

# **University College Dublin**



## **Student Handbook 2014/15 (September 2014 Intakes)**

**Bachelor of Business Studies (Singapore)  
Bachelor of Business Studies (Hong Kong)  
Bachelor of Science (Sri Lanka)**

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# Introduction

This Handbook has been prepared to assist course members who are pursuing a Degree program, offered by University College Dublin in Hong Kong, Singapore and Sri Lanka.

While this handbook is intended to be a source of reference on how the program operates, as well as the support available, it is also essential that you familiarise yourself with the full set of University regulations. The onus is on you to ensure you are fully familiar with the University's policies and regulations and to seek clarification on any regulation/policy matter where necessary. The University's policies and regulations can be found on the University's website as follows (See section on Academic Regulations, Student Code & Policy):

<http://www.ucd.ie/students/studentsupport.html>

The website will explain in much more detail some of the issues highlighted in this handbook (e.g. progression, grading etc.). You must read this handbook before embarking on your program of study. Please note that course regulations are subject to change and students should regularly review the University's website.

We hope that you will find this handbook useful during the course of your study.



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# UCD – A Brief Overview

University College Dublin is the largest university in Ireland with over 25,000 students. The University offers a wide choice of programs, spanning a broad range of levels and disciplines; from part-time certificate courses to doctoral studies. The mission of the University is to serve Ireland in the wider world by achieving the highest international standards in the advancement of knowledge through research and scholarly publications and by the communication of that knowledge to successive generations of students through excellence in teaching.

## History of UCD

The origins of University College Dublin date back to its foundation in 1851 as the Catholic University of Ireland. In 1854, the University was established and located at 86 St. Stephen's Green with John Henry Newman as its first Rector. This Building, and no. 85, which became part of the University in 1865, are now collectively known as Newman House. The building still belongs to UCD and is used for various university functions. Some of the more celebrated literary figures associated with the early days of the University are Gerard Manley Hopkins, James Joyce and Austin Clarke. The constitution of UCD dates from 1908 when it received its charter and was incorporated as a constituent college of the National University of Ireland (NUI). This coincided with the move by UCD, to larger premises in Earlsfort Terrace, Dublin. In recent years the remaining UCD faculties that were located in Earlsfort Terrace have since relocated to the Main Campus in Belfield. This relocation planning process commenced with the purchase of Belfield House (1934) and some adjoining properties during the years 1949 to 1958. In 1960, the Government recommended that UCD should move from the city centre to Belfield. The main campus of UCD is situated on the 132 hectare site at Belfield, 5km south of the centre of Dublin city. This campus is an attractively landscaped complex of modern buildings, accommodating all UCD Schools (apart from the Michael Smurfit Graduate School of Business which is located in Carysfort Avenue, Blackrock).

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## UCD School of Business

The UCD School of Business was established in 1908 and currently has more than 3,000 students and over 100 academic staff and comprises of two schools – the Lochlann Quinn School of Business and the Michael Smurfit School of Business. The Lochlann Quinn School delivers undergraduate business degree / diploma / certificate programs on the Belfield campus and UCD Smurfit School delivers graduate business diploma and degree programs on the Blackrock campus. The School is the largest and most renowned business school in Ireland. Over the years, graduates of the School have made a significant contribution to Ireland's economy and have secured careers in government and in every sector of the country's business, industrial and professional life. UCD School of Business is accredited by the three leading accreditation bodies i.e. - AACSB (the Association to Advance Collegiate Schools of Business), EQUIS (European Foundation for Management Development) and AMBA (Association of MBAs) and is the only business school in Ireland to hold all three accreditations. It is also Ireland's only member of the Community of European Management Schools (CEMS). CEMS is an alliance of business schools which offer an international graduate program (Masters in International Management) in conjunction with corporate partners.

## Centre for Distance Learning

The Centre for Distance Learning (CDL) has overall responsibility for the day-to-day management and administration of the programs listed in Table 1.

**Table 1: CDL Suite of Programs**

| <b>Market</b>   | <b>Undergraduate</b>  | <b>Graduate</b>                     |
|-----------------|---|-------------------------------------|
| <b>Irish</b>    | Diploma in Business Studies<br>Bachelor in Business Studies | Master in Management (MiM)<br>(p/t) |
| <b>Overseas</b> | Bachelor of Business Studies (Singapore)                    | Master of Science (Singapore)       |
|                 | Bachelor of Business Studies (Hong Kong)                    | Master of Science (Hong Kong)       |
|                 | Bachelor of Science (Sri Lanka)                             | Master of Science (Sri Lanka)       |

For further information on the CDL, see:

<http://www.ucd.ie/distancelearning>

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### **Academic Awarding Body**

The awarding body for all UCD degree programs is the National University of Ireland (NUI). The National University of Ireland is a federal University. In accordance with the Universities Act, 1997 the following are Constituent Universities of the NUI:

- University College Dublin, National University of Ireland, Dublin
- University College Cork, National University of Ireland, Cork
- National University of Ireland, Galway
- National University of Ireland, Maynooth

Further information on the NUI can be found at:

<http://www.nui.ie>

### **Recent UCD News**

To keep in touch with UCD news, please read UCD To-day, visit:

<http://www.ucd.ie/ucdtoday/>

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# Glossary of Terms

The following provides an explanation of some of the terms you will encounter during the course of your studies:

**Program:** A program is an approved course of study, the successful completion of which normally leads to a University award (certificate, diploma or degree).

**Stage:** A student will progress through a program in stages. The completion of a stage normally requires the successful accumulation of 60 credits in the case of undergraduate programs.

