



**SCHOOL OF BUSINESS, ECONOMICS AND
INFORMATICS**

DEPARTMENT OF MANAGEMENT

**CERTIFICATE OF HIGHER EDUCATION
HANDBOOK**

2013-2014

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1. INTRODUCTION

Welcome to our new students, and welcome back to our continuing students. The purpose of this handbook is to provide you with key information regarding the Department of Management and to explain how our certificate programmes work. Therefore, it is important that you read this handbook to familiarise yourself with your programme of study and departmental policies before you begin your studies.

Please note that further information can be found on the Departmental website under the 'current students' tab - <http://www.bbk.ac.uk/management/current-students>. Here you will find a wealth of information to help you get started at Birkbeck such as how to enrol, support that we offer, facilities at Birkbeck, and student responsibilities.

It is strongly recommended that you also visit the website. The website will contain the most up-to-date information. As this handbook is produced at the beginning of the academic year, and College policies may be subject to change during the academic year, we reserve the right to change the information contained within this handbook. The website will contain details of any changes and you will be notified via email.

Our modules are taught across three terms of eleven weeks in the autumn, spring and summer. Please see below for the term dates:

1.1 TERM DATES 2013/14

AUTUMN TERM

Monday 30th September 2013 - Friday 13th December 2013

Christmas Closure: The College will close at 6pm on Friday 20th December 2013 and normal services will resume from 9am on Thursday 2nd January 2014.

SPRING TERM

Monday 6th January 2014 – Friday 21st March 2014

Easter Closure: College will close at 6pm on Wednesday 16th April 2014 and normal services will resume from 9am on Wednesday 23rd April 2014.

SUMMER TERM

Monday 28th April 2014 - Friday 11th July 2014

May Day Bank Holiday: closed all day on Monday 5th May 2014.

Spring Bank Holiday: closed all day on Monday 26th May 2014.

August Bank Holiday: closed all day on Monday 26th August 2014

1.2 DEPARTMENT CONTACT DETAILS

All members of staff can be contacted directly by phone or email. All Birkbeck numbers begin 020 7631 unless otherwise indicated. Contact details of staff members may change. If you are unable to reach a staff member, contact Birkbeck's general number: 02076316000. All offices are in the Clore Management Centre unless otherwise indicated. The room numbers relate to the floor on which offices can be found, i.e. room 301 is on the third floor. Rooms prefixed with 'G' are on the ground floor, and rooms prefixed with 'B' are in the basement.

ADMINISTRATIVE OFFICE

The Department Office is in Room G02 of the Clore Management Centre. The office is open from 10am - 6pm, the phone lines are open between 12pm - 6pm. The Clore Management building is open until 9pm. The Departmental Administration Office remains open during vacation times, unless the whole College is closed for Christmas, Easter or a public holiday. Contact details for CertHE team are as follows:

- Ian Harrison: CertHE Programme Director – 02076316854 (i.harrison@bbk.ac.uk)
- Rohin Bhasin: CertHE Programme Administrator – 02076316894 (r.kukran@bbk.ac.uk)
- Simon Dunderdale; Undergraduate Team Leader – 02076316528 (s.dunderdale@bbk.ac.uk) – responsible for the BSc Applied Accounting and Business, BA

Management, Foundation Degree in Management (Bloomsbury) and Certificate of Higher Education in Management

- General Enquiries: 02076316689 (management-certhe@bbk.ac.uk)

1.3 TEACHING AND LEARNING

The majority of the Cert HE programme is taught by members of our part-time sessional lecturer panel. Our lecturers are experienced in a variety of academic and practitioner fields. Each module consists of 18 hours of class time plus time devoted to private study and the preparation of assignments. Lecturers are encouraged to use a wide variety of teaching methods including case studies, class presentations, group activities and written assignments.

This award is designed to improve your ability to function as a first level manager. The programme provides students with the opportunity to develop key management skills such as communication, team working, critical thinking and presentation skills. Full participation in individual and group activities that take place on the programme is therefore essential to enhance the learning for all students.

Attendance for of each module is also crucial as when a student misses a class they may miss a significant proportion of the programme (especially if that class is a full day workshop). Students should make every effort to attend each class. Where missing a class is unavoidable, students should discuss this with the Programme Administrator who will be able to discuss any available options for catching up on the teaching that was missed.

2. STUDENT SUPPORT

This section sets out the variety of general support and departmental support mechanisms that Birkbeck offers undergraduate students during their studies.

2.1 MYBIRKBECK

MYBIRKBECK HELPDESK

The MyBirkbeck website contains a lot of useful information to support you during your studies at Birkbeck, see: <http://www.bbk.ac.uk/mybirkbeck/>

MYBIRKBECK HELPDESK

The MyBirkbeck Helpdesk can help to signpost you to the relevant department to deal with:

- enrolment queries
- general information about any aspect of your studies at Birkbeck
- getting referred to specialist staff for more in-depth professional support
- making an appointment for one-to-one advice
- general information about all our courses at Birkbeck

You can also use the self-service terminal to access information. The My Birkbeck Helpdesk is located in the main building at Torrington Square (WC1).

OPENING HOURS

The MyBirkbeck Helpdesk staff are on hand to provide information and advice:

- Monday to Thursday: 12pm-6:30pm
- Friday: 11pm-5pm
- Saturday: 12pm-5pm
- Sunday: closed

POSTAL ADDRESS

Birkbeck, University of London
Malet Street
London, WC1E 7HX

EMAIL QUERIES

via www.bbk.ac.uk/ask

TELEPHONE ENQUIRIES

- call: 020 7631 6316
- fax number: 020 7079 0641

2.2 LIBRARY

The entrance to Birkbeck Library is on the ground floor of the main building in Malet Street (entrance on Torrington Square). Your College ID card gives you automatic access to the Library. There is no need to register. The opening times of the Library are designed to meet the needs of part-time students in full-time work. During term-time, the Library is open 7 days a week from 8.30am to 11.45pm. More information on using the library can be found on the library webpage at <http://www.bbk.ac.uk/lib/>.

RIGHTS AND RESPONSIBILITIES

You can borrow up to 10 items at a time. Most books can be borrowed for 3 weeks. Some books and DVDs can be borrowed for 1 week. 1 week and 3 week loan books can be renewed as long as no-one else requests them. A few items can only be issued for 1 day and cannot be renewed. There are also books marked reference and a Reading Room Collection with reference access to key course readings. These books cannot be borrowed.

Please be a responsible Library user. The smooth running of the Library depends on your co-operation. Please renew or return items promptly, especially if someone else has requested them. If you fail to return items on time you will incur fines and your borrowing rights will be suspended. Students who have overdue items at the end of the academic year will have examination results withheld until they return the items.

ACCESSING RESOURCES FROM YOUR PC

You can access a whole host of electronic journals and databases from any PC in College. These resources can also be accessed from outside College with your IT Services (ITS) username and password.

The Library website is at <http://www.bbk.ac.uk/lib>. As well as giving comprehensive information about the Library's services and collections, you can also:

- Search the Library catalogue, renew your books and place reservations on items that are out on loan.
- Read articles in over 28,000 electronic journal titles and newspapers.
- Search databases to help you find out what has been written about the subject you are researching, including ABI-INFORM Global, Business Source Premier, Nexis UK and the Social Sciences Citation Index.
- Access past exam papers.
- Work through LIFE – an online tutorial to help you make the most of the Library.

DISABILITY ASSISTANCE

Birkbeck Library aims to be accessible and convenient for all and offers a range of services and equipment designed to meet the needs of Library users with disabilities. This includes postal loans, one-to-one help with Subject Librarians, leaflets in alternative formats, a CCTV magnification system, writing slopes and orthopaedic chairs.

For full details of our services and equipment, please visit the online guide at <http://www.bbk.ac.uk/lib/about/userinfo/access> or contact Library Access Support on 020 7631 6491. Email: library-disability@bbk.ac.uk

If you have particular difficulty in accessing the Library, you may benefit from using the LAMP Service (Library Materials by Post) which provides extended loans, postal loans for books and photocopies of journal articles and a book fetching service. LAMP is free to students who have registered their disability with the Birkbeck Disability Office - contact the Disability Office (Tel: 02076316336 Email: disability@bbk.ac.uk) in the first instance.

OTHER LIBRARIES

Birkbeck students can also use a range of other libraries. Students have reference access to many University of London college libraries. In addition, undergraduate students can join the *SCONUL Access Scheme* which allows access to most other higher education libraries with limited borrowing rights. See the Library web site for more information.

FURTHER HELP

If you require any assistance using the resources or finding information either in Birkbeck Library or elsewhere, please ask at the Help Desk. Telephone: 020 7631 6063. Alternatively, contact the Management Subject Librarian, Mr Aidan Smith, directly. Telephone: 020 7631 6062. Email am.smith@bbk.ac.uk

2.3 IT SERVICES

For help and information with IT Services, please visit www.bbk.ac.uk/mybirkbeck/services/facilities/computing

Alternatively go to the ITS Help Desk on the ground floor in the main building. Telephone: 02076316543

Opening hours are:

Term Time: 9am-8pm Monday-Friday.

