mdx.ac.uk](mailto:M.Solomons@mdx.ac.uk) |
| Ann Jackman | External Programme Co-ordinator | 4971 | [A.Jackman@mdx.ac.uk](mailto:A.Jackman@mdx.ac.uk) |
| Alison Scales | External Programme Co-ordinator | 4202 | [A.Scales@mdx.ac.uk](mailto:A.Scales@mdx.ac.uk) |
| Jamie Halstead | Business School Liaison Librarian | 5851 | [J.Halstead@mdx.ac.uk](mailto:J.Halstead@mdx.ac.uk) |
| Luciano Celini | English Language support | 6641 | [L.Celina@mdx.ac.uk](mailto:L.Celina@mdx.ac.uk) |

**Contacting staff**:

*For online students –* In each module a tutor will act as a syndicate group leader, who will be able to deal with queries and issues. Additionally, you can contact your module Leader for issues associated coursework submission, deadlines etc. Module leaders and tutors can inform you which way of communication is more convenient, such as email, Skype or phone conversations etc. Students can also contact any of the above administrative staff for non-academic related issues.

Student website – UniHub

One of your primary sources of information is the student website **UniHub**; <http://unihub.mdx.ac.uk> which can be accessed on and off campus .The site has the latest news and events from around the University, plus a lot of useful information about your support services as well as all the important regulations and policies you should be aware of. This website is your first port of call for all general Middlesex information although some of the important items are included in this handbook.

The site also has a password protected section **myUniHub**(accessed from the UniHub home page). Here you can view personalised information on your studies such as your **timetable**, **grades**, **programme information** and **coursework** as well as undertake most administrative tasks such as **enrolling** and **updating your contact details**.

**Login details for myUniHub**

Your login details to access the personalised areas of UniHub are:

* **Username:**Your **IT User ID** – this is the 5 digit code found on the reverse of your student card in the format *aannn*(where ‘*aa*’ are your initials and ‘*nnn*’ is a system generated number).
* **Initial password:** Your 9 digit **student number** (including the ‘M’) and the first three characters of your birth month e.g. M12345678nov. When you first log in you will be prompted to change your password to something more memorable (you should have already done this).

**You can find both your IT User ID and your student number on your student card.**

If you have any problems accessing myUniHubplease contact UniHelp:<http://unihub.mdx.ac.uk/support/unihelp/index.aspx>

**Email**

As an enrolled student you have your own university email address. Lecturers, the student support team, the library and other areas of administration will use this e-mail address to contact you so it is critical that you check your account regularly (at least twice a week).

Your email address is your IT User ID and is in the form *aannn*@live.mdx.ac.uk where (‘*aa’* are your initials and ‘*nnn’* is a system generated number). Your IT user ID is found on the reverse of your student ID card.

You can access your email by logging into UniHub and going to the My Middlesex page; [https://myunihub.mdx.ac.uk](https://myunihub.mdx.ac.uk/web/home-community/mymiddlesex)

Quick guides on using your account are available on UniHub; [http://unihub.mdx.ac.uk/support](http://unihub.mdx.ac.uk/support/index.aspx)

In case of any problems with your email please contact UniHelp:<http://unihub.mdx.ac.uk/support/unihelp/index.aspx>

**Text messages**

We may also send you text messages with important and urgent information so please ensure that you provide us with an up-to-date mobile phone number when you first enrol and inform us when it changes (see below for how).

**Your contact and personal details**

It is very important that you keep us informed of any changes to your personal contact details and of your emergency contact at all times. You can view and change what we currently have recorded for you on the Admin and Finances page of myUniHub; <https://myunihub.mdx.ac.uk/web/home-community/myadminandfinances>

**Please note that you cannot change your name online.**  This has to be done in person atthe Student Helpdeskwith official supporting documentation (marriage certificate, passport etc). Online students who wish to change this are advised to contact the programme administrator.

Giving your feedback– suggestions and complaints

From time to time you will be asked for your feedback on your programme, modules and the University. This feedback is important to us and we aim to let you know what has happened as a result. One way we do this is through the university publication *You Said We Did* which can be read on the Student Feedback pages on UniHub: <http://unihub.mdx.ac.uk/mdx/feedback>.