**Module:** A module can be defined as a self-contained entity, i.e. a subject within a program.

**Credit:** The University has adopted the European Credit Transfer System (ECTS). Course members are required to accumulate the following numbers of credits in order to be eligible for the award of the Degree:

BSc/BBS:     Stage 1: 60 ECTS (exemption may be granted based on accredited prior learning)

                  Stage 2: 60 ECTS

                  Stage 3: 60 ECTS

All modules are allocated a credit value. The credit value provides an indication of the student time required to complete the module. BSc/BBS modules are worth 10 ECTS credits each.

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**What constitutes student input hours?**

The University specifies a certain number of hours which will be required to complete a module. Student input hours generally includes:

- Class Contact Time (Seminars)
- Specified Learning Activities (assignment preparation, exam preparation, reading, sitting an exam)
- Autonomous Learning (self-directed study and research)

**What is the relationship between ECTS credits and the number of hours study required to complete a module?**

1 ECTS = 20-25 student input hours.



# Program Structure

## How is the program structured?

Exemption from Stage 1 (60 ECTS) may be granted on the basis of accredited prior learning. Where an exemption from Stage 1 has been granted, students must complete Stages 2 and 3 as follows:

Stage 2 - 60 ECTS - 6 modules

Stage 3 - 60 ECTS - 6 modules

Students will be awarded the degree upon successful completion of 180 ECTS across the three stages of the program.

Please note that the University reserves the right to make changes, if necessary, to the program structure, modules, number of modules and/or module sequence.

**Table 2 : BBS Hong Kong & BBS Singapore**

| <b>BHBUS008 BBS (Hong Kong) &amp; BHBUS015 BBS (Singapore)</b>   |   |  |
|--|---|--|
| <b>Stage 1 (60 ECTS)<br/>1 Year</b>  | <ul style="list-style-type: none"> <li>Exemption from Stage 1 may be granted due to Accredited Prior Learning (APL); where exemption is not granted the following modules should be completed</li> <li>BMGT1001H Principles of Management</li> <li>BMGT1002H Organisational Behaviour</li> <li>SBUS1002H Return to Learning and Academic Competencies</li> <li>ACC1001H Accounting for Non-Accounting Students</li> <li>HRM1001H People Management</li> <li>MKT1001H Principles of Marketing</li> <li>BMGT1004H Business Environment</li> <li>ECON1001H Principles of Economics</li> <li>SBUS1001H Developing Academic Competencies</li> <li>MIS1001H ICT in Business</li> <li>ACC1002H Business Law</li> <li>BMGT1003H Business Project</li> </ul> |  |
| <b>Stage 2 (1 Year)</b><br>(all core modules - 10 ECTS each)   | <ul style="list-style-type: none"> <li>FIN2001H/S Economic Policy and the Global Environment</li> <li>MKT2002H Marketing Management</li> <li>BMGT2002H/S Management of Organisations</li> <li>MIS2001H/S Data Analysis for Decision Makers</li> <li>BMGT2004H/S Cross Cultural Management</li> <li>HRM2001H/S Human Resource Management</li> </ul>  |  |
| <b>Stage 3 (1 Year)</b><br>(2 program core - 10 ECTS each)   | <ul style="list-style-type: none"> <li>BMGT3001H/S Business Strategy</li> <li>BMGT3002H/S Project Management</li> </ul>   |  |
| <b>Program Pathways*</b><br>(10 ECTS each)   | <b>Finance</b>  | FIN3001H/S Investment and Portfolio Management<br>FIN3002H/S Treasury and Risk Management<br>ACC3001H/S Accounting Information for Managers<br>FIN3003H/S Financial Management |
|  | <b>Banking &amp; Wealth</b>   | ACC3001H/S Accounting Information for Managers<br>FIN3004H/S Banking and Finance   |
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|  |  |  |
|--|--|--|
|  | <b>Management</b>                              | FIN3001H/S Investment and Portfolio Management<br>FIN3005H/S Wealth Planning and Management  |
|  | <b>Management</b>                              | BMGT3009H/S Operations Management<br>BMGT3004H/S Global Business<br>BMGT3010H/S Organisational Knowledge, Creativity & Innovation<br>BMGT3005H/S Entrepreneurship and Innovation |
|  | <b>Marketing</b>                               | MKT3001H/S Consumer and Buyer Behaviour<br>MKT3002H/S Global Marketing<br>MKT3005H/S Strategic Marketing Management<br>MKT3004H/S Marketing Communications & Digital Marketing   |
|  | <b>Human Resource Management</b>               | HRM3001H/HRM3003S Human Resource Development<br>HRM3004H/S Management Practice<br>HRM3002H/S Managing Diversity in Employment<br>HRM3005H/S International HRM                    |
|  | <b>Logistics &amp; Supply Chain Management</b> | BMGT3006H/S Supply Chain Management<br>BMGT3007H/S Supply Chain Planning and Control<br>BMGT3008H/S Global Logistics<br>BMGT3009H/S Operations Management                        |
|  | <b>Information Management</b>                  | MIS3002S Enterprise Systems<br>MIS3001S E-Business Infrastructure and Applications<br>MIS3003S Business Analytics<br>MIS3004S Management Information Systems                     |
|  | <b>Business with Law**</b>                     | LAW3003S Law in Business<br>LAW3002S Contract Law<br>LAW3001S Company Law<br>LAW3004S Commercial Law   |

\*At Stage 3, all students must complete the two core modules and select one Program Pathway and complete the modules associated with each one.