Outside Term: 9am-6pm Monday-Friday.

If required Helpdesk staff will liaise with appropriate ITS technical support staff to answer user queries.

ITS is an academic service department responsible for the central communications and IT infrastructure of the College. It provides a wide range of network services to support the teaching & learning, research and administrative activities of College staff and students.

ITS facilities and services include:

- Extensive campus data network providing high speed connectivity to the Internet
- Purpose-built computer classrooms equipped with up-to-date networked PCs and high-quality printers (at least one open 24 hours a day)
- A wide range of general software applications (e.g. word-processing, email, web) and specialist packages
- Wireless connectivity to the College network from your laptop or other personal computer equipment
- Facilities for students with special needs, including technical support and advice on the use of assistive technologies to help with specific disabilities
- Helpdesk with extended opening hours for general computing queries
- Practical, hands-on training workshops on general applications and self-training materials to enable you to work at your own pace
- Remote access to College electronic resources and services
- An online electronic course management system to support learning - the Moodle Virtual Learning Environment

You can find out more about these services and others by visiting the 'My Birkbeck' website.

Access to all IT services is via a username and password (issued by email) and includes personal storage space on a networked server. Once enrolled we recommend you register for our "Self Service Reset Password Management" service; after setting answers to 3 security questions you will be able to reset your password if you forget it.

You need to provide and maintain an email address that can be used for all College correspondence. Alternatively, you can apply for a web-based Birkbeck email account (hosted by Google). You are expected to access the 'My Studies at Birkbeck' website to update your email address and other personal details and to access information about your programme of study.

There is also a text message news flash service which enables you to receive free urgent messages from the College via their mobile phones. Full details are available on the 'My Birkbeck' website.

COMPUTERS AND THE LAW

These guidelines will help you avoid breaking the law (i.e. the Computer Misuse Act of 1990) and College Regulations.

- Do not use any software product that is not properly licensed either individually or through a campus site licence.
- Do not make unauthorised copies of licensed software.
- Do not allow others to use your registered user identifier or password.
- Do not attempt to gain access across a network into a computer system of which you are not a registered user.
- Do not send offensive or excessive private material over a network.
- Do not attempt to interfere with or destroy systems software or data not belonging to you, for example by deliberately introducing a computer virus.
- Make sure you abide by the principles and obligations of the Data Protection Act under which the College is registered as both a Data User and Computer Bureau. The College

takes a serious view of such offences and you are advised to consult the Computing Regulations for more details. These are available from the Central Computing Services.

SUPPORT FOR DISABLED USERS

In our experience, support is best tailored to the individual student's needs. The Disability IT officer (see section 2.4, below) can provide advice on a range of specialist products to support students with special needs, and support with accessing the specialist hardware and software in the computer workstation rooms and the Library.

If you want to make an appointment please contact the Disability Office on: 02076316336, email disability@bbk.ac.uk, or come to the ITS Helpdesk on the ground floor in the Main Building.

WORKSTATION ROOM PCs AND SOFTWARE

Most users access ITS facilities using PC workstations located in eight rooms around the College. The workstations allow personal tailoring of the desktop, which is then available from all PCs in any ITS workstation room. This may include size of icons, size of text and colour schemes. ITS Reception can provide help in setting up the desktop.

A number of systems have additional enabling technologies available:

- Hardware includes mouse replacements, additional keyboards, large screen monitors and scanners, adjustable desks, and specialist orthopaedic chairs.
- Software is designed to be of assistance to students with visual impairment, blind students, students with dyslexia and a range of other problems. Software includes SuperNova, TextHelp Read and Write, Inspiration.

ACCESS TO FACILITIES FROM HOME

The College provides a Virtual Private Network service providing access to network services from home via your Internet Service Provider. This includes: College based electronic mail, Intranet, World Wide Web, ITS documentation, Library catalogue, Birkbeck Electronic Library and networked filestore.

USE OF PERSONAL EQUIPMENT

The College has a Wireless and Mobile computing service that allows students to connect their own equipment (including laptops and PDAs) to the College network for access to resources required for their study.

DOCUMENTATION

Most documentation is provided in electronic form, and may be easily viewed on PCs via the Internet/Intranet. Large print versions are available on request.

2.4 THE DISABILITY OFFICE

At Birkbeck there are students with a wide range of disabilities including dyslexia, visual or hearing impairments, mobility difficulties, mental health needs, medical conditions, respiratory conditions. Many of them have benefited from the advice and support provided by the College's Disability Office.

The Disability Office is located in room G12 on the ground floor of the Malet Street building. The Disability Office is run by the Disability Service Manager, Mr Mark Pimm, together with a Disability Advisor. They can be contacted on 02076316316 or by email via disability@bbk.ac.uk. The College Disability Statement and various useful contact details can be viewed at <http://www.bbk.ac.uk/mybirkbeck/services/facilities/disability>.

Mark is your first point of referral for disability enquiries at the College whilst the Disability Advisor is for students with dyslexia. They can provide advice and support on travel and parking, physical access, the Disabled Students Allowance, special equipment, personal support, examination arrangements etc. If you have a disability or dyslexia, we recommend you come to our drop in session where we can discuss support and make follow up appointments as necessary. The drop-in sessions are between 4pm and 6pm Monday to Friday.

The Disability Office can also complete an Individual Student Support Agreement form with you, confirming your support requirements and send this to your School and relevant Departments at the College so they are informed of your needs. The Disability Office can provide you with advice and guidance on a range of schemes such as the Disabled Students Allowance and the Personal Assistance Scheme. The Disability Office will also provide assistance in applying to these schemes. Within the Department of Management, Dr Rebecca Gumbrell-McCormick as the role of Disability Liaison Officer. She can be contacted on 020 7631 6777 or r.gumbrell-mccormick@bbk.ac.uk.

DISABLED ACCESS AT BIRKBECK

Birkbeck's main buildings have wheelchair access, accessible lifts and toilets, our reception desks have induction loops for people with hearing impairments and we have large print and tactile signage. Disabled parking, lockers, specialist seating in lectures and seminars and portable induction loops can all be arranged by the Disability Office.

SUPPORT IN IT SERVICES AND LIBRARY SERVICES

There is a comprehensive range of specialist equipment for students with disabilities in IT Services. This includes software packages for dyslexic students (e.g. ClaroRead and Inspiration), screen reading and character enhancing software for students with visual impairments, specialist scanning software, large monitors, ergonomic mice and keyboards, specialist orthopaedic chairs etc. For advice and assistance please contact Disability IT Support. There is also a range of specialist equipment in the Library including a CCTV reading machine for visually impaired students as well as specialist orthopaedic chairs and writing slopes. The Disability Office refers all students with disabilities to the Library Access Support service who provides a comprehensive range of services for students with disabilities.

SPECIFIC LEARNING DIFFICULTIES (DYSLEXIA)

Mature students who experienced problems at school are often unaware that these problems may result from their being dyslexic. Whilst dyslexia cannot be cured, you can learn strategies, which make studying significantly easier. If you think you may be dyslexic you should contact the Disability Office who can screen you and where appropriate refer you to an Educational Psychologist for a dyslexia assessment. These assessments cost £215. Some students can receive assistance in meeting this cost from their employer. In exceptional cases students may receive assistance from the Access to Learning Fund.

EXAMINATIONS

Students with disabilities and dyslexia may be eligible for special arrangements for examinations e.g. extra time, use of a word processor, amanuensis, enlarged examination papers etc. In order to receive special arrangements a student must provide medical evidence of their disability (or an Educational Psychologists report if you are dyslexic) to the Disability Office as soon they enrol on the programme. The examinations office will then receive this information from the Disability Office in order to make special examinations arrangements.

For in-class tests you should contact your lecturer and the programme administrator to request special arrangements at least 2 weeks before the examination.

2.5. STUDENT FEES

Student fees are payable on a modular basis (currently £600 per module) and are paid on enrolment on a particular module.

Students enrolled on the CertHE in Management for PAs also pay fees directly to the Global PA Network for attending the 3 Global PA Masterclasses.

BIRKBECK COLLEGE HARDSHIP FUND

The College Awards and Hardship Fund is open to applications from all undergraduate and postgraduate students whose financial circumstances have changed leading to difficulties in paying tuition fees.

Students should contact the Student Financial Support Office for advice, email: studentfinancialsupport@bbk.ac.uk or Tel: 02076316362 (12.00-5.30pm, Monday to Thursday)

For tuition fees enquiries, please go to the Student Centre helpdesk which is open all year:

- Monday to Thursday - 11am – 6.30pm
- Friday - 11am – 5pm
- Saturday - 12 noon – 5pm
- Sunday - Closed

Or Tel: 020 7631 6316

Should students need to contact the student centre outside of these hours you can do so via the webform at www.bbk.ac.uk/ask

2.6 CAREERS INFORMATION AND GUIDANCE

CAREERS ADVICE

Most students are interested in developing their careers, either within their current field of work or in a completely new direction. The Specialist Institutions' Careers Service (**SICS**), located next door to Birkbeck, offers expertise and experience in working with students and graduates of all ages and at all stages of career development.