We welcome your suggestions on how we might improve even when this takes the form of a complaint.If you have a suggestion or a complaint about any aspect of university life then please raise it with the person concerned in the first instance. If you are not satisfied with the outcome you can progress the matter through the management structure of the University. Full details of how to do this are available on the student feedback pages of UniHub: <http://unihub.mdx.ac.uk/mdx/feedback>

Data Protection and Privacy

The information that you provide at enrolment is held on a computerised database and maintained in accordance with the Data Protection Act. We ensure that the data is held securely and not disclosed to third parties without your consent, unless we are obliged to do so by law (for example the annual student record that we submit to the Higher Education Statistics Agency).

To ensure security, continuity and privacy, the University discourages the use of private accounts for University business. You should ensure that the personal information about you is accurate and up to date but you are not required to publicise this private information to other students or individual members of staff.

YOUR PROGRAMME

‘Getting started’ and ‘My Programme’

Prior to starting at Middlesex you would have received access to the ‘Getting started’ and ‘My Programme’ bridging materials on your Getting Started page of UniHub. We hope you find these useful but if you haven’t had a chance to read them then you should do this as soon as possible.

After the start of term your Getting Started page will no longer appear in UniHubhowever you can still access the bridging materials via the My Study page on myUniHub; <https://myunihub.mdx.ac.uk/web/home-community/mystudy>

Programme structure

The On Line MBA programme has six core modules:

MBA4634 Business Strategy (20 credits)

MBA4632 Executive Leadership (20 credits)

MBA4636 Operations Management (20 credits)

MBA4643 Finance and Economics (20 credits)

MBA4645 Management Perspectives (20 credits)

MBA4646 Marketing Management (20 credits)

In addition students will take

**EITHER:**

MBA4647 Information Management (20 credits)

MBA4665 Research Methods (10 credits)

MBA4850 Business Transformation Project (30 credits)

**OR:**

MBA 4800 Project (60 credits)

Programme structure (Top-Up)

Your prior Diploma level study will have enabled you to meet the learning outcomes covered by the modules on Operations Management, and Management Perspectives, in the context of your own professional area and industry.

The MBA programme has three core modules:

MBA4634 Business Strategy (20 credits)

MBA4632 Executive Leadership (20 credits)

MBA4646 Marketing Management (20 credits)

MBA4643 Finance and Economics (20 credits)

In addition students will take

MBA4665 Research Methods (10 credits)

MBA4850 Business Transformation Project (30 credits)

**Full-time and online programmes:**

**CORE:** (for full time students Modules MBA4632, 4643 and 4645 will run in term one, and BBBB, CCCC and 4646 will run in term 2)

MBA4646

Marketing Management

(20 credits)

MBA4632

Executive Leadership

(20 credits)

MBA4634

Business Strategy

(20 credits)

MBA4643

Finance and Economics (20 credits)

MBA4645

Management Perspectives

(20 credits)

MBA4636

Operations Management

(20 credits)

**PLUS**

**EITHER**

MBA4850

Business Transformation Project (30 credits)

MBA 4665

Research Methods

(10 credits)

MBA 4647

Information Management

(20 credits)

**OR**

MBA 4800

Dissertation

(60 credits)

**Top-up programme**

MBA 4665

Research Methods

(10 credits)

MBA4643

Finance and Economics (20 credits)

MBA4850

Business Transformation Project (30 credits)

MBA4632

Executive Leadership

(20 credits)

MBA4634

Business Strategy

(20 credits)

MBA4646

Marketing Management

(20 credits)

You can find a list of the modules you are currently registered for within the My Learning area on the My Study page of myUniHub;<https://myunihub.mdx.ac.uk/web/home-community/mystudy>.

When you click on any of the modules you will be able to access associated learning materials (e.g. lecture notes), information on the learning aims and outcomes and assessment methods as well the schedule for assessment which will include deadlines for the submission of your assessment. **Announcements for any of your modules will also appear in My Learning on myUniHub so you should log in and check each module regularly.**

How you will be taught

A range of methods are used to enable you to have the best possible learning experience. Relevant concepts and theory are usually put onto presentation slides and uploaded onto the My Learning part of Unihub, our e-learning portal. To bring out the nuances of practice in relation to theoretical/conceptual ideas, case studies are distributed in advance for individual and collective study. Students will need to attend online discussions as well as to prepare case studies as specified in each individual module. This preparation and reading can then be discussed with other students and module tutors. Interaction and continuous exchange of ideas would be a key element of all modules of the on line MBA.

The role of the academic tutor in the online sessions is more of a facilitator who may use question/answer, group discussion, presentation and short test formats to develop student’s understanding of the subject. Some tutors may also use simulation methods, audio and videos to supplement their lectures.

