London Business School

Academic Regulations (August 2024)

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1. Introduction

1.1. The School

London Business School ("the School") is a constituent college of the University of London. Its vision is to have a profound impact on the way the world does business and the way business impacts the world.

The School has its own degree awarding powers. All programmes designed and delivered exclusively by the School lead to an award of degree from London Business School.

The School's Academic Policy Committee (APC) is a sub-committee of Management Board and is responsible to the Governing Body for the management of academic standards and the quality of all programmes leading to the award of degree in the School's name. Excluding courses taken at partner institutions as part of the Executive MBA Global programme and as part of an exchange programme, all courses and assessments are designed and delivered by the School or on the School's behalf and are subject to its regulations and academic standards.

1.2. Campuses

1.2.1 London Campus

The School offers the full range of degree programmes at its London Campus. The campus consists of three locations:

- Sussex Place is part of the Crown Estate and is also home to the School's very first building, now known as "Ratcliffe Building". The building is an iconic, Grade II-listed property designed in the early 1820s by the architect responsible for Buckingham Palace, John Nash. Facilities at Sussex Place include: multiple lecture theatres, classrooms, study rooms and The Nash café.

- The Sammy Ofer Centre opened in 2018, following an extensive refurbishment project by the School. The centre is part of the historic and Grade-II listed Marylebone Town Hall building and was shortlisted for a prestigious architectural award in 2018. Facilities at The Sammy Ofer Centre: include teaching facilities including six lecture theatres, seminar spaces, study rooms, alumni suite, reflection rooms and The Likierman Library.

- The North Building opened in 2019. Built in 1960, the School acquired the former Royal College of Obstetricians and Gynaecologists building, which is adjacent to the Ratcliffe Building at Sussex Place with access to Regents Park. The School has upgraded the building and facilities to create a dynamic environment for teaching and learning which meets the demands of changing educational landscapes and technologies. Facilities at The North Building include: teaching spaces (lecture theatre and flat-floor spaces), study rooms and tables, an alumni room, a large multi-functional event space and The Bagri Hive.

1.2.2 Dubai Campus

The School offers one degree education programme at the Dubai Campus: the Executive MBA Dubai (EMBA Dubai).

- The School's Dubai Campus opened in 2007. It is strategically located in the Dubai International Financial Centre, where it is surrounded by global influential banks, investment firms and commercial ventures. Facilities at the Dubai Campus include: three lecture theatres, meeting rooms, dedicated prayer rooms and reflection rooms for students use.

The School also provides the opportunity for other students to complete some elective courses at its Dubai Campus. Before attending any courses offered at the Dubai Campus, students must:

- engage with the Dubai Campus statement and complete any orientation programmes and training courses offered by the School.
- ensure they have the necessary permission and documentation to travel and enter Dubai before departing.
- familiarise themselves with the local customs, laws and regulations of Dubai before departing.
- be fully compliant with and respectful of the customs, laws and regulations at all times whilst studying at the Dubai campus and representing the School externally in the region.

1.3. Degree Programmes

The School offers a broad suite of degree education programmes specialising in business and management. The programmes are tailored to the different needs, aspirations and career transition points of students.

Excluding the Executive MBA Global Americas, the degree programmes are designed and delivered by the School. The Executive MBA Global Americas programme is a collaborative programme offered in conjunction with Columbia University.

Award of Degree	Programme Name	Cohort Name
Master of Business Administration	MBA Executive MBA London Executive MBA Dubai Executive MBA Global Americas and Europe	MBA EMBA London / EMBAL EMBA Dubai / EMBAD EMBAG
Master of Science	Masters in Finance Full Time Masters in Finance Part Time Masters in Management Masters in Financial Analysis Masters in Analytics and Management LBS Sloan Masters in Leadership and Strategy	MiFFT MiFPT MiM / Global MiM MFA MAM Sloan
Doctoral Programmes	Master of Research Master of Philosophy Doctor of Philosophy	MRes MPhil PhD

Consistently ranked among the best in the world, the School's degree programmes are designed and delivered by top-tier faculty and practising professionals. The degree programmes, academic policies and internal operations have been designed in accordance with the

regulations and guidance provided for higher education institutions by the Office for Students in the UK and the Ministry of Education in the UAE (Dubai), and by accreditation bodies.

Type	Reference
Regulatory Requirements	• Office for Students Conditions of Registration: *General ongoing conditions of registration* • The National Qualifications Framework for the UAE (QF Emirates) *(Executive MBA Dubai only)*
External Accreditations	• Commission for Academic Accreditation: Institutional Licensure and Programme Accreditation *(Executive MBA, Dubai only)* • Dubai Knowledge and Human Development Authority *(Executive MBA, Dubai only)* • AMBA *(MBA (MBA & EMBA) and MBM programmes (MAM, MiM, Sloan))* • AACSB *(All programmes)* • EQUIS EFMD *(not specific to degree programmes)*

Specialist Guidance	• QAA - The Frameworks for Higher Education Qualifications of UK Degree Awarding Bodies (2nd edition, updated February 2024):
	  ○ Master and Doctor of Philosophy are level 8
	  ○ All other programmes are level 7
	• QAA - Subject Benchmark Statement:
	  ○ Business and Management (March 2023).

1.4. Collaborative Programmes

Some programmes are delivered in collaboration with other institutions:

- Where programmes are delivered and degrees awarded jointly with another institution, the School retains the ultimate responsibility for academic standards and the quality of learning opportunities irrespective of where they are delivered and who provides them. The School does not currently have any programmes of this kind.