\*\* This pathway is available in Singapore only

**Table 3: BSc Sri Lanka**

| <b>BHBUS009 BSc Sri Lanka (MIS)</b>                     |  |
|---|--|
| <b>Stage 1 (60 ECTS)<br/>1 Year</b>                     | <ul style="list-style-type: none"> <li>Exempt Due to Accredited Prior Learning (APL)</li> </ul>  |
| <b>Stage 2 (1 Year)</b><br>All core modules are 10 ECTS | ACC2002L Financial & Management Accounting<br>MIS2001L Database & Information Resource Management<br>BMGT2003L Project Management<br>MIS2005L Management Support Systems<br>MIS2006L Management of Information Systems<br>MIS2007L E Commerce Infrastructure |
| <b>Stage 3 (1 Year)</b><br>All core modules             | BMGT3001L Business Policy<br>BMGT3002L Management of Organisations   |

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|  |   |
|--|---|
| are 10 ECTS  | MIS3003L Information Systems Applications<br>MIS3005L Information Systems Development<br>MIS3007L Management of E Comm: Strategy & Operations<br>MKT3001L International Marketing Management                                  |
| <b>BHBUS009 BSc Sri Lanka (Management)</b>                 |   |
| <b>Stage 1 (60 ECTS)</b><br><b>1 Year</b>                  | <ul style="list-style-type: none"> <li>Exempt Due to Accredited Prior Learning (APL)</li> </ul>   |
| <b>Stage 2 (1 Year)</b><br>All core modules<br>are 10 ECTS | ACC2002L Financial & Management Accounting<br>BMGT2003L Project Management<br>MIS2006L Management of Information Systems<br>BMGT2001L Managing Change<br>BMGT2002L International Business<br>HRM2001L HRM: Strategy & Policy  |
| <b>Stage 3 (1 Year)</b><br>All core modules<br>are 10 ECTS | BMGT3001L Business Policy<br>BMGT3002L Management of Organisations<br>MKT3001L International Marketing Management<br>MIS3008L Electronic Commerce<br>BMGT3004L Management Research Project<br>BMGT3003L Operations Management |
| <b>BHBUS009 BSc Sri Lanka (HRM)</b>                        |   |
| <b>Stage 1 (60 ECTS)</b><br><b>1 Year</b>                  | <ul style="list-style-type: none"> <li>Exempt Due to Accredited Prior Learning (APL)</li> </ul>   |
| <b>Stage 2 (1 Year)</b><br>All core modules<br>are 10 ECTS | ACC2002L Financial & Management Accounting<br>BMGT2003L Project Management<br>MIS2006L Management of Information Systems<br>BMGT2001L Managing Change<br>BMGT2002L International Business<br>HRM2001L HRM: Strategy & Policy  |
| <b>Stage 3 (1 Year)</b><br>All core modules<br>are 10 ECTS | BMGT3001L Business Policy<br>BMGT3002L Management of Organisations<br>MIS3008L Electronic Commerce<br>HRM3002L Workplace Practice<br>HRM3003L Critical Issues in IR & HRM<br>HRM3001L Human Resource Development              |

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# Program Goals and Outcomes

The below tables provide an overview of the program goals and outcomes for each degree.

## **BBS Hong Kong**

| <b>Programme Goal</b>                          | <b>Learning Outcome</b>  |
|--|--|
| Management specific knowledge                  | Explain current theory or business organization management                           |
|  | Apply business models / resolve business problems                                    |
|  | Demonstrate knowledge & usefulness of quantitative techniques                        |
| Business Communication                         | Prepare short business presentations – written & oral                                |
|  | Research & analyze business cases  |
|  | Locate information sources to facilitate research & analysis                         |
| Personal development & reflective learning     | Engage in module related team activities in and outside the class                    |
|  | Explain essence of organizational behaviour to business managers                     |
| Global, multicultural & diversity perspectives | Identify the main factors which influence MNE and firm business operations, planning |
|  | Recognise ethical & social responsibility issues for businesses                      |
|  | Examine ethical & legal implication of management decision-making                    |
| Strategic thinking                             | Identify business opportunities /develop alternative solutions                       |
|  | Evaluate qualitative and quantitative data from multiple perspectives                |
|  | Analyze business developments in key sectors   |

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## **BBS Singapore**

| <b>Programme Goal</b>                            | <b>Learning Outcome</b>  |
|--|--|
| Management specific knowledge                    | Explain current theory/practice                                      |
|  | Apply business models  |
|  | Knowledge of qualitative and quantitative techniques                 |
| Business Communication                           | Short business presentation (written / oral)                         |
|  | Research / analyze business case/problems & report                   |
|  | Locate Information sources to facilitate research                    |
| Personal development / reflective learning       | Module related team activities                                       |
|  | Explain Essence of OB to business managers                           |
| Global / multi cultural / diversity perspectives | Identify factors & variables which impact on MNEs & firms operations |
|  | Recognize ethical and social responsibility issues                   |
|  | Examine ethical implications on stakeholders                         |
| Strategic thinking                               | Identify Business opportunities & complete analysis & resolution     |
|  | Evaluate quantitative & qualitative data from differing perspectives |
|  | Analyze Developments in key business sectors                         |

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## **BSc Sri Lanka**

| <b>Programme Goal</b>        | <b>Learning Outcome</b>   |
|------------------------------|---|
| Core Business knowledge      | Explain theory, practice and operations                             |
|                              | Apply business models in given situations                           |
| Critical skills              | Discuss Intl Business developments, issues and drivers              |
|                              | Identify & resolve business problems                                |
|                              | Critically evaluate arguments/evidence                              |
| Communication skills         | Prepare & present short presentation – oral / written               |
|                              | Summarize succinctly  |
| Information Technology       | Examine recent developments in IT and impact on business operations |
| Global & ethical perspective | Explain management of social & ethical issues and behaviour         |
|                              | Define business development issues and challenges                   |