**Library**

A series of Library Subject Guides (<http://libguides.mdx.ac.uk>) have been designed to assist students. Each one supports an individual subject area, including Business and Management, and includes links to useful resources such as key websites and blogs as well as general help with studying and researching topics for assessment.

You can get also specialist support from your Liaison Librarian (see key contacts at the start of this handbook) who provides information and research skills workshops relevant to the Business and Management area. The subject librarian works closely with your lecturers to ensure the resources and support that you need is available. You can contact your librarian if you require individual support or if you would like to suggest a book/DVD etc for the library.

Please refer to UniHub for full information about the library and learning resources available to you: [http://unihub.mdx.ac.uk/study/library](http://unihub.mdx.ac.uk/study/library/index.aspx)

**Learner Development Unit**

The Learner Development Unit (LDU) is a team of specialists in academic writing and English language development, numeracy and dyslexia support. LDU support this programme through a one day workshop on English reading, writing and referencing. However, you are free to contact them at other times and they can provide you with an individual programme of support in different areas.

More information can be found on the Your Study page of UniHub: <http://unihub.mdx.ac.uk>

Alternatively the LDU can be contacted on 0208 411 5116 or at [LDU@mdx.ac.uk](mailto:LDU@mdx.ac.uk)

### How and when you will be assessed

An assessment schedule for each module will be provided to you with the beginning of each module. The design of the overall assessment structure aims to ensure a balanced workload in accordance always with module learning objectives and outcomes. For more information about assessment, including how to submit assessed work, please refer to the main section on this handbook on assessment.

**IMPORTANT:** Please note that assessment deadlines should be respected by everyone. Given that many professionals are likely to be over-loaded with their own job commitments, it is possible to provide some extra time for submitting coursework. However, this can be considered as a universal rule and any request for extension will be assessed by module leaders on an individual basis. Time management skills are required for planning work and tasks in advance.

Reviewing your progress

1. There are a number of activities to enable you to focus upon and understand your own learning and development and help you to progress and achieve good results.
2. **Induction** activities provide an initial introduction to study skills, personal development planning, academic standards and student expectations, along with the opportunity to get to know your fellow students and the programme team.
3. After the first two months of the programme you can arrange an online meeting with the Programme Leader (i.e. prior to a mutual agreement) to share your experiences and concerns. This can be repeated with the completion of the second module, around week 24. By then, you will have a clear view about your progression and achievements and thus it will be easier to identify your plans and needs for your future aims and goals.

Feeding back on your programme

**Boards of Study and student representatives**

Each programme (or group of programmes) has a Board of Study the purpose of which is to provide a forum for discussion between your student representatives and the staff involved in all aspects of the Master of Business Administration programme.

For online students Boards of Study operate as a discussion area, with separate virtual rooms for specific agenda items.

The membership for all Boards of Study includes:

* Student representatives(see below for more information about being a student rep)
* Director of Programme/ Head of Department (Chair)
* Programme leader and other academic staff involved in the delivery of the programme/modules
* Support services representatives

Your student representative is responsible for notifying the Board of issues which have been brought to them by you. Minutes are made of the discussions and decisions of each meeting and these are circulated to members. The minutes are also considered by the School during an annual review period. You can read the minutes of your Board of Study meeting online at the MBA Programme page.

**Boards of Study meeting dates 2013/14**

Board of studies meetings are held twice in each academic year. The first will be held in November 2013 and the second in March 2014. You will be contacted regarding student representation and exact dates by your programme administrator.

**Student representatives** are elected (normally by the end of week 2) to ensure that the interests of students on the programme are adequately represented (they normally represent a year group of a particular programme) and to feedback to those students the outcomes of any meeting they attend. In the on line version of the MBA, student representative can write a report to Programme Leader with comments and feedback. The aim of this report is to reflect collectively student experience, which implies that student representative should be advised other members of the programme about their views, problems etc before writing any statement to the programme leader.

You can find out who your representative is on the Middlesex University Students’ Union (MUSU) website: <http://www.musu.mdx.ac.uk/student_representation>

More information, including student rep training dates, is available on the MUSU website: <http://www.musu.mdx.ac.uk/student_representation>

### Middlesex Programme Feedback Survey

The Programme Feedback Survey takes place towards the end of the academic year and is an online anonymous survey. The aim of the survey is to give you the opportunity to give your views on the quality of your programme and your satisfaction overall. You are asked to say how much you agree (strongly agree to strongly disagree) with 23 different statements in each of the following areas:

* + Teaching on my course – questions about your lecturers
  + Assessment and feedback – how prompt, useful and clear?
  + Academic support – advice, support and contact with academic and non academic staff
  + Organisation and management – communication and organisation of your course
  + Learning resources – Library, IT and specialised facilities
  + Personal development – confidence and communication skills
  + Overall satisfaction
  + Students’ Union

It is important that you complete this survey as it helps us to identify what you think is going well and what we need to address to continue to improve the student experience for you and future students at Middlesex.