- Where programmes are delivered consecutively and degrees awarded separately, the School retains the ultimate responsibility for academic standards and the quality of learning opportunities for the degree programme awarded by the School but cannot be held responsible for the programme delivered by the other institution. The School currently offers on programme of this kind: the Executive MBA Global Americas and Europe (EMBAG) which is delivered in partnership with Columbia University.

2. Regulations and Policies

2.1. Overview

The *Academic Regulations* must be read in conjunction with the following:

- LBS Terms and Conditions for Degree Programmes
- Online Exams Policy
- Extenuating Circumstances Policy
- Student Disciplinary Policy
- Student Complaints Policy
- Academic Appeals Policy
- Student Visa Guidelines (if applicable)

Copies of the regulations and policies are readily available to all students on Canvas (https://learning.london.edu/courses/2984/pages/home-page). Students are responsible for engaging with the regulations and policies, and complying with the requirements and expectations of the School at all times. Any questions relating to these regulations and policies should be directed to the Programme Team or Quality Assurance Team at the beginning of the academic year.

2.2. Diversity, Inclusion and Belonging Policies

London Business School is proud to have a diverse and inclusive culture where all within its community can belong and can thrive. The following policies outline behaviours which are not tolerated in our community, as well as support available and who to speak to. Any questions relating to these policies should be sent to belong@london.edu.

- Belong and Thrive Statement
- Bullying and Harassment Policy
- Safe Reporting Policy
- Trans Equality Policy
- London Business School – Dubai Campus

2.3. Amendments to Regulations and Policies

The School is entitled, at its absolute discretion and at any time, to make amendments to the regulations, policies and/or internal processes as it considers appropriate. When changes are made, they automatically supersede all previous regulations, policies and processes.

The School will notify students of any substantive changes to regulations and policies. Students remain responsible for familiarising themselves with the details of any changes and ensuring they understand and comply with them at all times.

3. Programme Delivery

3.1. Programme Documentation

To facilitate delivery each programme will have:

- a definitive programme specification that provides a comprehensive overview of the programme and academic components.
- a set of clearly defined learning outcomes for the programme.
- programme Regulations that specify the requirements of the programme and eligibility for the award of degree.

The documentation will be issued to students via Canvas at the beginning of the programme and updated if any substantial changes are made during the programme.

The School aims to ensure that programme documentation does not diverge from the Academic Regulations. In instances where the documentation does diverge or is silent on a specific matter, the Academic Regulations will take precedence and be applied.

3.2. Amendments

Under the Terms and Conditions (refer to *London Business School – Our Terms and Conditions for Degree Programmes*), the School is entitled, at its absolute discretion and at any time, to make amendments to the admission requirements, the programme and individual courses.

Changes may include:

- Alterations to the timetable, format, location, number of classes, method of delivery of the programme (including the faculty delivering the programme) and assessment.
- Reasonable variations/changes to the content and syllabus of the programme, including discontinuing, merging or combining courses, and introducing new courses.

3.3. Admission

The admission requirements for individual programmes are documented in the programme specification or other relevant programme documentation. The requirements may be adjusted as necessary and deemed appropriate by the School.

Upon receipt of an offer of a place at the School, admits are required to complete the *Student Disclosure Statement*. Failure to answer the questions fully and accurately, or disclose any material fact that comes to light after starting the course, may result in the School's offer of a place being withdrawn and any contract with the School terminated with immediate effect. The School must be notified as soon as reasonably possible if the circumstances change such that any information that was provided during admission is no longer accurate.

Admits are required to sign and return the *Terms and Conditions* to accept the offer of a place on the programme. The agreement comes into force on the date of the offer letter.

As stated in the *Terms and Conditions*, the School may terminate the registration and participation in the programme (and thereby the terms and conditions agreement) of any student who secures admission to the School on the basis of qualifications, documents or statements which are subsequently found to be false, not completely truthful, or misleading.

Admits become "students" on the day they formally register for the programme. In some cases, this can be up to two weeks before the programme start date.

In exceptional circumstances, permission may be given for a student to commence the programme subject to satisfactorily completing certain admission related conditions. If the conditions are not met within the specified time-limits and to the required standards, the student may be withdrawn from the programme and have their contract with the School terminated with immediate effect.

3.4. Normal Duration

Each programme has an approved normal duration that is specified in the programme regulations. In limited circumstances, extensions to continue to study outside of the normal duration may be requested by the student or required by the Programme Director.

Extensions up to a cumulative total of 12 months may be granted by the Programme Director, in consultation with the Academic Director where appropriate, and will be presented to the Board of Examiners for information. Any extensions beyond a cumulative total of 12 months are only granted in exceptional circumstances and the decision is made by the Chief Examiner and/or Board of Examiners at their absolute discretion.

3.5. Acceptable Programme Performance

Students are fully responsible for ensuring they remain in good academic standing at all times during the programme. In addition to attendance, this also includes contribution during class, completion of assessments and overall performance.

Where the normal duration of a programme is more than one year, a student will normally successfully complete all of the requirements for year one and any other requirements detailed in the programme documentation before they can progress into year two. Exceptions may be granted by the Programme Director and Academic Director.

With pre-requisites, students must have successfully completed the required course(s) before beginning the next course. In instances where the student has completed all assessments and the final grade is outstanding and there is sufficient evidence to indicate the student is likely to pass the course, an exception may be granted by the Programme Director with the approval of the faculty member to allow the student to commence the next course at their own risk. If the student subsequently fails the pre-requisite course, they will be withdrawn from the next course immediately.