In particular, you can take advantage of the following:

- **Early evening advisory service:** Booked 20 minute sessions specifically for Birkbeck part-timers available Wednesday evenings during term-time.
- **Drop-in quick-query advice:** Available Monday–Thursday's, 2.00pm–4.30pm. These 15-20 minute sessions are ideal for helping you to develop your CV, look over your application forms or covering letters, preparing for job interviews or simply to begin to getting your career ideas into focus.
- **Longer or in-depth Career Guidance interviews:** these are suitable for complete career beginners, those looking to change or develop their careers further as well as those who are thinking of undertaking further study. This service is also ideal for those who would like to practice for a forthcoming job interview.
- **The Careers Information Room:** Here you will find a huge range of resources providing detailed information in areas such as; general career choice and your options once you graduate, further or undergraduate study and information on helping you fund this study, working or studying abroad, writing CVs and application forms and vacancies with graduate recruiters as well as part-time and vacation type vacancies.
- Much of this information is **FREE** to take away, so pop in and help yourself and read through it in your own time.
- **SICS** also offers the opportunity to practice aptitude tests similar to those used by employers, take part in Myers Briggs Type Indicator (**MBTI**) personality assessment workshops; and runs a Careers Development Programme which are seminars designed to help you with all aspects of career planning, interview preparation and applications.
- Birkbeck students are also encouraged to join the free online service **SICSAIert**, where you will receive information about forthcoming career events & courses, employer presentations as well as vacancy news that is of interest to you direct to your email inbox. www.careers.lon.ac.uk/sics/alert

For further details contact:

The Specialist Institutions' Careers Service (SICS)

4th. Floor, ULU Building, Malet Street, London WC1E 7HY

Tel: 020 7866 3600

E-mail: sics@careers.lon.ac.uk, Web: www.careers.lon.ac.uk/sics

2.7 STUDENTS' UNION

All internal students of Birkbeck College are automatically members of Birkbeck College Students' Union, which exists to promote welfare and social activities for students, and to represent their interests on College committees. It also provides a free, confidential and Professional counselling service, an advice centre and study skills support. More information about these is available on its website: <http://www.bbk.ac.uk/su> or from the BCSU office on 020 7631 6335, or the President on 020 7631 6365 or by email at president@bcsu.bbk.ac.uk

A broader range of social and sporting activities, including the Energy Base gym, is offered by the University of London Union (ULU), located next to the Malet Street Building, which Birkbeck students are entitled to join. Their website is <http://www.ulu.ac.uk>

2.8 NURSERY

The College operates a well-equipped evening nursery at a moderate cost and nursery facilities are available to students registered for the current academic year. The nursery is open in term-time from 5.30 – 9.00pm and takes a maximum of 16 children per evening. Children two to ten years are accepted. The cost is £10 per evening per child. For further information please go to <http://www.bbk.ac.uk/mybirkbeck/services/facilities/nursery/about>

2.9 HEALTH AND SAFETY

The Safety Officer for the Department of Management is Ms Gilly Gambardella. A first aid box is kept in the Departmental Administration Office in room G02 on the ground floor of the Clore Management Centre. The College Safety Officer is Mr Tom McCartney, who can be contacted on 020 7631 6218 or t.mccartney@bbk.ac.uk

In the event of an emergency, phone 555 (internal telephone number). This can be dialled from most Birkbeck buildings to REPORT any emergency and to REQUEST help. A 555 call is routed to a special telephone staffed at all times by a Duty Attendant who will summon the required assistance. 555 callers MUST identify themselves and the specific assistance required, and also inform the Duty Attendant of the precise location of the emergency.

In the event of the fire alarm being sounded, everyone must leave the building without delay by the nearest available exit and must not re-enter the building until the alarm has been silenced and permission has been granted by the Senior Fire Officer or Duty Attendant.

2.10 STUDY SKILLS SUPPORT

LEARNING COORDINATOR

Richard Carabine and Eva Szatmari are the Learning Coordinators for the Department of Management. Their role is to support students in their studies. Richard is available 4 days per week and Eva is available 5 days per week to meet with students and to discuss their needs. They work closely with Birkbeck staff to ensure that support structures are in place to ensure that students have every opportunity to be successful in their studies. Their office is room 715a on the seventh floor in the main Malet Street building:

Tel: 020 7631 6464

Email: r.carabine@bbk.ac.uk; e.szatmari@bbk.ac.uk

They offer advice on the following:

- Returning to study
- Note taking
- Critical thinking & reading skills
- Essay writing
- Referencing
- Giving presentations
- Taking part in seminars
- Managing time and workloads
- Avoiding plagiarism

- Writing a dissertation
- Coping with exams
- Motivation
- Maths
- Statistics

Please see below for information on further study skills support available in the College:

STUDY SKILLS WORKSHOPS

<http://www.bbk.ac.uk/management/current-students/support/study-skills-workshops>

MOODLE TUTORIALS & RESOURCES

[BEI Study Skills Area](#)

LEARNING SUPPORT & SKILLS TRAINING

<http://www.bbk.ac.uk/mybirkbeck/get-ahead-stay-ahead> &

<http://www.bbk.ac.uk/mybirkbeck/services/facilities/support>

GET AHEAD UNDERGRADUATE PRESENTATIONS

<http://www.bbk.ac.uk/mybirkbeck/services/orientation/get-ready-to-study-at-birkbeck>

3. PROGRAMME STRUCTURE

3.1 CERTIFICATE IN HIGHER EDUCATION

The Certificate is an ideal introduction to management studies giving students valuable insights into the process, skills and practice of management – knowledge that will be applicable to a wide variety of individual needs and career goals.

The Programme is offered in both Bloomsbury and Stratford. Students enrol on a modular basis and complete the Certificate over one or 2 years. Modules are taught over 6 evenings (6-9pm) or 3 full Saturday workshops (10am-5pm).

To gain the Certificate of Higher Education students must successfully complete eight modules from a choice of nine 15-credit modules, giving a total of 120 credit points.

Once you have successfully completed the Certificate, you can progress to the Foundation Degree in Management and complete it with two more years of part-time study. Students who intend to progress onto the Foundation Degree must include Module 9: Mathematics for Business within their module selection. Students may also be eligible to transfer to Y2 of the BA Management or BSc Business degree programmes.

The recommended textbook for the programme is:

Pettinger, R (2007) *Introduction to Management*, 4th edition, Basingstoke: Palgrave MacMillan

This book contains chapters that provide useful background reading to all of the modules except Personal Effectiveness. You will find it useful to read the relevant chapter of the Pettinger book prior to the commencement of each new module.

CertHE modules:

Level	Module Name	Credits
4	Personal Effectiveness	15
4	Understanding Organisations	15
4	Managing Change	15
4	People Management and Diversity	15
4	Leadership and Team Building	15
4	Strategy and Business Planning	15
4	The Marketing Challenge	15
4	Making Financial Decisions	15
4	Maths for Business*	15

*Evening study only. Note: this module is compulsory for students wishing to progress to the Foundation Degree or UG degree programmes

3.2 CERTIFICATE IN HIGHER EDUCATION IN MANAGEMENT FOR PERSONAL ASSISTANTS

The programme will be based around three areas:

1. The module '*The Role of the Executive Personal Assistant*' which provides an introduction to the core management key skills needed by the modern PA.
2. Global PA Network's Series of Masterclasses.

Global PA Network is an External Organisation working in partnership with Birkbeck to provide this programme; as such students will pay fees directly to the Global PA Network for the Masterclasses they attend.

- Existing modules that make-up the Certificate of Higher Education in Management, the content of which will remain the same, but with some customisation being achieved by the use of appropriate case studies, readings, workshop exercises and assessment activities that are relevant to the work of the PA.

To be awarded the Certificate of Higher Education in Management for PAs, students will be required to complete a total of 120 credits, made up of six 15 credit modules and the Global PA Network Masterclasses (30 credits).

The award includes:

- The Role of the Executive Personal Assistant (Compulsory)
- Understanding Organisations (Compulsory)
- Strategy and Business Planning (Compulsory)
- Leadership and Team Building (Compulsory)
- Managing Change (Compulsory)
- The Global PA Network's Series of Masterclasses (30 credits will be awarded for successful completion of the Global Network PA series of Masterclasses and associated assessment.
 - 7 Key Skills of Executive PAs
 - Raising your Game Through Performance
 - Social Media and Communications Skills
- Optional Module from:
 - The Marketing Challenge
 - Making Financial Decisions
 - People Management and Diversity
 - Mathematics for Business

Students who wish to progress to the Foundation Degree in Management, will need to complete the module Mathematics for Business as their optional modules.