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# Expectations

The following provides a brief outline of what the University expects from you during your time on the program and equally what you might expect of the University:

- **Our Expectations of You:**

- Attendance at seminars
- Time management
- Follow programme schedule as timetabled
- Follow University's rules and codes of conduct
- Abide by examination regulations and procedures
- Read around your subject areas and source readings additional to those recommended by your lecturers
- Engage in class activities and discussions
- Arrive to class on time

- **Your Expectations of the University:**

- First class support and service
- Quality lecturers and course materials
- Provision of study materials for each module

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# Module Materials

## **Am I provided with my textbooks?**

Course members are generally provided with one textbook per module; the price of this textbook is included in the course fees for Hong Kong and Singapore programmes only. These textbooks are nominated by the University and are prescribed according to the requirements of the program. Course members are also encouraged to read widely for each module and to go beyond the core textbook where possible.

## **What other materials am I provided with?**

Comprehensive study guides are provided for all modules. These study guides are prepared by the University and are continually updated to meet the requirements of the program. They are “road maps” for the modules and cover the specific requirements of the pre-course assessment; topic outlines; assignment questions; recommended reference books and recommended articles. Course members should remember to source and research for relevant materials from other sources, including the UCD Online Library Resources (through UCD Connect). Additional material may be made available on Blackboard by your lecturers.

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# Attendance at Class and Preparation for Class

## **Am I expected to attend all my seminars?**

Yes. Students are required to register and pursue a program of study in order to qualify for admission to any examination for a degree, diploma or other award of the University. It is compulsory for students to attend all seminars. Where grades have been allocated for in-class work, these grades will be lost if a course member does not attend.

## **If I am unable to attend a seminar, who should I notify?**

Seminar sessions are provided and conducted by the University in accordance with the program timetable. Students must plan ahead and work towards achieving the program requirements. Students who miss any of these sessions, for whatever reason(s), will not be entitled to a replacement set of seminars or fee refund. If you are unable to attend a seminar, for exceptional reasons, you should notify your Program Manager in advance.

## **Will I be required to prepare any reading in advance of the seminars?**

From time to time, a lecturer may assign pre-seminar reading. Where this arises, it is essential that these readings are reviewed in-depth by course members in advance of the seminars. A lecturer may also set a pre-course assignment. Full details of this will be provided in your study guide or will be communicated to you, via email, in advance.

## **Am I permitted to audio or video record my classes?**

Video recording of classes is not permitted. However, if you wish to audio record your classes, you must seek the permission of the module co-ordinator in advance. Audio recording of classes without advance permission is not allowed.

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# Important University Policies

You must become familiar with the following University policies prior to the commencement of your studies.

## University General Regulations

The University General Regulations contain the complete set of rules and regulations that apply to your program. You must familiarise yourself with these regulations upon commencement of the program and the onus is on you to do so. A copy of the University General Regulations can be downloaded from the following:

[http://www.ucd.ie/registry/academicsecretariat/regs\\_home.htm](http://www.ucd.ie/registry/academicsecretariat/regs_home.htm)

**In addition, a number of other policies are in place which you MUST also familiarise yourself with upon commencement of the program, as follows:**

## Plagiarism and Academic Integrity

[http://www.ucd.ie/registry/academicsecretariat/docs/plagiarism\\_po.pdf](http://www.ucd.ie/registry/academicsecretariat/docs/plagiarism_po.pdf)

## Late Submission of Coursework

[http://www.ucd.ie/registry/academicsecretariat/docs/latesub\\_po.pdf](http://www.ucd.ie/registry/academicsecretariat/docs/latesub_po.pdf)

## Examination Regulations

[http://www.ucd.ie/registry/assessment/student\\_info/examregulations.pdf](http://www.ucd.ie/registry/assessment/student_info/examregulations.pdf)

## Policy on Repeats and Re-sits\*

**\*this policy is currently under review by the University and may be temporarily unavailable**

[http://www.ucd.ie/registry/academicsecretariat/docs/resits\\_po.pdf](http://www.ucd.ie/registry/academicsecretariat/docs/resits_po.pdf)

## Extenuating Circumstances

[http://www.ucd.ie/registry/academicsecretariat/docs/extc\\_po.pdf](http://www.ucd.ie/registry/academicsecretariat/docs/extc_po.pdf)

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## **UCD Student Code**

[http://www.ucd.ie/registry/academicsecretariat/docs/student\\_code.pdf](http://www.ucd.ie/registry/academicsecretariat/docs/student_code.pdf)

The University has a Student Code, the essence of which is that all members of the University community are expected to behave responsibly at all times, to observe and abide by the Regulations of the University, and not to engage in any activity which might bring the good name of the University into disrepute.

## **UCD Student Charter**

The University has launched a new Student Charter which students are encouraged to read. A copy of the charter can be found on the below webpage:

<http://www.ucd.ie/studentcharter>

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# Registration & Student Cards

In order to attend a program of study, you must register at the beginning of each academic year in the manner prescribed by the University. Such registration constitutes an undertaking to comply with the Statutes, Rules, Regulations and Policies of the University, or of any University authority, including these Regulations. Further details on how to register will be provided to you prior to orientation. Upon completion of the registration process a student card will be forwarded to each student. Your Student Card identifies you as a student of the University. You will be required to have your student card in your possession at all times while attending class and when sitting examinations.