Results of the survey are available by the start of the new academic year and each programme or department is expected to produce an action plan to say how they intend to resolve any problemsand share any good practice. This action plan will be discussed during Board of Study meetings with student representatives.

Employability

Middlesex is committed to supporting you in enhancing your employability and helping you to develop professionalism in your field of choice as employers constantly tell us that they are looking for polished graduates who not only have a good degree but who also have the right skills, attributes and values to support their knowledge.

The Confederation of British Industry (CBI) defines employability as **'a set of attributes, skills and knowledge that all labour market participants should possess to ensure they have the capability of being effective in the workplace, to the benefit of themselves, their employer and the wider economy**’.

### Employability and your programme

The development of employability skills – for example, team work, self-management, business and customer awareness, communication, literacy and numeracy – are all integral parts of the MBA programme although this may not always be evident to you as they will not always be presented as such.

In each module in the programme, learning is through case studies, which gives a real world context to theory. Students work and are assessed in groups, with the assessments being through group presentations in most modules. Moreover, most modules include a real life element in the assessment, which helps students in gaining multiple employability competencies. Finally, the MBA Project, whether students take the larger or smaller scale version, will require independent work on a real business problem, drawing on consultancy or entrepreneurial skills. This brings about a significant improvement in capabilities and confidence, useful for employment purposes.

Although this highlights to a certain extent how employability has been embedded in the MBA programme curriculum, it is still your responsibility to actively seek out these skills and identify what is covered where.

Your employability cannot be ensured without your engaging with and understanding the importance of it. Once you take ownership of this, the University can support your development in a variety of proven and relevant ways both within your curriculum, outside of your curriculum and outside of the University, by helping you to make sense of your experiences and understand how to articulate your learning and development.

**Personal Development Planning (PDP)**

PDP is not a compulsory element in your programme. However, it can provide you with an opportunity to assess the value of the skills and knowledge you are developing and identify your future learning and development needs. It offers a structured way to reflect on what you are good at and what you need to develop further. You will learn to review your own skill levels and what you have learned from different situations and environments, including your studies, part time work, voluntary work and other activities. You will record your reflections and use them to help you think about and plan your future development.

This is an important part of your personal development and reflects the working environment, where employers (and even more so professional associations) encourage not only new graduates but also those who are progressing in their careers to assess their own continuous professional development (CPD) using a portfolio. You can also use your record of PDP as a valuable aid for marketing your skills to employers in recruitment and selection processes.

**Employability support around the University**

In addition to the employability skills embedded in your programme there are various areas across the University which can aid with the development of your skills. These include Careers, where you can get one-to-one support and advice; MUSU, where you can join and run societies; the LDU, who can assist with literacy and numeracy; or you can gain work experience as a Student Ambassador, Student Learning Advisor (SLA), Student Representative or through an internship. In addition to these, the University provides a range of extra-curricular activities which can help develop your employability. These include:

* Student exchange
* Mentoring
* Workshops
* Employer presentations
* Careers fairs

All of these can be accessed in person or via email or other electronic communication.

### Careers Service

The Careers Service provides impartial and confidential guidance and information while you are a current student but also for up to two years after your graduation to help you in your career planning and job seeking.

The careers advisors and the main careers library are based at Hendon.To check opening times and availability of careers advisors or to book an appointment please see the information on UniHub; <http://unihub.mdx.ac.uk/Employability/youremployment/centre/index.aspx>

Assuring the quality of your programme

To ensure the high standards and quality of Middlesex University provision, all Programmes are subject to the University’s academic quality assurance procedures (which include those procedures related to programme approval, monitoring and review).

### External Examiners

A key feature of these quality processes is the input from external subject experts (external examiners) who ensure that Middlesex awards are comparable to those of other UK higher education institutions, and that the programme curriculum, teaching, assessment and resources are appropriate.

You can read more about the role of External Examiners on UniHub: <http://unihub.mdx.ac.uk/study/academicquality/externalexaminers/index.aspx>

LEARNING& TEACHING AND ASSESSMENT

The learning, teaching and assessment approaches used throughout your programme will encourage you to be actively involved in your development, and to co-operate with other students. We aim to give you prompt feedback on your learning as well as opportunities to reflect upon and learn from that feedback.