Those students who successfully complete 60 credits (inclusive of the Compulsory modules listed above) will have the option of being awarded a Certificate of Continuing Education in Management for PAs as an exit award should they be unable to complete the Certificate of Higher Education in Management for PAs.

3.3 PROGRESSION FROM THE CERT HE IN MANAGEMENT

Students who complete the CertHE and have taken Maths for Business as one of their eight modules and can also demonstrate basic IT skills (including basic Microsoft excel skills) can apply for a place on the second year of the Foundation Degree in Management at Birkbeck, meaning that they can achieve the Foundation Degree with just two more years of further study.

Details of the Foundation degree can be found at:

<http://www.bbk.ac.uk/study/ug/foundationdegrees/UFAMNGNT.html>

Students who have completed the CertHE an also apply for a place on the BA in Management:

<http://www.bbk.ac.uk/management/prospective-students/undergraduate/ba-management>

or the BSc in Business:

<http://www.bbk.ac.uk/management/prospective-students/undergraduate/bsc-business>.

4. CERTHE MODULES

The following section provides information about the modules that make up the CertHE programmes.

4.1 MODULE DESCRIPTIONS

CERTIFICATE OF HIGER EDUCATION

To gain the Certificate of Higher Education in Management, students must take and pass eight modules selected from a choice of nine. A brief description of what is covered each module is provided below:

Personal Effectiveness

What makes an effective manager? One of the key ingredients is self-awareness: being able to understand your strengths and how you can capitalise on them, as well as the development areas that need more work. This module will help you to identify these and implement a personal development plan.

Understanding Organisations

An introduction to organisations, their structure and culture and the behaviour of individuals and groups within them. Topics covered include: the nature and types of organisation; individual differences; power; job design and teamwork; motivation; communication and organisational culture.

Strategy and Business Planning

How do organisations develop a strategy for survival and success in the face of rapidly changing environments that represent both threats and opportunities? Topics covered include: approaches to analysing the business environment; strategic decision-making and implementation; the strategic issues faced by public and not-for-profit organisations; and preparing a business plan.

The Marketing Challenge

The marketing challenge is concerned with identifying, anticipating and satisfying customer and client needs. Topics covered include: customer behaviour, product design and innovation; pricing, promotion and distribution decisions; and the organisation, planning and control of the marketing process.

Making Financial Decisions

Money is the lifeblood of all organisations, whether operating in the commercial or not-for-profit sectors. This module provides an introduction to the principles, role, scope and limitations of financial and management accounting from the viewpoint of managers, in order to help you make better financial decisions.

People Management and Diversity

This module provides an introduction to managing the key resource of any organisation – its people. Topics covered include: recruitment and selection; building diversity; performance management; coaching and developing team members; building effective working relationships through networking; and, where things go wrong, handling conflict.

Leadership and Team Building

Teams are the key work unit in many organisations. What are the key components of a high-performing team? How important is leadership to their success? How do successful leaders operate? This module explores the mix of attributes, skills and capabilities required of successful leaders and the nature of team working.

Managing Change

Handling change effectively can be a complex and painful process, creating uncertainty, conflict and distrust. This module examines employee involvement and participation; resistance to change; and the requirements for successful change. It also gives you a chance to explore the issues of organisational change through a work-based project.

Mathematics for Business

This module enables students to evaluate their own strengths and weaknesses in mathematics and statistics and to develop the necessary quantitative skills for management study.

CERTIFICATE OF HIGER EDUCATION IN MANAGEMENT FOR PERSONAL ASSISTANTS

In addition to the above modules the CertHE in Management for PAs also includes:

The Role of the Executive Personal Assistant

This module aims to develop the skills and knowledge of Personal Assistants and prepare them to support managers at the executive level. The module will enable PAs to fully appreciate and understand the key issues involved in the relationship between the PA's role and that of the management team. Topics covered include leadership styles, communication, management and people skills, emotional intelligence, managing upwards, project management and personal branding.

The Global PA Network Series of Masterclasses

The Masterclasses, which are a compulsory element of the programme, aim to develop the core skills base of Personal Assistants to enable them to maximise their potential within the workplace. Topics covered include 7 key skills, effective time management, team working, board level case study, assertiveness, personal effectiveness, coaching and social media.

The [Global PA Network](http://www.globalpanetwork.com/) (<http://www.globalpanetwork.com/>) is an External Organisation working in partnership with Birkbeck to provide this programme, and students have to pay fees directly to the Global PA Network for attending the series of Masterclasses, which include:

- 7 Key Skills of Executive PAs
- Raising your Game Through Performance
- Social Media and Communications Skills

4.2 ONLINE MODULE SUPPORT - MOODLE

Moodle is an online 'learning environment' for delivering web-based course materials. Every undergraduate management module is listed in Moodle and when you log on it will show you the modules you are registered for - <http://moodle.bbk.ac.uk/>. It also contains an 'Undergraduate Students' section which provides you with important administrative information as well as the latest announcements.

You can access Moodle from any location with an Internet connection and web browser, using your ITS username and password to log on. Central Computing Services will send you these details once you officially enrol as a student - go to <http://www.bbk.ac.uk/its/> for more details. For help, go to the ITS Helpdesk, on the ground floor in the main building in Malet Street or phone 020 7631 6543.

If there are modules missing on your Moodle account, you will need to contact the CertHE Programme Administrator.

4.3 MODULE ATTENDANCE

Classes run from 6pm to 9pm in the evening and 10am to 5pm on Saturdays and students are required to attend 75% of lectures.

It is the responsibility of students to ensure that they sign the register at each lecture and seminar they attend. You are expected to attend your lectures and seminars in order to complete a module. It is not uncommon, however, for Birkbeck students to find attendance difficult on occasions during their course.

Students who cannot make a particular class for any reason should send their apologies, preferably by email, to the lecturer. It is the responsibility of students, not the lecturer, to ensure that they receive any materials or instructions that may be given out in lectures that they miss.

4.4 MODULE FEEDBACK

Student feedback is essential to enable us to deliver our programmes and modules to fit students' needs. If any resource issues are noted, these are discussed with resource managers such as the Library, Information Technology Services, Estates & Facilities etc.

Feedback is normally collected in the following ways:

- Regular collection of feedback on lecture materials and pace of delivery of materials by lecturers.
- End of Module Survey – at the end of the each module Student are emailed survey link for each module. These are then analysed by the programme team and aggregate summary reports are compiled and reported to the Undergraduate Teaching Committee and at Departmental Meetings.

In addition, you will receive formative feedback on all assignments submitted.

5. ASSESSMENT

Students are allowed three attempts to pass a module. Although you do not need to pass each individual piece of coursework, you do need to obtain an overall pass mark of 40% in each module. Students must also have attempted all elements of assessment in order to pass a module.

5.1 ASSESSMENT MARKING CRITERIA

This section provides general guidance on the criteria used to grade your assessed work. Individual class Lecturers may also provide additional guidance on how the assessments they set will be marked.

Marking Criteria
<p><u>70%+ DISTINCTION</u></p> <p>Presentation</p> <ul style="list-style-type: none">• Clearly and legibly written• Within agreed word limit <p>Skills</p> <ul style="list-style-type: none">• Well-structured, coherent argument(s)• Very good use of relevant evidence (primary and secondary sources and materials) to support and illustrate the argument(s) made• Where appropriate, evidence of independent research• Comprehensive examination of the subject of the assignment• Exclusion of irrelevant material• Correct and comprehensive citation of all sources in a recognised format <p>Knowledge</p> <ul style="list-style-type: none">• Clear and strong evidence of current knowledge and debates relevant to the assignment• Clear and strong evidence of current knowledge of core / central concepts relevant to the assignment• Clear and strong evidence of critical appreciation of sources used <p>Understanding</p> <ul style="list-style-type: none">• Demonstrates ability to think independently, originally and critically
<p><u>60-69% PASS</u></p> <p>Presentation</p> <ul style="list-style-type: none">• Clearly and legibly written• Within agreed word limit <p>Skills</p> <ul style="list-style-type: none">• Well-structured, clear argument(s)• Good use of relevant material to support the argument(s) made• Comprehensive examination of the subject of the assignment• Correct and comprehensive citation of all sources in a recognised format <p>Knowledge</p> <ul style="list-style-type: none">• Clear and strong evidence of current knowledge and debates relevant to the assignment <p>Understanding</p> <ul style="list-style-type: none">• Evidence of ability to reflect critically on the subject of the assignment

50-59% PASS**Presentation**

- Clearly and legibly written
- Within agreed word limit

Skills

- Evidence of attempt to construct argument(s), which may have gaps or lack clarity
- Evidence of reading and awareness of relevant issues / debates
- Appropriate sources adequately cited