3.6. Wellbeing and Student Support

The School actively champions inclusion and inclusive practice and aims to provide a welcoming teaching and learning environment that is accessible to all students. Disabled students or students experiencing health or wellbeing issues are encouraged to make direct contact with Student Wellbeing Services to discuss potential support and services relating to accessibility and reasonable adjustments.

If reasonable adjustments are required, the Student Wellbeing Services in partnership with the student will produce a Summary of Reasonable Adjustments, and, where appropriate, Reasonable Assessment Arrangements (individual exam adjustments). These will be shared with Programme Team staff and other relevant personnel as appropriate.

In instances where academic performance is likely to be compromised due to short-term health issues, students should apply for extenuating circumstances

To safeguard the assessment process and avoid creating an unfair advantage, the School expects that, where possible, students will disclose information regarding their wellbeing in advance of an assessment deadline or an examination commencing. In instances where a student is incapacitated and/or unable to apply, extenuating circumstances requests may be submitted up to seven days after the assessment. The School Panel will have the sole discretion for considering and determining if a retrospective adjustment should be made (refer to the Extenuating Circumstances Policy for more information).

3.7. Fitness to Study

The School considers that a student is fit to study when, amongst other things:

- They are able to engage and participate in academic life and manage their academic responsibilities.
- Their behaviour and actions do not disrupt or negatively impact the School community or School activity.
- They have awareness and regard for the health and safety of themselves and others.

Concerns around a student's fitness to study are therefore likely to be raised in instances that may involve, but are not limited to:

- Significant attendance or non-engagement concerns.
- Disruption to teaching and learning activities.
- Unreasonable expectations, demands or behaviours which impact or harm the School community.

The School has a separate Fitness to Study Policy and Procedure, which will be invoked when there are significant concerns about a student's wellbeing and fitness to study. The policy will be invoked after informal avenues or plans of support have been exhausted, or when the School believes it is necessary or would be beneficial for the student.

In rare occasions, the outcome of the Fitness to Study process will be that an interruption of studies is required to allow a student to take a significant break to receive specialist treatment or to allow for a period of recovery. In most cases it is hoped that the decision will be made in agreement with the student but in some cases it may be deemed necessary for the School to impose an interruption of studies.

Students are entitled to request a review of the outcome of the Fitness to Study process only if there is new and significant information which has not been disclosed or made available previously, and which would have had a significant effect on the outcome. Requests must be submitted in writing to the Programme Director within 14 calendar days of the student being notified of the outcome.

The School may require any student to undertake a medical and/or disability assessment at any time during the programme to confirm fitness to study.

3.8. Interruptions of Studies

The School acknowledges there may be times when a student needs to interrupt their studies for a short period. Interruptions will often be at the student's initiation and typically be on the grounds of illness or other good cause and be supported by compelling evidence. Requests will normally only be considered by the School if the student is in good academic standing and up to date with their fee payments.

In exceptional circumstances, the School may impose an interruption of studies. This may be due to significant concerns about the student's wellbeing or conduct, non-payment of fees or a breach of the Terms and Conditions. Where an interruption arises due to concerns about a student's health & wellbeing this will be covered by the Fitness to Study Policy and Procedure.

Interruptions of up to a cumulative total of 12 months may be granted by the Programme Director in consultation with the Academic Director where appropriate, and will be presented to the Board of Examiners for their information. Any interruptions beyond a cumulative total of 12 months and up to 24 months are only granted in exceptional circumstances and the decision is made by the Chief Examiner and/or Board of Examiners at their absolute discretion.

If the interruption is approved, the student will be given information about the conditions of the interruption, their obligations during the interruption and the expected arrangements for their return to the programme. It is the student's responsibility to ensure that they comply with any requirements during the interruption, including maintaining contact with the Programme Team and adhering to any fee payment plans made with the School and settling any fee debts if applicable. Failure to resolve any debts will result in the student being withdrawn from the programme by the School.

During the period of an interruption the student will be considered to be temporarily withdrawn from the programme and will not be able to:

- Access or use School facilities, including IT and Student Wellbeing Services.
- Make use of student benefits or partake in student life.
- Present themselves as a student of the School and must therefore update social media and other networks, including employers and recruiters, without delay.

For students who hold Student Visas, the School is required to inform UK Visas and Immigration that the student has interrupted their studies and their visa will be cancelled.

3.9. Return to Studies

Before being granted permission to return to studies from an interruption:

- The School may require the student to undertake an independent medical and/or disability assessment to confirm fitness to study.
- The student may also be required to meet with the Programme Team and other staff/faculty/departments as necessary.

Where the student requires a visa to study in the UK, they will be responsible for obtaining the necessary immigration permission before returning to their studies. Once permission to return to studies has been granted by the School:

- The student and Programme Director will develop a formal plan to support the student's return to studies. The student will be subject to the current regulations for the programme, which may mean that they need to complete some new or additional requirements in order to complete the programme.
- In instances where the student has an outstanding assessment to complete, the student will normally be required to take it at the next available opportunity. Where a course and/or assessment regime has changed, the student may be required, if the School deems it appropriate, to re-take the course in its entirety at the next available opportunity.
- The student may also be required to meet with the Programme Team periodically once they have returned.

4. Academic Credit and Couse Administration

4.1. Types of Credit

Most courses are offered for credit. Details of the credit weighting for each course are provided in the programme regulations and in the course information on Canvas.

Credit is classified in two ways:

- Degree credit forms part of the overall programme requirements and the formal calculation for the classification of the degree. It is subject to the School's assessment design rules and overseen by Academic Policy Committee.
- Programme credit forms part of the overall programme requirements and must be successfully completed for the programme to be considered complete. It is not subject to the School's assessment design rules. Refer to the programme regulations for non-credited or programme requirements.