Learning and teaching methods

You will need to be actively involved in the full range of learning, teaching and assessment approaches that are provided as part of your programme. Such approaches aim to put you at the centre of the learning process, so you are involved in and engaged with teaching and assessment processes. You will find that your achievements on the programme, and the development of your managerial capabilities, will be substantially increased the more directly you participate in learning activities and engage with your fellow students both individually and collaboratively, working and learning with other students as part of a small group, both within and outside the classroom.

Virtual learning environments (VLE’s) are a central element in modern higher education. Your tutors will be using existing and emerging learning technologies to engage you in e-learning activities. Your programme will be facilitated using a variety of media and online tools mainly presented via the My Learning/UniHub VLE, which will allow you flexible access to a diverse range of online resources, audio or video clips, podcasts, wikis, quizzes and learning materials as well as collaborative tools with which you can engage and learn with your peers. Not confined by the time and space associated with traditional teaching methods, you may take part in online discussions and learning activities from wherever you are studying. Your tutors and the UniHelp will provide any support you may need whilst learning online.

By engaging with e-learning, you will also be developing skills which are essential for your learning and are also highly valued by employers. These include, but are not limited to: working flexibly, communication, understanding of IT, team working and creating shared understandings based on quality resources and access to global expertise.

The teaching and learning strategy of the MBA is designed in line with the professional orientation of the course and its focus on practice. Given the emphasis on developing high level reflective practitioners, the underlying objective of the MBA is to combine theoretical rigour with practice. To develop this, we have designed the programme to have a strong balance between theory and its practical application in lectures and workshop sessions across all modules.

### Group Learning

Group work is an integral part of the teaching, learning and assessment strategy on the MBA. Group work is used on all modules as a basis for formative assessment. Furthermore in each module, you will be required to take it in turns to facilitate group work both in taught sessions and workshops. **In relation to summative assessment of group coursework, students are required to choose their group members with whom they would work.**

Support for group work will be provided in the induction programme in the form of an exercise on team work as well as shortly after the beginning of the MBA programme. Participants are encouraged

to support each other and form effective working teams, thus increasing knowledge of team roles, relationships, qualities, values and behaviours, and an examination of individuals’ leadership styles.

If difficulties arise in the course of managing the group work process, students should discuss this with the module tutor concerned. The module tutor will provide advice and guidance and, should ongoing problems arise, will observe students during group work activities and feed back to the group with guidance and recommendations. If problems remain unresolved, the programme leader in consultation with the module leader reserves the right to change the number or composition of groups but not at the expense of disrupting the composition of other groups.

Assessment methods

Assessment is an integral part of learning and you may hear it referred to as **formative** or **summative**.

**Formative assessment** is developmental in nature and designed to give you feedback on your performance and how it can be improved. As a result you will get detailed feedback on formative assessment but not a grade. Formative assessment is an important part of the learning process and has been shown to contribute to enhancement of learning and the raising of standards.

**Summative assessment** is designed to measure the extent to which you have achieved the intended learning outcomes of a module and therefore, the appropriate grade to be awarded. Summative assessment should assess achievement of all learning outcomes in a secure, fair and accurate manner and on the MBA programme will mainly consist of time controlled assessments, individual and group coursework and projects.

The summative assessment used on the MBA has a significant emphasis on practice. For example, students are often required to prepare reports and presentations from the perspective of the senior management team of an organisation or as advisors/consultants to an organisation’s senior management. Further, on most modules, there is a split between individual and group-based assessment, where the latter reflects the realities of professional practice and the requirement to work as part of a team and/or depend on others to carry out tasks.

Assessment may also involve self, peer or group approaches. For example, you may be asked to self-assess your own work, indicating where you feel you have clearly demonstrated your understanding and also identifying areas where can see you have room to improve. Assessment may also be a peer process where students, individually or as groups, offer feedback on one another’s work. Group assessment may also be part of your programme where part of the assessment requires you to demonstrate your ability to work as part of a group and possibly receive a group mark.

**Please see the module narratives or your module handbooks for more information on the assessment for each module.**

Submission, receipt, marking and return of assessment

### Submission of assessment

Your module handbooks have the precise details of when have to submit a coursework. Please refer to these and contact the module leader if you have any queries.

### Exams

The online MBA program and the associated Top Up programs have no exams.