Knowledge

- Evidence of knowledge relevant to the assignment

Understanding

- Some evidence of engagement with, and analysis of, material covered in the module

40-49% PASS**Presentation**

- Legibly written
- Within agreed word limit
- Generally weak and / or careless

Skills

- Some evidence of attempt to address the question
- Evidence of some reading relevant to the topic
- Barely adequate use / referencing of sources

Knowledge

- Limited knowledge of subject area
- Over-reliance of material covered in class

Understanding

- Limited understanding of concepts and ideas relevant to the assignment

30-39% FAIL**Presentation**

- Poorly presented and / or illegible
- Beyond or substantially below agreed word limit

Skills

- Little or no evidence of attempt to address the question
- Overly repetitious and / or descriptive
- Inclusion of irrelevant material
- Little or no evidence of reading relevant to the topic
- Sources adequately cited or not cited

Knowledge

- Very little or no evidence of knowledge of, or reading in, subject area
- Opinions expressed without any supporting evidence

Understanding

- Little or no evidence of understanding of the concepts / ideas relevant to the assignment and / or misunderstanding of these

LESS THAN 30% FAIL

Presentation

- Very poorly presented and / or illegible
- Beyond or substantially below agreed word limit

Skills

- No evidence of attempt to answer the question
- No evidence of planning answer
- Overly repetitious and / or descriptive
- Substantial inclusion of irrelevant material
- No attempt to cite material adequately or to provide references

Knowledge

- No evidence of knowledge of, or reading in, subject area
- Opinions expressed without supporting evidence

Understanding

- No evidence of understanding of the concepts / ideas relevant to the assignment and / or complete misunderstandings of these

5.2 COURSEWORK

PRESENTATION OF COURSEWORK

All coursework should be free of spelling, typographical and other technical errors. These can be avoided by using an appropriate spell-checking programme and by proofreading the final draft closely. Headings and captions in diagrams and tables must be fully self-explanatory. All diagrams and tables must have their sources clearly cited at the foot of the diagram or table.

COURSEWORK SUBMISSION

You need to submit your coursework electronically via Moodle - <http://moodle.bbk.ac.uk/> in the relevant module area. You must use your unique ITS username and password to enter Moodle to submit your coursework. If you do not know your ITS username and password then please contact ITS as soon as possible at its-helpdesk@bbk.ac.uk or at 020 7631 6543. Any coursework submitted after the day of the deadline will be marked as late.

SUBMISSION DEADLINES

For all pieces of coursework two deadlines will be specified:

1. a normal submission deadline, by which you need to complete and submit your coursework for assessment.
2. an Absolute Cut-Off (ACO) deadline, which is the deadline by which late submissions will be accepted for marking. For CertHE modules the ACO is TWO weeks after the normal submission deadline.

The specific dates for coursework submission and the ACO deadline will be listed in Moodle and it is your responsibility to check these dates and ensure you submit your coursework in accordance with the advertised submission deadline. However, in the event where a student fails to meet the submission deadline, he/she can still submit the late coursework up to the Absolute Cut-Off deadline (see below for penalties – Section 5.4).

MARKING

Coursework for all CertHE modules will be marked in four weeks. This time does not include holiday periods when staff may be away. Students will receive their coursework mark and feedback through Moodle. An email will be sent round to students when coursework marks and feedback are available.

WORD LIMIT

Students must keep to the word limits given for each assignment. If the word limit is exceeded (excluding references and appendices) students may face a minimum penalty of 5%. Lecturers may impose more severe penalties on excessively long essays at their discretion.

REFERENCING

References are scholarly acknowledgements of work referred to or quoted. Failure to reference works used or quoted constitutes plagiarism. To avoid this it is vital that you read the section on plagiarism below.

Proper citation of sources is an essential part of the presentation of academic work. Further details on referencing can be found on the Department of Management website (<http://www.bbk.ac.uk/management/current-students/support>) and on MyBirkbeck (<http://www.bbk.ac.uk/mybirkbeck/get-ahead-stay-ahead/writing/referencing>). Note: you will need your ITS username and password to access these resources.

The preferred method of referencing is the Harvard System, for full details see: Harvard Business School, *Citation Guide 2012-13* (<http://www.library.hbs.edu/guides/citationguide.pdf>).

5.3 PLAGIARISM

PLAGIARISM: WHAT IT IS, HOW TO AVOID IT AND THE PENALTIES

Plagiarism is defined as “the submission for assessment of material (written, visual or oral) originally produced by another person or persons, without correct acknowledgement, in such a way that the work could be assumed to be the student’s own. Plagiarism may involve the unattributed use of another person’s work, ideas, opinions, theory, statistics, graphs, models, paintings, artefacts, performance, computer code, drawings, quotations of another person’s actual spoken or written words, or paraphrases of another person’s spoken or written words”.

Plagiarism can take a variety of forms and can include any of the following:

- copying a whole or substantial parts of a paper from a source text (e.g. web site, journal article, book or encyclopaedia), without proper acknowledgement;
- paraphrasing of another’s piece of work closely, with minor changes but with the essential meaning, form and/or progression of ideas maintained;
- piecing together sections of the work of others into a new whole;
- procuring a paper from a company or essay bank (including Internet sites);
- submitting another student’s work, with or without that student’s knowledge;
- submitting a paper written by someone else (e.g. a peer or relative), and passing it off as one’s own;
- representing a piece of joint or group work as one’s own.

Plagiarism can occur in any piece of work. This policy applies to any alleged case of plagiarism in any piece of work submitted for formal assessment at the College.

Further details on plagiarism can be found on the following links:

- <http://www.bbk.ac.uk/management/current-students/support>
- <http://www.bbk.ac.uk/mybirkbeck/services/administration/assessment/offences/plagiarism>

- http://www.bbk.ac.uk/reg/central_pages/plagiarism

Note you may need your ITS username and password to access these resources).

To see the College policy on assessment offences please go to:

<http://www.bbk.ac.uk/mybirkbeck/services/rules/Assessment%20Offences.pdf>

PLAGIARISM – YOUR RESPONSIBILITY

All students must read the information on plagiarism which follows below. Failure to observe the rules on plagiarism may result in an allegation of cheating and, as a minimum, you will fail the assessment.

By submitting your assignments for assessment you automatically acknowledge that the work submitted is your own and that you have adhered to the plagiarism guidelines.

These regulations are designed to ensure that the standard of our degrees is maintained. All work is checked for plagiarism as part of our assessment procedures. We can scan in a sample of coursework to be checked using electronic resources which compare the text of work against published sources, internet resources and essay banks. We may select a random sample of essays to be checked and you may receive a request to submit an electronic copy of your essay for this purpose. The penalties for submitting work that is plagiarised are severe and include termination of course of study and being barred from entering any University of London examination. Please, therefore, read the following sections carefully to ensure that you do not plagiarise in any of your coursework, your research proposal or your research project.

All work submitted by a student as part of the requirements for the CertHE must be expressed in the student's own words and must incorporate his or her own ideas and judgements. This applies equally to coursework and research projects no less than to examinations. Plagiarism – the presentation of another person's thoughts or words as one's own – in essays, research projects or other assessed work violates all principles of sound academic practice and is a serious disciplinary offence. Action will be taken wherever plagiarism is suspected. Disciplinary proceedings will be initiated wherever there is evidence that plagiarism has been committed. Where plagiarism is confirmed, candidates will fail on the work concerned and may be liable for further disciplinary action, including permanent exclusion from study not only at Birkbeck, but also anywhere else in the University of London. The handling of cases of alleged plagiarism is governed by the University of London's Regulations for Proceedings in Respect of Examination Irregularities.

The purpose of this section is three-fold:

- To clarify what constitutes plagiarism
- To provide clear guidance as to how best to avoid it; and
- To set out the penalties that may be applied where plagiarism is discovered.

WHAT IS PLAGIARISM?

The College statement on the subject is as follows (emphasis added):

You are reminded that all work submitted as part of the requirements for any examination of the University of London or Birkbeck College must be expressed in your own words and incorporate your own ideas and judgements. Plagiarism – that is, the presentation of another person's thoughts or words as though they were your own - must be avoided, with particular care in coursework and essays and reports written in your own time.

Direct quotations from the published or unpublished work of others must always be clearly identified as such by being placed inside quotations marks, and a full reference to their source must be provided in the proper form. Remember that a series of short quotations from several different sources, if not clearly identified as such, constitutes plagiarism just as much as does a single unacknowledged long quotation from a single source. Equally, if you summarise another person's ideas or judgements, you must refer to that person in your text, and include the work referred to in your bibliography. Failure to observe these rules may result in an allegation of cheating. You should therefore consult your tutor or course director if you are in any doubt about

what is permissible. Recourse to the services of 'ghost-writing' agencies (for example in the preparation of essays or reports) or of outside word-processing agencies which offer 'correction / improvement of English' is strictly forbidden, and students who make use of the services of such agencies render themselves liable for an academic penalty.