Students are required to attend and successfully complete all requirements, as stated in the programme regulations, regardless of the credit or classification, in order for the programme to be considered complete. Students who do not complete the requirements will not be eligible for presentation to the Board of Examiners for the award of degree.

4.2. Course Enrolment

Students are registered for a programme and must complete all compulsory requirements as specified in the programme regulations. Enrolment for courses will be as follows:

Core Courses:

- The School will enrol students with their allocated stream or cohort as appropriate.
- Students are fully responsible for familiarising themselves with the course schedules, including the requirements to attendance and assessment, which are published on Canvas.
- Students are expected to attend all sessions in person at campus and should not plan to be absent from any sessions.
- Students should be aware of their personal commitments or travel plans and should be aware of the risks of travelling when assessments are due.

Elective Courses and Tailored Core Courses:

- Students are fully responsible for managing their own choices and schedules using the School's Enrolment Management System.
- Students should only choose courses that they know they can attend all sessions and should not plan to be absent from any sessions and know that they can complete any assessments on/by the due date.
- Students should not choose courses which clash with other courses, or their personal commitments or travel plans and should be aware of the risks of travelling when assessments are due.
- Students are reminded that the final deadline to add or drop an Elective or Tailored Core Course (excluding TC05 London Cap) is a minimum of seven days before the course begins

(not including the first day of the course). Once the final add/drop deadline for a course has passed, students are committed to the course.

First session of course	Final add/drop deadline (seven days before first session)
Monday, 08:15 – 11:00	Sunday, 23:59
Tuesday, 12:45 – 15:30	Monday, 23:59
Wednesday, 16:00 – 18:45	Tuesday, 23:59

- Students who fail to attend any sessions and fail to submit any assessments for an Elective Course they are enrolled on will receive a "Did Not Study" (DNS) grade. This grade will be recorded on the transcript and is counted as part of the maximum number of credits a student is allowed to complete for the programme (refer to the programme regulations for information on the minimum and maximum number of credits permitted for the programme).

Global Experiences Courses:

- Students are only permitted to take one Global Experience. Any student who enrols onto more than one Global Experience will be instructed to drop one of the courses OR be removed from the most recently enrolled course.
- Students are reminded that add/drop deadlines for Global Experiences will be approximately three months in advance of it commencing. Students who withdraw from a Global Experience after the deadline, for any reason, may still be liable for any costs incurred.
- Students who fail to attend any sessions and fail to submit any assessments for a Global Experience they are enrolled on will receive a "Did Not Study" (DNS) grade. This grade will be recorded on the transcript and is counted as part of the maximum number of credits a student is allowed to complete for the programme (refer to the programme regulations for information on the minimum and maximum number of credits permitted for the programme).
- In circumstances where a Global Experience Course is cancelled by the School, the School will decide whether the course can be transferred to a new location or take place via virtual delivery. Students will be given the option of remaining on the in-person Global Experience Course in a new destination (if applicable), changing to the virtual option (if applicable), changing to another in-person Global Experience Course (subject to availability) or choosing an additional 11-credit Elective Course.

4.3. Course Information

Course information will be published on the School's online learning platform, Canvas. Students should have their Canvas announcements enabled and set to receive notifications when information is published, updated or amended. Disabling or muting notifications means that students may miss vital information about the course.

The following information will normally be published three weeks before the first session of the course:

- Course summary and learning outcomes
- Course preparation
  - For example: pre-course readings, homework to be completed before the first session of a course, etc.
- Assessment information and policies
  - Required for all courses: assessment table, requirements to pass, academic integrity expectations, late submissions.
  - Provided when applicable: attendance policy, class participation policy, exam information, retrieval assessment (for core courses only).

Additional information will be added to Canvas at appropriate moments before and during the course. This includes (but is not limited to): other readings, detailed session information, assessment instructions and assessments.

On occasion, it may be necessary to make changes to the course information published on Canvas. Changes will normally be made before the first session of a course, although in exceptional circumstances some changes may be necessary after the course has commenced. If the changes may have a material impact on students, the faculty will notify the students by way of a Canvas announcement or an email to the class.

Students are responsible for familiarising themselves with the course information (and details of any changes where applicable) as the information is published and ensuring they understand what is expected of them. Students must raise any issues or seek clarification from the faculty no later than two weeks before the first session of a course or before the next session when changes are made. Students are reminded that the final deadline to drop an Elective Course or Tailored Core Course is a minimum of seven days before the course begins (not including the first day of the course) (refer to 4.2).

The School aims to ensure that the course information is consistent with and does not diverge from the policies specified in the Academic Regulations (this document). In instances where the course information has diverged or is silent on a specific matter, the Academic Regulations will prevail and be applied.

4.4. Waivers (Recognition of Prior Learning)

The School may, at its discretion, offer waivers for some courses. Waivers are not available on all programmes or all courses.

Details of courses with waivers and the process for applying for them is provided in the programme documentation. Students must adhere to the requirements and deadlines specified, and complete/take any assessments by the date specified. Late applications and extenuating circumstance requests will not be considered. The School reserves the right to refuse to grant waivers to students who do not meet the waiver requirements.

4.5. Credit Transfer

Where applicable, students are permitted to take courses with the School's recognised collaborative partners and transfer the credit. Courses are subject to an internal approval process by the School and ratification by the Board of Examiners.

The School recognises the processes and academic judgment of the institution delivering the course and students will be bound by the academic and assessment rules of the host institution. The academic credit is transferred on a strictly pass/fail basis.