### Marking, second marking and moderation

All assessments are moderated to ensure that grades have been recorded accurately and consistently. A sample of assessments is second marked by a moderator. The sample shall be a minimum of 10% of assessments or 20% where the cohort is less than forty. In addition all fails are second marked. An External Examiner also receives a sample of assessments for a module including all fails and all firsts/distinctions. All dissertations are double marked.

### Return of coursework

Assessed coursework is usually returned within three weeks after its submission. Module Leaders and tutors provide written feedback on the online page of the module (i.e. further details on this will be provided in the induction) for each individual student alongside with coursework grade. Students are welcome to contact their tutor or Module leader for queries about their performance.

Assessment Feedback

Feedback on your assessment (both formative and summative) provides the opportunity for you to reflect on and improve your work. This can take many forms. In the on line version of the MBA, feedback usually is delivered in a written form. Alternative methods (Skype or phone conversation) can also be available after consultation between tutor (or Module Leader) and the student. Understanding feedback is very important and to achieve this you are encouraged to discuss the content of feedback with your peers and academic staff.

Receiving feedback on your work is an essential and important part of learning and therefore, all programmes provide regular opportunities for formative assessment, the purpose of which is to get detailed feedback on your performance and thus regularly updating your progress, as well as preparing for summative assessment. But this is a two way process – you will need to take a proactive role in reflecting on and using feedback as a basis for further development.

Feedback on summative assessment will be offered in a variety of forms and all your work will be marked and moderated in line with the Code of Assessment Practice which can be found in section M of the University Regulations: <http://www.mdx.ac.uk/regulations>

You will normally be provided with feedback within 15 University working days of the published submission date.

Progressing on your programme

### Academic Levels

Each module that you take is at Level 7 – Masters Level.

**Academic levels** reflect how complex and demanding the learning will be as well as the depth of study and how independent you are expected to be as a learner. The University **module level descriptors** describe the characteristics of each academic level at Middlesex and can be found in section M of the University Regulations; <http://www.mdx.ac.uk/regulations>.

**It is suggested that you read these to get an idea of what Masters level learning involves, and what will be expected of you.**

### Your grades

The University has a 1-20 grading scale, **with grade 1 being the highest grade and 20 the lowest, 16 is the minimum required to achieve a pass**. The chart below illustrates how the grading scale equates to the level of classification:

|  |  |
| --- | --- |
| **Grade** | **Masters Degrees** |
| **1 - 4** | Distinction |
| **5 - 8** | Merit |
| **9-12** | Pass |
| **13-16** | Pass |
| **17** | **Fail** – marginal  Compensation allowed |
| **18** | **Fail**  Compensation allowed |
| **19** | **Fail**  Compensation **not** allowed |
| **20** | **Fail** - Incorporating failure to participate in assessment necessary to achieve all learning outcomes. Compensation **not** allowed |

**Further administrative grades** are also used to indicate re-assessment, deferral, academic misconduct etc. The full scale can be found in the Assessment Regulations section in the Your Study area of UniHub;<http://unihub.mdx.ac.uk/study/assess/results>

**Please note that in the MBA programme no compensation is allowed. In other words you will have to pass every module (get at least grade 16) in order to get the MBA degree. Within each module, as an absolute minimum students will need to have at least grade 18 in each assessment component (but see module handbooks for more specific details on minimum requirements for each assessment element).**

Overall grade in a module, is obtained by weighting the different components of assessment involved (assessment weightings are given in the respective module handbooks). In each component of assessment, if a student gets grades from 17 to 20, they have the right to be reassessed ***once only***, at the next available opportunity, unless deferred. A maximum grade of 16 will be applied to the reassessed component.

### Grade criteria

When assigning grades the 20 point grading scale is used in conjunction with the University grade criteria guide as well as the module descriptors mentioned earlier. Grade criteria describes what standards and competencies you must achieve for each grade and can be found in section M of the Regulations:

<http://www.mdx.ac.uk/regulations>

If you have any questions about what your grades or status mean then you should look at the Assessment and Regulations pages on UniHub [http://unihub.mdx.ac.uk/study/assess](http://unihub.mdx.ac.uk/study/assess/) first and then talk to your Achievement Advisor.

### Re-assessment

Although no one anticipates failing a module, it is important that you are aware of what happens if you do. Normally you would be entitled to one re-assessment opportunity if you don’t pass and there is no financial cost associated with this second attempt. You should however consult the Your Study area on UniHubfor more information <http://unihub.mdx.ac.uk/study/assess/progression> or contact the Programme Leader if you have any questions.