Simply put, plagiarism is a form of fraud. That is why the University, Birkbeck and the Department take it extremely seriously. It is dishonest and undermines the entire basis for the academic awards given to students: the award of a degree, and its class, should be conferred on the basis of the recipient's own work, not the work of others. Plagiarism subverts the assessment process and, if undetected and unpunished, has a corrosive effect on the value of all degrees awarded.

It is important to understand that plagiarism encompasses a broad spectrum of offences and is more than the wholesale use of others' exact words as your own: summaries, précis and paraphrases, as well as shorter quoted passages, should all be acknowledged as such with appropriate references.

It is acceptable, in your work, to use the words and thoughts of another person or data that another person has gathered but the borrowed material must not appear to your creation. If you are citing the words or ideas of others you must reference the source using the reference style outlined below. This includes all source material, that is, journal articles, books, and internet sources as well as essays, practical and research reports written by other students including those from previous years, whether you have their permission or not. It also applies to both 'hard-copy' material and electronic material, such as internet documents. Examples include copying someone else's form of words, or paraphrasing another's argument, presenting someone else's data or line of thinking, without acknowledging the author or source.

Plagiarism may be unintentional, caused by making notes from sources such as books or journals without also noting the source, and then repeating those notes in an essay without acknowledging that they are the data, words or ideas belonging to someone else. Guard against this by keeping careful notes that distinguish between your own ideas and researched material and those you obtained from others. Then acknowledge the source.

EXAMPLE

ORIGINAL SOURCE:

"The flexibility of the UK and US labour markets has been identified as a key explanation for the high growth rates of these two economies in recent years, and there is increasing pressure on other countries to reduce perceived labour market rigidities. While the assumed benefits of labour market flexibility receive much attention in public discussion, little is known, with some exception in relation to employee training, about its effect on the use by firms of new work practices, or of the results on corporate performance." (Michie and Sheehan-Quinn, 2001).

This reference would then appear in a reference list as follows:

(Michie, J and Sheehan-Quinn, M., (2001), Labour market flexibility, Human resource management and corporate performance, British Journal of Management, 12 pp 287-306).

PLAGIARISED VERSION:

Labour market flexibility in the UK and US economies provides an explanation for the high rates of economic growth observed in these economies. This has put increasing pressure on other countries to reduce labour market rigidity. However, little is known about the effects of labour market flexibility on the use of new work practices and corporate performance.

ACCEPTABLE VERSION:

A recent paper (Michie and Sheehan-Quinn, 2001, p 288) on the labour market flexibility has argued that, although labour market flexibility has been identified as a possible explanation for the high rates of growth observed in the UK and the US, little is known about the effects of labour market flexibility on the adoption of different types of work practices and the impact on corporate performance.

NOTE:

There are two main differences between the plagiarised version and the acceptable version above. First and foremost, the inclusion of the authors' names acknowledges whose ideas these originally were (not the student's) and the reference refers the reader to the full location of the work when combined with the bibliography. Note that in the plagiarised version, the argument was paraphrased – but without acknowledgement of source of the idea and original text, this is plagiarism.

The second difference concerns the style of paraphrasing. The plagiarised version merely repeats the same points as the original version, with minimal rewording, making the sentences very derivative. The acceptable version on the other hand summarises the point that is relevant to the essay being written in a way it can easily be developed into the student's argument in the next sentence.

In writing any work, therefore (whether for assessment or not) you should document everything that you borrow – not only direct quotations and paraphrases but also information and ideas. There are, of course, some common-sense exceptions to this, such as familiar proverbs, well-known quotations common knowledge.

But you must indicate the source of any appropriated material that readers might otherwise mistake for your own. If in doubt, cite your source or sources.

COPYING MATERIAL VERBATIM

Another example of plagiarism is the verbatim copying of chunks of material from another source without acknowledgement. Any sentences or phrases copied verbatim must be in quotation marks with the reference and page number cited at the end of the quotation.

COLLABORATION AND COLLUSION

In collaborative work (if this is permitted by the lecturer) joint participation in research or writing does not constitute plagiarism in itself, provided that credit is given for all contributions. One way would be to state in a preface who did what; another, if roles and contributions were merged and truly shared, would be to acknowledge all concerned equally. However, where collaborative projects are allowed, it is usually a requirement that each individual's contribution and work is distinguishable, so check with your lecturer. Usually, collusion with another candidate on assessed work (such as sharing chunks of writing or copying bits from each other) is NOT allowed.

COPYRIGHT INFRINGEMENT

Finally, you must guard against copyright infringement. Even if you acknowledge the source, reproducing a significant portion of any document (including material on the internet) without permission is a breach of copyright, and a legal offence. You may summarise, paraphrase and make brief quotations, but more than this risks infringing copyright.

HOW CAN YOU AVOID PLAGIARISM?

This section is intended to help you avoid unintentional plagiarism. The mistaken belief that plagiarism is limited to the wholesale reproduction of entire papers or long passages of text is widespread, but these are only its most spectacular forms. While penalties are generally much more severe where the plagiarism is flagrant, no case of plagiarism that is uncovered will be ignored. You could, therefore, find yourself in difficulties as a result of too close a reliance on sources that are not properly acknowledged. Even if it was clearly unintentional, plagiarism if detected, will lead at the very least to a low failure mark for that piece of work. At most you could face suspension from all further study in the University of London. It is therefore very important to know just what is and is not likely to get you into trouble.

SO WHAT DO YOU NEED TO DO?

Always attribute quoted words. It does not matter if the quote is long or short, every quoted passage taken directly from the work of another should be clearly marked as such by the use of quotation marks. The full reference, including page number, should be given for each quotation.

Always give full references for paraphrases of others' ideas or judgements. Simply rewriting a passage in your own words rather than the author's does not avoid plagiarism. Paraphrases or summaries of the ideas or judgements of others should be referenced fully.

Give references to support purely factual claims where necessary. Plagiarism is mainly about the appropriation of others' ideas and judgements. Factual references are less sensitive. You certainly do not need to include (as some students do) references for facts that are well established and can be found in any number of places (don't bother with a reference telling the reader where you found the date of the Enron collapse, for example). However, where the facts are less well known and some other investigator has persuasively established some claim of fact, you should acknowledge this in your references, as well as the sources for any quantitative data you might use.

Include a reference to any source used in a sentence at the end of that sentence. One way to find yourself sailing rather too close to the wind is to include a single reference at the end of a long passage of more than one paragraph that gives the source for the entire passage. This can give the reader the impression that the reference refers only to the last paragraph or so, rather than the whole passage. If for some reason you wish to avoid repeating references to the same source, then include a statement or footnote early on indicating that the discussion that follows is drawn from such-and-such a source. For example: 'Except where indicated otherwise, the description of EU policy-making set out in this section is drawn from Kassim (1997: 275-89).' You should also attempt to paraphrase ideas rather than text as in the acceptable version above. You then need only provide additional references for those points in the description of EU policy-making taken from sources other than Kassim (1997). Direct quotations from Kassim (1997) should still be in quotation marks.

Remember that a full bibliography is necessary but not sufficient. You should be at pains to include every source on which you have relied in your bibliography. However, mere inclusion in the bibliography is not enough. If you have drawn on a source in ways that are not acknowledged in the text, its inclusion only in the bibliography is insufficient (though omitting it from the bibliography altogether would generally be an even more serious offence).

Ultimately, the golden rule should be: when in doubt, give the reference. This not only protects you from unintended plagiarism, it is also good manners: credit should be given to sources where and when they are used. That is why it is not unusual to find academic articles of 10,000 words or so that have anywhere from 50 to 150 references. Students sometimes worry that giving full references throughout will make it appear as though their papers are just compilations of other people's views. However, even if there are 100-odd references to a medium-length article or chapter, the author's own contribution to the discussion should be clear to the reader. If it is not, then the paper is probably not a very strong one. This means that thorough referencing will provide a good check on the substance of your essays and research project: if the finished product looks like nothing more than a cut-and-paste job full of others' ideas and data, it probably needs to be rewritten.

The above guidelines apply to all written work. You do not need to worry about punctilious acknowledgement of sources when writing unseen written examinations. Generally, it helps in an exam to show familiarity with the major writers in a given field, but examiners do not expect to find references to all the items relied on. After all, exams are meant to test your understanding of the material, not your memory.

THE PENALTIES FOR PLAGIARISM

Plagiarism is regarded as a serious disciplinary matter. While the penalties imposed depend on the seriousness of the offence, even the minimum penalties are serious:

Any case of plagiarism detected will be recorded in the offending student's file and will be reported to the Examinations Office of the College. This can have far-reaching consequences in itself: a

former student needing a reference from the School will be in an unenviable position should his or her file contain a case of plagiarism.

Work found to contain plagiarism will be failed. If it is our opinion that you are attempting to pass someone else's work as your own, you will be awarded a mark of zero, and the case will automatically be referred to the Board of examiners who will consult with the College Registrar over referral to the University of London as explained in the section below on 'University hearing and appeals'. The penalties include termination of your course of study.