Your Student Card is non-transferable. The card remains at all times the property of the University. You must return your card to the Student Desk if you decide to withdraw from your program during the course of any academic year. The Student Card must be produced on demand to any member of staff where such member requires proof of identity. The card must be surrendered on demand to a member of staff, who must give a receipt if the card is kept.

## **Change of Pathway**

Please note that once you have registered online with the University, no change of pathway is permitted.

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# Student Support

## Orientation

On being admitted to one of UCD's programs, you will complete an orientation program.

The orientation programme will include sessions on the following topics:

- University Introduction
- Programme Introduction
- University Regulations and Policies
- Code of Conduct
- Online Resources – SIS, Library, Blackboard
- Academic Writing & Critical Analysis
- Sourcing, Evaluation and Referencing Literature
- Presentation Skills
- Case Study Analysis
- Teamwork

During orientation many of the academic stipulations will be reviewed and you will receive the following documents in hard copy at this time (if you have not received these, please contact your Program Manager):

- Student Handbook
- Harvard Referencing Guidelines
- Guide to Accessing Online Resources
- Code of Conduct for Students
- Code of Conduct on Teamwork and Team Assignments
- UCD Policies:
  - Late Submission of Assignments
  - Plagiarism and Academic Integrity
  - Examination Regulations
  - Extenuating Circumstances
  - University Academic General Regulations
  - Grading Criteria

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## Academic Support

Academic support is provided to students via email. Academic queries in relation to a module should be emailed to the lecturer concerned.

## Office Hours

You are encouraged to meet with your lecturers on an individual basis during any office hours your lecturer makes him/herself available for. These office hours are an opportunity for you to discuss some aspect of the module with your lecturer.

## UCD Student Email Accounts

Once a student has fully registered with the University, a UCD email address will be created automatically. The format of the email address is:

firstname.lastname@ucdconnect.ie

**Remember to check your UCD email on a regular basis!**



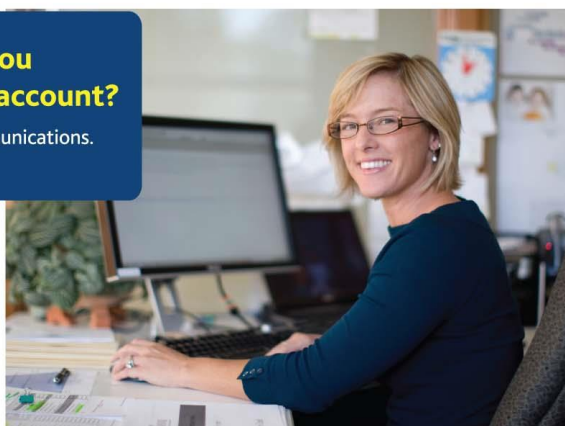
You've got mail...  
**UCD MAIL!**

**UCD Registry**  
Clárann UCD

**When was the last time you checked your UCD email account?**

Don't miss out on important UCD communications. Check your Connect emails regularly.

For further information on the UCD student email policy and guidelines on forwarding emails to your own account, please visit [www.ucd.ie/registry](http://www.ucd.ie/registry)



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## **Accessing Online Resources (electronic journals and databases)**

Once you have registered with the University, you will have access to UCD's electronic resources through UCD Connect ([www.ucd.ie](http://www.ucd.ie)). Your UCD Connect username and password will allow you to:

- Send and receive emails using your UCD email address
- Access electronic journals and databases
- Access Blackboard

The format of your login is generally as follows:

- Username = student number
- password = date of birth

A step-by-step guide to accessing UCD's electronic journals and databases can be found in the appendix of this handbook.

## **Blackboard**

Upon registration, you will be provided with access to UCD's program delivery platform Blackboard, which is used to upload class slides, class announcements, past examination papers, reading lists, study guides etc. If you have not been provided with access to the above folder on Blackboard, please contact your Program Manager. Should you not be familiar with Blackboard, please contact your Program Manager who will provide you with a demonstration of its more common features and advise on how to use it efficiently.

## **Additional Academic Resources**

You are encouraged to review the academic skills materials and podcasts available in the programme area on Blackboard.

## **Student Forums**

Student feedback is central to the University's program offerings both on campus and on its international programs. This feedback is of assistance in ensuring that the University continually develops and improves upon its program offerings. Student feedback is currently obtained from a number of channels, including module evaluation questionnaires. The

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purpose of these forums is to provide students with an opportunity to provide feedback on various aspects of course delivery, design and assessment with a view to assisting the university in improving the quality and standard of the program for future cohorts of students. The forum is also a two-way channel of communication that allows both staff and students to provide regular feedback to each other. The Student Consultative fora are established to provide a constructive environment where academic staff, program support staff and students can meet to discuss issues that impact on the quality of the learning environment. It is expected that the fora will focus on both the positive issues and the negative issues as they impact on the learning environment.

### **SIS Student Web**

SIS Student Web provides students with secure internet access to their own personal information in a familiar, easy-to-use format. The deployment of this product is in line with the University's commitment to improving the service to students by making it easier for them to confirm enrolment, enrol to courses, verify and view their information on-line. To access the log-in page go to:

[https://sisweb.ucd.ie/usis/W\\_WEB\\_WELCOME\\_PAGE](https://sisweb.ucd.ie/usis/W_WEB_WELCOME_PAGE)

SIS Student Web will allow you view some of your personal, registration, fee and student record information that is held within the Student Information System. Students are able to confirm enrolment and enrol to courses; View/Update personal details; Check registration status; Verify course enrolment; View examination results **after** the Program Examination Board meeting.