5. Academic Requirements and Assessment

5.1. Attendance

The School's teaching format is in-person learning. Students are expected to attend all sessions in person at the London or Dubai Campus. They should not plan to be absent from any sessions or scheduling personal commitments and personal travel when classes are taking place.

Students are expected to be punctual (including when returning from breaks and breakout sessions) and engage fully in all sessions. Faculty may refuse entry to the classroom for any students arriving after the scheduled start time of a session or at the conclusion of any breaks or breakout sessions. Students who are refused permission to enter will be recorded as absent for the entire session and should not attempt to enter the classroom or engage the faculty member in a discussion.

Students who are persistently absent or late may be contacted by their Programme Team and/or subject to disciplinary action if any attendance issues are not resolved to the School's standard. For students who hold Student Visas, poor attendance may lead to the student being withdrawn and their visa cancelled.

Where a course includes a 'class participation' assessment component, no allowances will be made for absences irrespective of whether there are extenuating circumstances. Marks can only be awarded if the student is attending in-person and actively participating in the session(s).

5.1.1 Course Attendance Policies

At their discretion, faculty are permitted to adopt a 'Course Attendance Policy' and have minimum and/or specific requirements for attendance that must be satisfied to pass the course.

The requirements are determined by faculty on a course-by-course basis and may include:

i. a requirement to attend a minimum number of sessions of the course.
ii. a requirement to attend specific sessions during the course.
iii. a combination of requirement i and ii.
iv. any other requirements specified by the faculty.

Any student who does not satisfy the requirements specified by the faculty, will not be eligible to receive a pass grade for the course.

Details of the course attendance policy will be published in the course information on Canvas (refer to 4.2). Students are responsible for familiarising themselves with the specific requirements and making the necessary arrangements to attend sessions in person.

5.1.2 Monitoring

Attendance and punctuality will be closely monitored via the electronic attendance monitoring system (SEAtS) and may also be monitored manually. Students must register their own attendance by using their student ID card to touch-in on entry to the session. They are expected to remain in attendance for the full session including returning to the lecture theatre after any

breaks or breakout sessions. Students who leave the session early and/or do not return on time may be deemed as absent for the full session.

The School considers any misuse and interference of the attendance systems to be unacceptable and it will be treated extremely seriously under the Student Disciplinary Policy. Misuse includes, but is not limited to:

- Registering attendance at a session and then not attending.
- Registering attendance at a session on behalf of another student.
- Sharing links or providing access to a live session or recordings with another student.
- Accessing a live session or recordings without the School's permission.

Any student who is found to have misused the School's systems will be considered to have committed a disciplinary offence under the School's Student Disciplinary Policy and will receive an appropriate sanction. This may include, but is not limited to, failing the course in which the misconduct occurred.

5.2. Electronic devices in the classroom

The School is committed to creating an engaging and respectful classroom environment. Electronic devices, particularly laptops and phones, can disrupt the learning environment for students using the device, for other students seated nearby and the faculty teaching the class. There is a lot of research evidence that shows the benefits of pen and paper notetaking.

From 1 August 2024, unless otherwise stated by the faculty, students are expected to use flat-screen devices in the classroom. Students who do not have access to a flat-screen device are encouraged to use pen-and-paper. Laptops will only be permitted with the faculty's permission.

The decision to allow devices in the classroom remains at the faculty's discretion and will be determined on a course-by-course basis., meaning the requirements will not be the same for every course. Students cannot expect the same arrangements between core courses and elective courses, different streams of elective courses or subject areas.

The faculty may choose to:

- allow devices (flat-screen, laptops or other) to be used for specific sessions in the course or part of a session only.
- specify that laptops are necessary and/or permitted for specific reasons or activities associated with the class.
- adopt a 'no devices policy'. In this case, students cannot use any devices in the classroom.
- specify other requirements that are deemed appropriate for the course.

Details of the intended arrangements will be published in the course information on Canvas (refer to 4.2). Students are responsible for ensuring they are aware of the faculty's policy and seeking any clarifications from faculty as necessary before the course begins.

When permitted to use a flat-screen or other device in the classroom, students must:

- keep it flat on the desk and cannot be used in an upright position with a keyboard.
- only use it for the purposes of that class and to support learning in that class (e.g., reading class materials, taking notes electronically, doing in-class quizzes, etc.).

- adhere to any instructions provided by faculty and put the device away when the activity is concluded or when asked to.

5.3. Academic Integrity

Students are responsible for ensuring that they are aware of the assessment arrangements and must complete any assessments in line with the faculty's instructions. Students are advised to review the assessment arrangements carefully and seek any clarifications from the faculty before the course begins, or seek guidance on the specific assessment component as soon as it is released to the class.

Unless otherwise stated, students must complete assessments individually or with their assigned group (if permitted). Students are not permitted to discuss an assessment with any other student(s), study group(s) or person(s) outside of the School unless the faculty has confirmed in writing that this is permitted.

The School encourages students to do their own research to deepen their own understanding and to help formulate their own ideas on subject matters. Students are expected to act with integrity and are reminded that any work submitted for assessment must be original and created entirely by the student for the purposes of the assessment.

Students must respect the intellectual property in the work and ideas of others. This includes the School's faculty and their research or the teaching materials they use in the course. Students must also reference any work that they created themselves and used for previous assessments either at the School or for another course/degree at another institution, or in their employment.

In instances where their own work or the work of others is used or relied upon, it must be properly acknowledged, and authorship correctly attributed in accordance with academic practice. The most common referencing convention used is Harvard referencing. In cases where an alternative convention is required this will be stated in the course information. Failure to acknowledge instances where the work, data or ideas of another person has been used (either fully or referred to) and use appropriate referencing methods is plagiarism. Guidance about referencing conventions is readily available on Canvas and from the Library.