### Deferral of assessment

If there are exceptional circumstances which through no fault of your own are preventing you from completing all or some of your assessment (e.g. submitting coursework or taking an exam) you may seek permission to defer the relevant assessment to the next available opportunity. If you think this applies to you then you should first read the full Deferral Policy which is available in the Assessment and Regulations section of the Your Study area on UniHub: <http://unihub.mdx.ac.uk/study/assess/Deferral/index.aspx>.

Deferral requests should be submitted tothe UniHelp Deskin person or electronically by completing the relevant form and attaching supporting documentation, e.g. medical certificates. **The final deadline for deferral applications is 2 weeks after the end of the exam period** (the dates of which are in the academic calendar at the start of this handbook)**.** The deferral form is available from the Admin and Finances section of myUniHub: <https://myunihub.mdx.ac.uk/web/home-community/myadminandfinances>.

If you have any questions about deferrals please contact theProgramme Leader.

If you have difficulties accessing resources (e.g. access to the University network andUniHub) after deferral, contact the helpdesk at <http://unihub.mdx.ac.uk/support/unihelp/index.aspx>.

### Extenuating Circumstances

If you do not wish to defer your assessment, but are concerned that exceptional personal circumstances (e.g. ill health) might affect your performance in assessment, you can submit a claim for extenuating circumstances. Your circumstances will be kept confidential but will be summarised by the School’s Assessment Officer and brought to the attention of the appropriate Assessment Board. If you think this applies to you then you should read first read the information in the Assessment and Regulations section of the Your Study area on UniHub: <http://unihub.mdx.ac.uk/study/assess/extenuating>

It is important to note that extenuating circumstances are only considered when determining the progression or final classification of borderline students. **They cannot be used to change the grade of a module.**

Claims for extenuating circumstances should be submitted to UniHelp Deskby completing the relevant form and attaching supporting documentation, e.g. medical certificates.The **final deadline** for submission of extenuating circumstances forms with supporting documentation is the **last date of the examination period**. The extenuating circumstances form is available from the Admin and Finances section of myUniHub: <https://myunihub.mdx.ac.uk/web/home-community/myadminandfinances>

If you have any questions about extenuating circumstances please contact the Programme Leader.

### Results

At the end of each academic year your module grades will be considered and confirmed by an Assessment Board and if you have successfully completed all your assessment you will be able to graduate.

Once the Assessment Board has met you will be able to view your results and progression status in the My Study area on myUniHub;<https://myunihub.mdx.ac.uk/web/home-community/mystudy>. If any results are still provisional then they will be clearly labelled as such.

**The date for the release of results and progression decisions is on the Academic Calendar which can be found at the start of this handbook or at** <http://unihub.mdx.ac.uk/mdx/calendar/index.aspx>.

### Certificates

When you graduate your final qualification certificate will be issued by the University and contain details of your qualification. **Your certificate will be sent to you within 4 months of the date the qualification is awarded** (usually the relevant Assessment Board date) and therefore it is very important that you keep your address details up to date if they change at any point. You can do this via the Admin and Finance section on myUniHub: <https://myunihub.mdx.ac.uk/web/home-community/myadminandfinances>

Full details of the information which will appear on your certificate are set out in the Middlesex Regulations, section E13.5: <http://www.mdx.ac.uk/regulations>

### Diploma supplement

All students are issued with a diploma supplement, which is anaddition to your qualification certificate. This will include the modules you have taken, grades achieved and state your qualification with the classification and title but additionally it will also contain information on the nature, level, context, content and status of your studies undertaken and successfully completed. Diploma supplements are intended to help external parties such as employers or other higher education providers understand more about your programme in addition to your grades.

If at any time you need to request a copy of your diploma supplement then you can do so via ‘Letters and Forms’ on the Admin and Finances section of myUniHub: <https://myunihub.mdx.ac.uk/web/home-community/myadminandfinances>

Academic misconduct

Plagiarism is the presentation by a student of a body of material (written, visual or oral) as his or her own work which is wholly or partly the work of another. Plagiarism also extends to cover your own work previously assessed or published which is also required to be properly referenced. Taking unfair advantage over other authors, students or oneself in this way is considered by the University to be a serious offence.