### **Having Difficulty Accessing Electronic Resources?**

If you encounter any difficulty in accessing the University's electronic resources, please see the email addresses below to which you should send your query (please ensure that you quote your UCD student number in all correspondence).

[ithelpdesk@ucd.ie](mailto:ithelpdesk@ucd.ie)

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## **SIS Student Web Disabled**

If you insert your SIS PIN number incorrectly three times your account will automatically be disabled.

Contact the Student Desk Connector <http://www.ucd.ie/studentdesk/contact>

Users are asked to submit a short online form indicating the type of user they are, i.e. student, prospective student, parent, etc. and details of their query. They are then either redirected to a web page where they can find the information they require or, if their query is more complex, they will be asked to submit their query. They will then receive a response on screen indicating that the Student Desk will contact them within three working days.

## **UCD Connect**

If you have difficulty logging in to UCD Connect following registration, you must email (quoting student number, name and query): [ithelpdesk@ucd.ie](mailto:ithelpdesk@ucd.ie)

## **Blackboard**

Should you have difficulty in logging in to Blackboard after you have officially registered with the University, you must email the following, quoting your UCD student number, name and query: [ithelpdesk@ucd.ie](mailto:ithelpdesk@ucd.ie)

# Code of Practice for Participants

The programs offered assume high standards of personal commitment and professionalism on the part of participants. While the primary objective of the programme is to foster generalist knowledge and expertise in management and business functions, an important secondary objective is to set high standards in respect of class participation, the preparation and presentation of assignments and overall involvement in the learning process. Below are listed, in the form of a code of conduct, the main standards that will be expected of participants on these programmes.

## **Seminars**

Attendance at seminars is compulsory. If you are unable to attend a seminar, please notify your Program Manager in advance. The use of mobile phones during class is strictly prohibited. Students are requested to ensure that their mobile phone is turned off during class times.

## **Punctuality**

Lectures or seminars begin at the times listed on timetables or communicated to classes by your Program Manager. Students are asked to abide by the schedule set out in the timetable or by the lecturer and to return promptly to class following all breaks.

## **Preparation for Class**

Where readings, articles or cases have been prescribed in advance of seminars, it is expected that these will have been read carefully and that members of class will be sufficiently familiar with the material to follow the class and participate in discussion.

## **Participation in Class Discussion**

Depending on the course, the size of the class and the teaching method in use, greater or lesser emphasis will be placed on class participation. In general, however, class participation will be strongly encouraged and will form an important part of the learning experience on your program. You will be expected to engage fully in all class discussions as the discussion of readings, case studies and the sharing of experiences related to the course content will lead to a more enjoyable and rewarding learning experience for all participants.

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## **Original Work**

When a course requires the preparation of an assignment, it is expected that the work be prepared and written independently. Collaborative or group work on assignments may be the designated method of completing assignments in some courses. In that event co-operation and the sharing of ideas is encouraged. No person or group should be tempted, however, to “recycle” the work of others, whether done in previous years or in other degree programs. Any contravention of examination regulations is extremely serious and renders the person or persons concerned liable to disqualification from continuing on the program or taking their degree. The same principle holds for individual assignments. They should be the person’s own work, and should not have been submitted as continuous assessment or research assignments on any other program. It is, of course, permissible to draw on the work of other researchers or authors when preparing an assignment. This is part of the procedure for conducting research. Even here, however, the work of the person preparing an essay is distinguished from that of others in the field through referencing conventions. Please refer to the Guidelines on Academic Integrity and Plagiarism provided at the start of your program.

It is expected that you draw upon academic reading material when undertaking a module on your program of study (i.e. textbooks, journal articles etc.). While the internet is a useful tool for sourcing additional reading material, it is a tool which should be used with caution. This caution is warranted, particularly since much of the information on the internet can be highly biased and the source/author of the material is often difficult to identify.

## **Relations with Staff of the School & Fellow Students**

You are expected to treat all staff of the School and fellow students with courtesy. All lecturers on your program have teaching commitments on other programs, in addition to research and other professional commitments. Therefore, you should not take people’s time for granted, make casual calls, or make unreasonable requests. If you do need to see a member of staff urgently for whatever reason you will not be turned away. Kaplan Higher Education and University and NSBM staffs are accessible to you; and the program is marked by an open and egalitarian spirit in relations between staff and students. The preservation of this spirit imposes obligations on students as well as staff.

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### **Submission of Continuous Assessment**

All material presented as part of continuous assessment on courses must be properly typed and proof read. Hand-written notes and material cannot be accepted. It is expected that you will follow closely the referencing provided at the start of your program. Attention must be paid to grammar, spelling and punctuation; these aspects of written communication are important management skills. You should ensure that all project work and continuous assessment work is submitted on time and in a form which complies with guidelines laid down by your course lecturers. Please note that all assignments must be accompanied by cover page that both outline your UCD student number, name in full (as registered with the University), module title, assignment and submission date.

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# Student Code of Practice – Team Work

There are many reasons for using group work in higher education such as enhancing student learning, promoting social interaction among students, developing generic skills (including negotiation, delegation and leadership) and the individual students' strengths and expertise. There is an onus on the group to ensure that individual members provide maximum effort in completing the assigned task/project. There is evidence to suggest that individuals frequently exert less effort on collective tasks than on individual tasks (Williams and Karau, 1991). As the group size increases the Ringlemann Effect emerges: there can be an inverse relationship between the size of the group and effort expended. It is fair to assume that group effectiveness will increase when members work on tasks that are mutually important and when each member believes they are contributing to an end goal.