The School acknowledges that artificial intelligence can be a useful tool for learning, and some courses are specifically designed to teach students how to use it in a business context. Students must recognise that it is not appropriate to use artificial intelligence in all circumstances and must refrain from using it if and when directed by faculty. When artificial intelligence is used, students are committing to using it responsibly, and responsible for reviewing and improving its output to ensure the accuracy and quality of information. Artificial intelligence software can provide low-quality and/or incorrect information, and therefore it is the student's responsibility to engage with the outputs to demonstrate their own understanding of the subject matter.

A fundamental principle of the School's academic and assessment framework is that all students should be judged on their own ability and contribution. Therefore, the School will seek to ensure that the assessment is safeguarded and fair for all students and that is academic standards are maintained. The School reserves the right to use a variety of methods including (but not limited to) academic expertise, technology solutions, and oral exams to monitor student's work and ensure academic integrity.

If the faculty assessing the course have any concerns about the student's submission, they may (at their discretion) require the student to participate in a viva voce (oral exam) in which their understanding of topics of the subject matter will be examined. If the student cannot adequately demonstrate their understanding of the subject matter, they may be awarded a low or zero score for the assessment component. The School may also investigate any cases of academic misconduct under the Student Disciplinary Policy and may apply sanctions including (but not limited to) a reduced score for the assessment component, failure of the course or expulsion from the School.

Students must be aware that any work submitted for assessment will be held on a database which is accessible to other users of the same software.

5.4. Coursework Submissions (not online exams)

Students will be required to submit work for assessment through Canvas and will be entirely responsible for the submissions process. Details of the arrangements for submitting work will be specified in the course information on Canvas. Failure to follow the instructions will result in the work not being marked and/or awarded a mark of zero.

Unless otherwise specified in the course information on Canvas, submission deadlines will normally be in UK time (GMT/BST) or Dubai time (GST) depending on where the course is taught. For courses that take place outside of London and Dubai (e.g., Hong Kong or New York), students should check the course information on Canvas for details of the deadline for submissions and relevant time zone, and ensure their work is submitted in good time.

Students are strongly advised to start uploading their submission no later than one hour before the deadline to avoid any difficulties or last-minute issues. The submission must be completed before the deadline (e.g., if the deadline is 17:00, the submission must be completed by 16:59:59 at the latest). Work that is submitted on or after the deadline will be marked as late and penalised if late submissions are permitted by the faculty member or receive a mark of zero if late submissions are not permitted (refer to 5.5).

Technical failure, including of a computer, browser or internet connection is not a valid reason to extend the deadline or for the late submission of work. The School will only consider making exceptions if it is reasonably satisfied that the failure was a result of the School's IT systems and the student contacted the Course Administrator as soon as reasonably practical after becoming aware of that failure.

Students are responsible for ensuring that the correct file is submitted and that it is not corrupted or unreadable. Students are strongly advised to download a separate copy of the files uploaded before the deadline to conduct a final check before completing the submission. No amendments or additions to the submission will be permitted after the deadline. Files submitted in error or that are corrupted / unreadable will receive a mark of zero.

5.5. Coursework Late Submissions (not online exams)

Students are expected to submit all assessments for marking by the deadline stated in the course information, and late submissions will therefore not be permitted.

At their discretion, faculty may allow late submissions beyond the stated deadline. Details of the assessments where late submissions are allowed will be stated in the course information and the following penalties will be applied:

Type	Time period	Reduction (for the assessment)
Penalty 1	Up to 48 hours late	20% of total marks available
Penalty 2	Up to 96 hours late	40% of total marks available
Penalty 3	Over 96 hours late	Fail

The penalty periods are fixed and will not be adjusted for assessments that are submitted before the 48- or 96-hour deadline. The applied penalty will be calculated based on the total marks available for the assessment and not based on the score achieved by the student.

For example, if the assessment is worth 100 marks in total, a flat 20 or 40 marks will be automatically deducted from the score achieved by the student; if the assessment is worth 80 marks in total, a flat 16 or 32 marks will be automatically deducted. If, when applied, the penalty results in the student failing the assessment and/or the course and/or the programme, the grade will stand.

Assessments that are submitted more than 96 hours after the stated deadline will not be marked and students are not entitled to individual feedback.

Note, this late submission policy does not apply to retrieval assessments, which are graded on a pass/fail basis, and must be submitted by the deadline.

5.6. In-Person Exams

Students are responsible for knowing the exam arrangements, including the time and location, and being in attendance ten minutes before the scheduled start time of the exam. Students who arrive late but within 30 minutes of the scheduled start time may be permitted entrance to the exam room but will not be given any additional time to complete the exam. Students who arrive more than 30 minutes late will not be permitted to enter the exam room.

Only authorised materials may be brought into the exam room:

- For closed book exams, the only materials that are permitted are pens, pencils, specified models of calculators that have had their memory cleared and cannot connect to the internet. Students may not take any exam materials away from the exam room.
- For open book exams, the authorised materials will be identified by the faculty and specified in advance. Examples include study-aids, formula sheets, textbooks and/or annotated course notes. Students may take away any materials that they brought with them but must leave any exam materials they were given in the exam room.

Electronic devices (e.g., mobile phones, tablets, laptops, smartwatches) are not permitted, unless specified as required by faculty. If a student is suspected of having and/or using unauthorised materials in the exam room, they will be confiscated and may result in disciplinary action.
Exam answers must be written in the examination paper or on additional pages provided by the invigilator on request. Students are responsible for ensuring that their writing is legible and any additional pages that have been used are clearly labelled with their ID number and securely attached to the examination paper before it is handed in. Any additional sheets that are not attached will be discarded at the end of the examinations and will not be marked.