The University takes serious action against any student who plagiarises whether through negligence, foolishness or deliberate intent. Therefore make sure written material, ideas, theories, formulae etc are acknowledged through the use of quotation marks, references and bibliographies. Information on the correct way of referencing and acknowledging work from other sources is available on the Your Study pages on UniHub; <http://unihub.mdx.ac.uk/study/academicpractice>

Appeals

All students are able to appeal against Assessment Board decisions and the outcome of academic misconduct cases. The regulations for appeals are set out in Section G of the University Regulations: <http://www.mdx.ac.uk/regulations>.

If you are considering submitting an appeal against an Assessment Board decision then please consult the guidance on UniHub<http://unihub.mdx.ac.uk/study/assess/appeals>.

You can also contact the student welfare team in MUSU for advice or support: <http://unihub.mdx.ac.uk/mdx/musu/index.aspx#suadvice>

SUPPORT

Although you are expected to be independent and to take responsibility for your own academic and personal life, there is still a lot of help available to support you throughout your programme.

Academic Support

### Academic staff

Your tutors will direct your studies and ensure that you know what work you need to cover in any given module. Seek advice from academic staff during their office hours, by posting messages on Unihub pages, or by email or telephone contact.

### Achievement Advisor support

In addition to the support available to you via academic staff and staff at the Student Helpdesk, your Achievement Advisor Christine Llewellynis your first point of contact for queries regarding your programme and will either help you to deal with those issues directly or will refer you to who you need to see.

You can get also get valuable guidance on time management, planning your studies, preparing for assessment and tips on revision and exam technique. Additionally, Christine can help you with the extenuating circumstances and deferral processes (including advising on evidence) although these are ultimately dealt with by the School Assessment Officer (see below).

**Contact details:**

Christine Llewellyn, email: [C.Llewellyn@mdx.ac.uk](mailto:C.Llewellyn@mdx.ac.uk), telextn: 15658

### Assessment Officer support

Assessment is an important aspect to your programme but you may find that at times personal circumstances can impact on your studies. Should you have circumstances which mean you need to defer your assessment you will find valuable guidance on the Your Study pages of UniHub, but you can also contact Catherine Riley**,** who will guide you through the process.

**Contact details:**

Catherine Riley, email: [C.Riley@mdx.ac.uk](mailto:C.Riley@mdx.ac.uk), telextn: 12623

Support services around the University

### Information on UniHub

There are a number of dedicated support services which are available to you as a student which range from support with your studies to support with various aspects of your personal life. Using UniHub you can find out what is on offer, access any online resources and where necessary book face to face or telephone appointments.

* **Support services** <http://unihub.mdx.ac.uk/support> including:
  + Counselling,
  + Financial support,
  + International student support
  + Health and wellbeing
  + Disability support
  + Childcare
  + Religious needs
* **Academic support**: <http://unihub.mdx.ac.uk/study> including:
  + Learner Development Unit,
  + Library and IT resources,
  + Exams
  + Assessment and regulations
  + Academic practice
  + Summer school
  + Study methods
  + Module registration
  + Attendance and withdrawal

### Student Helpdesk

If you have any enquiries about any aspect of your life as a student at Middlesex, you can contact the Helpdesk via telephone or email, or in person on the ground floor of the Sheppard Library. Helpdesk Advisors offer information and support on all aspects of the University including

* programme administration
* student records
* money and welfare services
* finance matters
* library
* IT and information enquiries
* access to other university services

In fact, you can ask us about anything. If we can’t help you straightaway or you need more detailed advice we’ll arrange for you to see a specialist or direct you to appropriate workshops, drop-insessions etc. Depending on the time of year there may also be specific places on the Helpdesk for immediate specialist advice.

The Helpdesk is also the central place for the submission and receipt of any printed coursework which is not otherwise submitted electronically.

The Helpdesk is open all through the year and for seven days a week during term-time.

### Middlesex University Students’ Union (MUSU)

MUSU provides a number services, activities and projects. These include

* financial and resource support for student clubs and societies,
* welfare and academic advice, referral, representation and campaigning via SWIRL (Student Welfare & International Resource Lounge),
* the student rep scheme, which provides a formal and organised system of feedback on course provision,
* an online radio station with shows entirely hosted by student presenters (MUD Radio)
* a monthly magazine written and edited by current (sometimes former) Middlesex students (MUD Magazine)

The Union also runs a number of events and activities throughout the year including society, cultural and social event nights, the Freshers’ Fairs during Induction Week, the MUSU Star Awards Ceremony an annual celebration of student volunteering plus many more.  
  
More information about MUSU is available on line at: <http://www.mdxsu.com/>

And: <http://unihub.mdx.ac.uk/mdx/musu/index.aspx>