UCD School of Business personnel are obliged to ensure that the operation and management of assigned group-work are consistent with the integrity of the university assessment process. It is also expected that, where the group-work contributes to a module grade, members are awarded grades that accurately reflect their contribution to the completion of the task.

This Code of Practice is developed to guide the work of student groups within an academic setting and safeguard the integrity of group-based projects as part of our assessment of student learning outcomes.

1. All Group members (whether assigned or self selected) are expected to contribute actively and equitably to the completion of the exercise/project
2. All groups will set out and agree basic ground rules for their group in terms of group communication procedures, performance targets, arranging and organizing meetings, records, progress reports, solving problems, finalizing the project and signing off.

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3. Roles (such as leader, convener or facilitator) might be assigned to particular group members to facilitate the working of the group and specific milestones (weekly) agreed.
4. Group membership diversity (cultural, professional etc.) needs to be acknowledged, valued and utilized as appropriate.
5. Group work undertaken by UCD School of Business students is subject to UCD policy on academic programmes. For further details on this policy go to [http://www.ucd.ie/registry/academicsecretariat/docs/student\\_code.pdf](http://www.ucd.ie/registry/academicsecretariat/docs/student_code.pdf)
6. UCD promotes an environment upholding the dignity and respect of all students as set out in its policy on Dignity and Respect –

*University College Dublin is committed to the promotion of an environment for work and study which upholds the dignity and respect of the individual and which supports every individual's right to study and/or work in an environment which is free of any form of harassment, intimidation or bullying.*

*The university recognizes the right of every individual to such an environment and requires all members of the University community to recognize their responsibilities in this regard.*

Students are advised to read this policy document – click on:

<http://www.ucd.ie/t4cms/UCD%20Dignity%20&%20Respect%20Policy.pdf>

7. Any group member who is concerned about a member's contribution to the group work (and associated activities) must firstly communicate this (at the earliest time possible) to the group members, and they must strive to resolve the problem.
8. If a group member believes that his/her concerns have not been addressed satisfactorily within the group, the matter should be brought to the attention of the module coordinator. The module coordinator/learning support officer (LSO) should strive to resolve the issue at group level. Where this has not been achieved, the Academic Coordinator and/or the School Head of Teaching and Learning will be informed.

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9. Should the issues not be resolved, the parties above, taking into consideration the stipulations of this code and the University policy documents to which it refers, will to seek to mediate to find a solution, which is acceptable to group members and which retains the integrity of the group work assessment process.

### Team Agreement Form

It is recommended that students complete a Team Agreement Form for all assignments that are to be completed on a team basis. The Team Agreement Form (shown below) is available on Blackboard, where it is located in the Assessment section of the Programme Area.

#### TEAM AGREEMENT FOR TEAM X [DATE:   ]

| TEAM MEMBERS  | CONTACT DETAILS |       |
|---|-----------------|-------|
|   | MOBILE          | EMAIL |
| 1   |                 |       |
| 2   |                 |       |
| 3   |                 |       |
| 4   |                 |       |
| 5   |                 |       |
| 6   |                 |       |
| 7   |                 |       |
| <b>INFORMAL COMMUNICATION</b><br><i>We have decided</i><br><br>1)<br>2)<br><b>3)</b>  |                 |       |
| <b>MEETINGS</b><br><i>We have decided</i><br><br>1)<br>2)<br><b>3)</b>  |                 |       |
| <b>MAKING DECISIONS</b><br><i>We have agreed</i><br>1)<br>2)<br>3)<br><b>4)</b><br><b>5)</b>  |                 |       |
| <b>SANCTIONS</b><br>We hope to work in harmony together. We have different strengths. We accept that this is a group piece of work and we are all responsible for doing our best. However we agree now that |                 |       |

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- If individuals have difficulties in working with the team or on the task, we will try to sort them out promptly by talking with each other
- We will seek advice - as soon as is possible - from our tutor for those serious problems which we cannot resolve ourselves.

**SIGNED**

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# Plagiarism & Disciplinary Matters

The Oxford Dictionary defines plagiarism as

*‘...take(ing) and use(ing) another’s thoughts or writings etc. as one’s own’.*

In effect this means reading something in a book or an article and re-typing it verbatim into your essay without appropriately referencing it. Plagiarism and cheating are not acceptable. University College Dublin deals very severely with anyone caught plagiarising or cheating. If a student is suspected of plagiarism or cheating in an assignment or examination a written report will be submitted by the invigilator or examiner concerned to the National University of Ireland for detailed evidence. On receipt of the report the Head of Subject Area shall send a copy to the Student inviting comments within a given period, which shall not exceed seven days. The University shall consider the report and the student’s reply. Should cheating and plagiarism be reasonably established, the student will be given a zero mark for the assignment or examination. A student found guilty of plagiarism may be expelled from the University. For all proven cases of plagiarism or cheating, the University and the Centre for Distance Learning reserve the right to take further action, as appropriate, against the student concerned.

**Before you submit any assignment, you will be required to undergo a Plagiarism Test on Blackboard (see Plagiarism Test Button on the left-hand-side). Once you have successfully completed the test, you can print a Certificate from Blackboard. This Certificate must be attached as the last page of every assignment you submit throughout your studies at UCD). See the Appendix for further information and guidance on this test.**

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The following is an extract from the University's Briefing on Academic Integrity and Plagiarism and I would ask that you read this carefully.

Students at UCD are expected to adhere to the highest standards of academic integrity and honesty. The work you submit to the University for assessment must be your own work. You will complete a wide variety of assignments during your time in University. This short guide has been developed to help you understand the importance of academic integrity in the preparation of your assignments.