All students will be required to remain in the exam room for the first 30 minutes and last 15 minutes of the exam. Students who want to leave the exam room outside of these times must wait until the invigilator has collected their examination paper.

Students must comply with any instructions from invigilators during the exam. Any irregularities or issues of behaviour/conduct within the exam room or surrounding areas may result in the student(s) being asked to leave the exam and may result in disciplinary action.

5.7. Remote Sittings

For requests to sit an assessment remotely the School must be satisfied that there are *exceptional* circumstances which prevent the student from attending the designated assessment location. The School will not consider requests that are based solely on the student's personal convenience and/or the cost of travel to the designated location.

Students must submit their request as soon as their circumstances arise and a minimum of four weeks in advance of the assessment date. This allows time for the request to be considered and a suitable venue to be identified and approved by the School, though there is no guarantee that a remote sitting will be possible in all cases. Requests submitted after this date may still be considered by the School Panel, but there is a lesser possibility that the remote sitting can be arranged. All requests must be supported by appropriate and compelling evidence.

When considering the request, the School Panel will need to be entirely satisfied that all of the following apply:

- The circumstances are newly arisen and unavoidable for the student.
- The circumstances will prevent the student from travelling or being present at the designated assessment location.
- Non-attendance will have a significant impact on the student's academic progress.

Approval of a remote sitting will be solely on the basis that the School Panel is satisfied that the grounds have been met and supporting evidence is considered acceptable. The approval does not denote any responsibility or liability for the assessment, which the student remains ultimately responsible for, including any financial charges at the examination centre. In instances where the arrangements cannot be made the student will be expected to travel to the School to complete the assessment as normal.

5.8. Requirements to Pass

To successfully complete a Core or Elective Course, students will be required to achieve the following minimum requirements:

i. A minimum of 50% overall; and
ii. A minimum of 50% across the weighted average of individual assessment component/s excluding class participation; and
iii. Satisfy any attendance requirements where applicable (refer to section 5.1).

In cases where the minimum requirements have been satisfied, the course will be recorded as passed and there will be no opportunity to achieve a higher mark or overall grade. In cases where the minimum requirements have not been met, a fail grade for the course will be awarded.

The academic judgement of faculty is final and may not be challenged. In instances where there is evidence of an administrative or calculation error with the final grade, the matter should be raised through the Academic Appeal Policy.

The requirements for passing Experiential Courses and Professional/Skills Courses will be specified in the course information.

5.9. Final Grades for Core and Elective Courses

The School uses a letter grade system and grade curve to determine final grades for Core and Elective Courses as specified in the tables below. Final grades are determined by the faculty member. Faculty are not required to fail any students.

<table>
<tr><th>Letter Grade</th><th colspan="2">Proportion in Class</th></tr>
<tr><td>A+</td><td>Maximum 10%</td><td rowspan="2">Maximum 50%</td></tr>
<tr><td>A</td><td></td></tr>
<tr><td>B</td><td colspan="2" rowspan="3">Minimum 50%</td></tr>
<tr><td>C</td></tr>
<tr><td>F / DNS (when applicable)</td></tr>
</table>

Application of the grade curve will be as follows:

- For Core Courses (including MBA Tailored Core Courses) taught concurrently, all streams in the cohort will be graded using one grade curve.
- For Elective Courses, streams of the same elective course taught concurrently by the same faculty member and using the same assessment methods may have the grade curve applied across all streams.
- If more than 10% of the class has not completed the course the grade curve will not be applied until the students have taken any outstanding assessments. Provisional results may be released to those students who have attempted the assessment on a pass/fail basis only.

In exceptional circumstances, the School may decide to dispense with the normal arrangements of awarding letter grades and/or applying the grade curve to a core or elective course. On these occasions, the final grades will be awarded on a strictly pass/fail basis. The School will apply the changes unilaterally to all students enrolled on the core or elective course and no exceptions will be made for individual students.

Any changes to the grading arrangements will be determined by the School, at its discretion, and communicated to students enrolled on the course.. There is no right of appeal against the School's decision to change the grading arrangements for the course to pass/fail.

5.10. Final Grades for Global Experiences

The School uses a pass/fail system to determine final grades for Global Experiences Courses. Final grades are determined by the faculty member, with the maximum amount of high pass grades permitted for a single course capped at a maximum of 50%.

Grade	Proportion in Class
High Pass	≤ 50%
Pass	≥ 50%
Fail / DNS	

5.11. Retrieval Assessments

The School offers the opportunity to retrieve a pass following the failure of a Core or Tailored Core Course, and Professional and Skills Courses. The School does not offer the opportunity to retrieve the failure of Electives Courses or Global Experiences.

The retrieval assessment replaces all previous assessment scores and is graded on a pass/fail basis, with the pass recorded as a C* on the student transcript.

The retrieval assessment will normally be completed within eight weeks of the grade release, on/by a date determined by the School. It is the student's responsibility to ensure they are available to complete the retrieval assessment.

The School will:

- Not adjust the date to accommodate individual students who have prior or other arrangements that clash with the scheduled date of the assessment.
- Not make exceptions for students who were unaware of the potential consequences of failing the first sitting of an assessment
- Consider requests from students to sit an assessment remotely in line with the School's Extenuating Circumstances Policy. However, the School cannot guarantee that a remote sitting will always be appropriate or possible. If this is the case the student will be required to complete the assessment at the School as normal.
- Consider requests from students who are unable to attend an assessment in line with the School's Extenuating Circumstances Policy.