All cases of plagiarism will be penalised by failure and more serious cases will result in more serious penalties. You may, in a serious case, be failed for your degree and forbidden from re-entry. This is also the case for less serious infringements where students have failed to own up when confronted or have been found to commit plagiarism on more than one occasion. You should therefore be aware that, if a relatively mild penalty is applied to a first offence of plagiarism, the penalties are likely to be much more severe in the event of a second infraction.

UNIVERSITY HEARINGS AND APPEALS

Under the University of London's Regulations for Proceedings in Respect of Examination Offences, the College may refer cases of plagiarism to the University and a panel may be convened to hear the case. The hearing committee may find that no offence has been committed. If it finds that an offence has been committed, it is empowered to impose a range of penalties, including the exclusion of the candidate from all future examinations for awards of the University of London – effectively barring the candidate not only from re-entering Birkbeck but also from entering any other institution of the University to read for a degree or other award.

Candidates may appeal against a hearing committee's decision on grounds of procedural irregularity or against the penalty imposed by the hearing committee. An appellate committee has the power to reverse or modify the penalties imposed by the hearing committee, although it may not impose any more severe penalties than those imposed by the hearing committee. However, candidates should be aware that, in the event of an unsuccessful appeal, the appellate committee can order them to pay a contribution to the costs of the appeal. This contribution shall be recoverable from the appellant candidate as a civil debt due to the University.

JISC – PLAGIARISM DETECTION SERVICE

A random selection of coursework will automatically be put through the JISC plagiarism programme. The JISC plagiarism detection service is an online service, which enables lecturers and tutors to carry out electronic comparison on students' work against electronic sources. The service checks essays against a database of previously submitted material, over 800 million Web pages, and essays from cheat sites.

5.4 LATE SUBMISSION AND MITIGATING CIRCUMSTANCES

LATE SUBMISSION

'Late submissions' are defined as any coursework that is submitted after the submission deadline and up to the Absolute Cut Off (ACO) deadline regardless of whether it is days or even minutes late. For example, if you submit your work at 00:05 (i.e. five minutes past midnight) on the day after the deadline it will be marked late. For this reason, you are strongly advised not to wait until the last minute to submit your coursework. In all cases, the decision of the programme admin team as to what constitutes 'late submission' is final and non-negotiable.

Any work submitted after the submission deadline but before the ACO deadline will be marked late and automatically be awarded a mark of 40%, which is the lowest possible pass mark (assuming the work is of a pass standard). When coursework that is submitted late has been marked and returned to students, it will display two marks: the actual penalty mark of 40%, and the 'real' mark which would have been awarded if the work had been submitted on time. The exception to this rule is that if the work is not considered to be of a pass standard, a single mark (which will be lower than 40%) will be awarded.

If the student concerned has a Mitigating Circumstances claim approved by the Mitigating Circumstances Committee for the late submission, the coursework will be marked according to its merit (see section 5.4 for procedures on mitigating circumstances).

Coursework submitted after the Absolute Cut-Off deadline has passed will not be accepted. If a student fails to submit a piece of coursework by the Absolute Cut-Off deadline they will be required to re-submit a new piece of coursework at the end of the following academic term (for coursework resubmission dates please see below). This new piece of coursework will be considered as the next attempt.

MITIGATING CIRCUMSTANCES

The College Policy on Mitigating Circumstances determines how boards of examiners will treat assessment that has been affected by adverse circumstances. The College policy can be found here: <http://www.bbk.ac.uk/mybirkbeck/services/rules/mitcircspol.pdf>

Mitigating circumstances are defined as unforeseen, unpreventable circumstances that significantly disrupt a student's performance in assessment. This should not be confused with long term issues such as medical conditions, for which the College can make adjustments before assessment (for guidance on how arrangements can be made in these cases please see the College's Procedures for Dealing with Special Examination Arrangements which are available on the undergraduate student section of Moodle (appendix 1 lists the circumstances that are considered as mitigating circumstances). Submission of a claim for mitigating circumstances should be regarded as exceptional: all students should strive to meet all the deadlines set for assessed work in order to avoid falling behind in their studies.

A mitigating circumstances claim should be submitted if valid detrimental circumstances result in:

- the late or non-submission of assessment;
- non-attendance at examination(s);
- poor performance in assessment

However, please note that mitigating circumstances claims can only be considered if they are received **before** the relevant Management Sub-Board of Examiners meeting; appeals after the Sub-Board has reached its decisions must be submitted via the formal Appeals system organised by the College Registry. Where this is the case, an appeal must be submitted in writing within six weeks of the date of notification of results.

For a claim to be accepted you must produce independent documentary evidence to show that the circumstances:

- have detrimentally affected your performance or will do so, with respect to the above;
- were unforeseen;
- were out of your control and could not have been prevented;
- relate directly to the timing of the assessment affected.

Documentation should be presented, wherever possible, on the official headed paper of the issuing body, and should normally include the dates of the period in which the circumstances applied. Copies of documentary evidence will not normally be accepted. If you need an original document for another purpose, you should bring the original into the relevant Department Administration Office so that a copy can be made by a member of College staff (where a photocopy is made by a member of staff they should indicate on the copy that they have seen the original). The College lays out all the specific circumstances which may constitute mitigating circumstances in the following document: *Guidance on Grounds for Mitigating Circumstances - Annex B: Mitigating Circumstances Policy, Procedure and Guidance (June 2009)*. This document is available to view on the undergraduate student section of Moodle (and the criteria are also outlined in Appendix 1 of this Handbook). Discussing your claim with a member of staff does not constitute a submission of a claim of mitigating circumstances. You are encouraged to submit your claim for mitigating

circumstances in advance and at the earliest opportunity. The final deadline for submission of a claim is listed below for coursework, exams and the dissertation.

Claims must be submitted using the specified College Mitigating Circumstances claim form downloadable through the undergraduate student section of Moodle, which should be submitted in accordance with the procedure for submission outlined on the Moodle site. In this regard please note that only forms submitted directly to the undergraduate administrator will be considered. Claims should always be supported by appropriate documentary evidence. You should be aware that individual marks will almost never be changed in the light of mitigating circumstances. Assessment is designed to test your achievement rather than your potential. It is not normally possible to gauge what you would have achieved had mitigating circumstances not arisen. Where mitigating circumstances are accepted, and it is judged by an examination board that these circumstances were sufficiently severe to have affected your performance in assessment, the normal response will be to offer you another opportunity for assessment without penalty, at the next available opportunity.

Decisions relating to mitigating circumstances claims are taken by the appropriate Board of Examiners, based in the Department responsible for the programme on which the student is registered (the 'home department'). Students must submit any mitigating circumstances claim to the Mitigating Circumstances Panel in their home department, even when the affected module is run by another department (the host department). If mitigating circumstances are accepted by the home Mitigating Circumstances Panel, the host department should be informed and asked to make a decision on the form of reassessment that should be made or in what other way the claim should be dealt with. The Panel's decision and the host department's recommendation on reassessment should be communicated to the appropriate Board of Examiners for ratification. Where agreement on acceptance of mitigating circumstances or reassessment cannot be reached, the Chairs of the Mitigating Circumstances panels should seek guidance from the Academic Registrar

DEADLINE FOR SUBMITTING MITIGATING CIRCUMSTANCES

The deadline for submitting mitigating circumstances for CertHE coursework is normally two weeks after the submission deadline (i.e. the same as the Absolute Cut-Off deadline).

Claims must be submitted using the specified College Mitigating Circumstances claim form downloadable through the undergraduate student section of Moodle, which should be submitted in accordance with the procedure for submission outlined on the Moodle site. Claims should always be supported by appropriate documentary evidence. Any mitigating circumstances claims received after the Absolute Cut-Off deadline will not be considered and the coursework will be failed at the first attempt (see above).

If you do submit a mitigating circumstances claim for an element of coursework you will be required to hand in the coursework before the Absolute Cut-Off deadline – failure to do so will result in failure of the coursework at the first attempt, notwithstanding exceptional circumstances with supporting evidence. In such cases, the requirement of assessing by the coursework may be waived and the student will be assessed 100% by the exam (where relevant).

5.5 FAILING A MODULE

If, after the first attempt, a student has achieved an overall module result of less than the 40% needed to pass a module, the module will be deemed to have been failed. Failing a module requires either a reassessment (i.e. resubmitting a failed piece of coursework or retaking an exam) or retaking the entire module if it is going to be the student's third attempt to pass the module.

Students are allowed a maximum of three attempts to pass a module.

Students will be informed by the Department of Management if they have failed any elements of their studies. If a student is unclear at any point about their options following a failed element, they are encouraged to contact the CertHE Programme Director.