Students who do not complete retrieval assessments on/by the scheduled date will be automatically awarded a fail grade for the course.

5.12.Retaking Courses

The School offers the opportunity for students to retake a maximum of two failed Core Courses and Professional and Skills Courses (after retrieval and subject to additional fees). The School does not offer the opportunity to retake Electives Courses or Global Experiences Courses.

Students who exceed the maximum and fail a third core or professional and skills course (including courses they have either subsequently retaken and passed, or which they are due to retake but have not yet done so) or have failed the same course after retaking it will not be offered an opportunity to retake. The School will confirm if any retake opportunities are available.

The School will confirm when the retake must be completed. The course must be completed in its entirety within one year. If the course is not retaken within the year, the offer to retake will be withdrawn and the student will not satisfy the requirements of the programme and will not be eligible for the Award of Degree.

Students must decide whether to:

- Continue the programme at their own risk in the interim:
  - Students who choose to continue the programme do so at their own risk, conscious of the risk of failing more courses and being withdrawn from the programme if they fail the course again at a later date, or other courses in the interim.
  - Students also continue knowing that their course options may be restricted and that they will not be able to take course(s) that the failed course was a pre-requisite for.
  - Students enrolled on courses with pre-requisites will be withdrawn from them.

- Interrupt the programme temporarily:
  - Students who choose to interrupt the programme will be required to return to retake the failed course within one year and complete any other remaining courses for the programme.
  - At their own risk, students may choose to take other courses at the same time as retaking the failed course, excluding any courses that the failed course is a pre-requisite for.

The grade for the retake course will be capped at C*. Students who fail the retake course will have one opportunity to retrieve a pass (refer to 5.11). Students who do not successfully complete the retrieval assessment on/by the scheduled date will be automatically awarded a fail grade for the course. Additionally, the student will not satisfy the requirements of the programme and will not be eligible for the Award of Degree.

6. Award of Degree

6.1. Boards of Examiners

The School's Boards of Examiners are comprised of a Chief Examiner appointed by the School, and internal and external Examiners nominated by the Subject Areas. There are two streams: one for MBA degrees () and one for MSc/MRes degrees (see 1.3). The Chief Examiner is authorised to act on behalf of the Boards of Examiners when necessary.

The remit of the Board of Examiners is to:

- consider the award of degree report and approve awards to students.
- note and, where appropriate, consider requests to continue beyond the normal duration and interruptions of studies.
- approve the withdrawal of students from the programme.
- have regard to matters of consistency across programmes leading to the award of degree.
- ensure the consistent application of the programme regulations.

6.2. Presentation for Award of Degree

Board of Examiners meetings are scheduled to take place on the following dates. The award of degree for the Master of Philosophy and Doctor of Philosophy are not considered by these Boards.

Degree	Date
Master of Business Administration *(MBA, Executive MBA London, Executive MBA Dubai, EMBA Global)*	5 March 2025
	21 May 2025
	30 July 2025
Master of Science, *(MAM, MFA, G/MIM, MiFFT, MiFPT, Sloan)* Master of Research	25 September 2024
	12 March 2025
	24 September 2025

To be eligible for presentation to the Board of Examiners for the award of degree, students must satisfy all the following requirements:

- successfully completed the requirements of the programme as specified in section 2.1 and 2.2 of the programme regulations.
- satisfied the requirements for the programme within the normal duration or have previously received approval from the School to extend or interrupt the programme;
- not be subject to any ongoing disciplinary proceedings or sanctions.
- not be in debt to the School in relation to tuition fees.

The award of degree is conferred on the date of the relevant Board of Examiners meeting rather than the date the student completed the requirements of the programme. Once the degree has been awarded by the Board of Examiners, the student may not be presented again for re-examination of the award except in circumstances to revoke the degree (refer to 6.4).

6.3. Distinction

The Board may, at its absolute discretion, consider awarding distinctions to the top 10% of the class (based on the size of the original cohort). When the Board considers that it is appropriate to offer more distinctions to a cohort, it may increase the percentage to a maximum of 12%.

The top 10% is determined by:

- awarding points to courses classified as 'degree requirement' and 'letter graded'; and
- multiplying the points against the credit rating of individual courses; and
- taking the weighted score and dividing by the number of credits that have attracted a letter grade (refer to the Programme Regulations); and
- creating a weighted average score.

Letter Grade	Points
A+	100
A	90
B	80
C/C*	70
F	40

6.4. Revocation of Degrees

The School may at any time revoke any degree (and associated privileges) if sufficient evidence can be provided that:

- an administrative or procedural error occurred in the award of a degree.
- information that the Board of Examiners was not previously aware of becomes available and has a material impact on the award.
- following disciplinary action, the student is no longer eligible for the award of degree.

Revocations of awards will normally be initiated by the Programme Director with approval from the Academic Director and be presented to the Chief Examiner for approval. The decision to revoke an award will be made by the Chief Examiner and reported to the Vice Dean.

6.5. Withdrawal from Programme

Any student who, at any point during the programme, fails to meet the requirements of the programme will be withdrawn by the Board of Examiners or Chief Examiner on their behalf. Once withdrawn the student will not be able to:

- access or use School facilities (including IT).
- make use of student benefits or partake in student life.
- present themselves as a student of the School and must therefore update social media and other networks, including employers and recruiters, without delay.

For students who hold Student Visas, the School is required to inform UK Visas and Immigration that the student has been withdrawn and their visa will be cancelled.