If a student attempts a module but does not submit any work for the appropriate assessments as outlined in the module outline and does not have an application for mitigating circumstances accepted by the Examination Board, they will be deemed to have failed the module and to have used up one attempt at the assessment of the module, and a result of 0% will be recorded for that module.

RE-ASSESSMENT

A module reassessment requires that a student takes a failed element of assessment again – either re-submitting a piece of coursework without the need to attend classes (or re-sitting an exam or a test as appropriate). If a module contains more than one element of assessment the student will not have to be reassessed in an element in which they have already achieved the 40% pass mark.

If a student fails the re-assessment again, the Examination Board would recommend him/her to retake the module

Note: Students are not permitted to re-submit a piece of coursework or sit an exam in which a pass mark has been achieved.

COURSEWORK RE-SUBMISSION

Students that fail a piece of coursework will be able to resubmit a new piece of coursework at the beginning of the term following their original submission. The resubmission will be considered a second attempt and will not be capped unless the first piece of coursework has failed due to plagiarism.

RETAKES

Where a student has failed a module two times or achieved an overall module mark of lower than 30% the Department would normally recommend the student to retake the module. If a student retakes a module they are required to attend lectures and submit all element(s) of assessment again. This applies regardless of the marks achieved in any element at the previous attempt.

6. POLICIES, PROCEDURES AND CODES OF PRACTICE

Registry Services at Birkbeck is responsible for the delivery of services to staff and students in respect of the College regulations, assurance and enhancement of academic standards and core student functions such as admissions, registration, financial support and assessment. Below is a list of the most important College policies and procedures that are most relevant to you, and which you should be aware of. A short overview is given along with a link to the policy on the registry website. For a complete list of the regulations including the Common Award Scheme regulations please go to <http://www.bbk.ac.uk/reg/regs>. Where relevant, reference is made to the appropriate section within this handbook to set out the specific application of college policies at a departmental level.

6.1 ASSESSMENT OF PRIOR LEARNING

This Policy applies when an applicant or existing student wishes to gain credit towards a undergraduate degree on the basis that they have prior certified or experiential (normally work-based) learning relevant to the programme concerned. It is also relevant if a student wishes to transfer between programmes internally and believes that credits already studied at the College are relevant to the new programme.

Further details about the policy can be found at:

<http://www.bbk.ac.uk/mybirkbeck/services/rules/AccreditedPriorLearning.pdf>

6.2 BREAK IN STUDY POLICY

Students who are experiencing difficulties may wish to take a break in studies. You are able to suspend studies for a maximum of two years in total during your programme of study. This may be for one period of two years or for non-consecutive shorter periods that add up to a total of two years or less. In either case students may, at the discretion of the Board of Examiners, carry forwards marks for any coursework already submitted. Students may not sit examinations during their break in studies.

The policy can be found at: <http://www.bbk.ac.uk/mybirkbeck/services/rules/bis.doc>

6.3 CODE OF STUDENT DISCIPLINE

The code of student discipline sets out the rights and responsibilities of students during their studies at Birkbeck.

The policy can be found at:

<http://www.bbk.ac.uk/mybirkbeck/services/rules/discipline.pdf>

6.4 APPEALING AGAINST DECISIONS OF BOARD OF EXAMINERS

This procedure details how the College will assess any representation, made in accordance with the regulations and provisions specified, against a decision of a Board of Examiners. Representations that are not made in accordance with these regulations or provisions cannot be considered.

The policy can be found at:

<http://www.bbk.ac.uk/mybirkbeck/services/rules/AppealsAgainstExamBoardDecisions.pdf>

6.5 FEEDBACK ON ASSESSMENT

This policy seeks to specify how feedback on assessment should be provided at module, programme, department and school level. Further details on departmental feedback policy can be found in section 4.3.

The policy can be found at:

<http://www.bbk.ac.uk/mybirkbeck/services/rules/Feedback%20on%20Assessment.pdf>

6.6 MARKING AND MODERATION

This policy defines the College policy on the marking and moderation of all work that is formally assessed as part of a College award. It incorporates College policy on second marking and anonymous marking.

The policy can be found at:

<http://www.bbk.ac.uk/mybirkbeck/services/rules/marking-and-moderation.pdf>

6.7 MITIGATING CIRCUMSTANCES

The College Policy on Mitigating Circumstances determines how boards of examiners will treat assessment that has been affected by adverse circumstances. Mitigating Circumstances are defined as unforeseen, unpreventable circumstances that significantly disrupt your performance in assessment. Further details on mitigating circumstances within the Department of Management can be found in section 5.4

The policy can be found at:

<http://www.bbk.ac.uk/mybirkbeck/services/rules/mitcircspol.pdf>

6.8 ASSESSMENT OFFENCES

The purpose of this policy is to ensure equity of treatment for all students alleged to have committed an assessment offence, to establish a clear and progressive tariff of penalties and define when each is appropriate. Further details on the issue of plagiarism can be found in section 5.2.6

The policy can be found at:

<http://www.bbk.ac.uk/mybirkbeck/services/rules/Assessment%20Offences.pdf>

6.9 SPECIAL EXAM ARRANGEMENTS

These procedures set out the arrangements for students with disabilities in the conduct of College examinations. These are broad guidelines to cover the different disabilities. The recommendation for arrangements for individual students will be based on the medical documentation, the experience and judgment of the Disability Service Manager and Examinations Office and the criteria agreed by the Committee on Disability and Examinations.

The policy can be found at:

<http://www.bbk.ac.uk/mybirkbeck/services/rules/special-exams.pdf>

6.10 STUDENT DISPUTE RESOLUTION POLICY PROCEDURE

The College recognises that, from time to time, students and staff of the College will disagree on an appropriate response to a particular issue, and will be unable to resolve this dispute by informal means. This Policy outlines how the College will seek to resolve such disputes. It will outline the rights and responsibilities of parties in a dispute, and will refer to alternative dispute resolution methods where appropriate.

The policy can be found at:

<http://www.bbk.ac.uk/mybirkbeck/services/rules/Student%20Dispute%20Resolution%20Policy%20%20Procedure.pdf>

6.11 DEPARTMENTAL POLICY ON THE RECORDING OF LECTURES

We recognise that students from time to time will wish to record lectures in audio or visual/audio media for a variety of reasons. The Department of Management has reviewed student needs on this issue and balanced these against the legal issues of privacy and copyright for students, staff and visitors. The department will permit recording of lectures as a reasonable adjustment that would be made for a student with a relevant disability. Any student who requires recording of lectures, seminars or tutorials as a reasonable adjustment must seek permission to do so from the

person(s) delivering the material to be recorded, which may, in the case of a seminar for example, include fellow students. If permission is not granted, a recording should not be made.

Students should note that the copyright in the content of a recording belongs to the lecturer and may not be reproduced without their consent. A student making a recording may use it for personal study only and may not reproduce or distribute it to others without the express consent of all those recorded.

The policy can be found on the departmental website at:

<http://www.bbk.ac.uk/management/current-students/policy/etiquette-in-lectures>

APPENDIX 1: MITIGATING CIRCUMSTANCES

EXAMPLES OF CIRCUMSTANCES BEYOND THE REASONABLE CONTROL OF THE STUDENT:

- bereavement (near relative only)
- serious accident or illness
- serious infectious disease
- burglary and theft
- childbirth

EXAMPLES OF SITUATIONS WHICH MAY BE CONSIDERED BEYOND THE REASONABLE CONTROL OF THE STUDENT:

- medical operation (*if approved prior to the point of assessment or an emergency*)
- hospital tests (*if approved prior to the point of assessment or an emergency*)
- being taken ill during an examination
- significant accident, injury, acute ailment or condition
- unanticipated and unavoidable Professional obligations
- private or public transport failure leading to delays of more than 1 hour (*corroborative evidence is required to verify such a delay*)

EXAMPLES OF CIRCUMSTANCES THAT WOULD NOT ORDINARILY BE CONSIDERED MITIGATING CIRCUMSTANCES:

- accidents to friend or relatives (*unless within 3 days prior to deadline or examination or where student is sole carer*)
- family illness (*except in an emergency or where the student is the sole carer*)
- examination nerves
- feeling generally anxious, depressed or stressed (*unless medically certificated and notified in advance i.e. at least 2 weeks*)
- clash with paid employment
- minor accidents or injuries
- pregnancy
- cold, cough, upper respiratory tract infection, throat infection, unspecified viral infection
- childcare problems that could have been anticipated
- domestic problems (*unless supported by independent evidence*)
- mistaking the deadline, or time management problems (including alarm not going off)
- private or public transport failure leading to delays of less than 1 hour
- general financial problems
- legal problems (*unless required to attend Court on the day of an examination or assessment*)
- holidays or booked travel arrangements
- house moves
- notes burned or stolen (*unless supported by a fire or police report*)
- intermittent or last minute computing equipment problems (discs, machines, printers, viruses)
- handing-in problems
- inclement weather (*unless exceptional/severe conditions*)
- ignorance of the Regulations or examination/assessment arrangement