As part of your learning experience you will have a number of assignments to complete. Assignments are designed to help your learning and understanding of your subject by requiring you to demonstrate, through the completion of an assessment task, how well you have engaged with and understood the material you have studied. Assessment tasks will vary from subject to subject and can range from problem-solving to reporting on experimental data to the development and presentation of coherent and cogent arguments. It is expected that in producing an assignment, you may need to read and gather information from a range of sources including books, journals, official reports, newspapers or material from the Internet as well as ideas generated in discussion with colleagues and other students. When presenting your assignment on a topic it is really important to do two things:

- ✓ Be explicit about any material or ideas presented by other people that you have included in your assignment;
- ✓ Acknowledge the information that you have used to inform your assignment by including a complete list of references.

These actions are the basis of good practice in the presentation of your assignment and they show academic integrity on your part. It means that you are being honest about showing how the work of others has helped you to form your own understanding and explanation of a topic.

When you present any assignment, you must ensure that you acknowledge any ideas, which are not your original thoughts, ideas or words. If you are careless about doing this, you could be accused of plagiarism.

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Plagiarism can take many forms and the University deems it to include any of the following:

- ✗ Presenting work authored by another person: including other students, friends, family, or work purchased through internet services;
- ✗ Presenting work copied extensively with only minor textual changes from the internet, books, journals or any other source;
- ✗ Improper paraphrasing, where a passage or idea is summarized without due acknowledgement of the original source;
- ✗ Failing to include citation of all original sources;
- ✗ Representing collaborative work as one's own.

All of your lecturers will be familiar with the references in your subject area, they are quite likely to recognise particular phrases, sentence constructions and even paragraphs as parts of well known published works, particularly where they are not referenced properly. In addition it is routine practice in the University to use electronic detection sources to identify instances of plagiarism, which includes similarities between work authored by different students as well as information derived from the Internet. You also have to remember that a lecturer or tutor will correct a whole range of assignments and that their familiarity with the range of work presented will allow them easily to detect similarities in students' work.

The University has formal disciplinary procedures for dealing with instances of plagiarism, which may result in penalties being applied, as outlined in sections 7-10 of The Student Code, available at [http://www.ucd.ie/registry/academicsecretariat/docs/student\\_code.pdf](http://www.ucd.ie/registry/academicsecretariat/docs/student_code.pdf) You should read the University's plagiarism statement and procedures. In addition you should seek the advice of your lecturers.

The Plagiarism Policy can be downloaded from the following:

[http://www.ucd.ie/registry/academicsecretariat/docs/plagiarism\\_po.pdf](http://www.ucd.ie/registry/academicsecretariat/docs/plagiarism_po.pdf)

Should you have any queries at any stage in relation to referencing, please consult the attached referencing guidelines or your Program Manager.

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# Assignments

## Objectives of Assignments

- To stimulate course members' interest in the subject
- To enable course members to relate theory to their own experience and to practical situations in the work place
- To test the extent to which course members know and understand the subject
- To develop course members' analytical, decision making and presentation skills
- To enable course members to monitor their own progress

Your lecturer for each module will provide you with further guidance on this matter during class.

## Grading Criteria

You should refer to the Grading Criteria in your module study guide for full details of the criteria used across the University for grading module assignments and examination scripts. If you have any queries in relation to the criteria being used to access a particular module, please consult with your lecturer.

## Submission of Assignments

Assignments must be hand-delivered to your Program Manager or submitted via the assignment drop-in slot (further information can be obtained from your Program Manager). Guidance on this matter will be provided during your orientation at the start of the program. You are also required to upload a soft copy of all assignments to the module area on Blackboard where they will be automatically processed through Safe Assignment (the plagiarism detection software).

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## Presentation of Assignments

The following assignment presentation and layout guidelines should be adopted at all times.

- Cover page – name, student number, module title, submission date
- Plagiarism test.
- 1.5 line spacing
- Times New Roman
- 12 font size
- Justified Text
- Spaces between paragraphs
- Use of suitable headings
- Introduction, conclusion etc.
- Page numbers inserted
- Spell check
- Proof read
- Bibliography

- All assignments must be accompanied by a cover sheet.
- **Please note that your name (AS REGISTERED WITH THE UNIVERSITY) and UCD student number must always be included on the cover page.**
- All assignments must include a signed “Statement of Authorship” on the title page, as follows:

“I declare that all materials included in this essay/report/project/dissertation is the end result of my own work and that due acknowledgement have been given in the bibliography and references to ALL sources be they printed, electronic or personal”.
- You must keep a copy of their assignment in case it gets lost in transit.

## Feedback on Assignments

Assignments submitted in accordance with the original schedule will be marked and a grade will be returned to you. Your lecturer may also return general class feedback which will outline the main strengths and weaknesses of all assignments submitted (feedback applies to the main assignment only).

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## Late Assignments

Requests for the extension of an assignment submission deadline must be made in writing to your Program Manager at least one (1) week before the stipulated submission deadline. Documentary support for the extension **MUST** be submitted together with the extension requests. Approval of the extension is at the discretion of your lecturer. Assignments submitted late, without prior approval, will not be accepted. **Penalties for the late submission of assignments will apply and these are detailed in the University's Late Submission of Coursework Policy. Under no circumstances will assignments be accepted two weeks after the prescribed deadline date.** You must ensure that you are fully familiar with the University's Late Submission of Coursework Policy. To download a copy of this policy, please visit the following:

[http://www.ucd.ie/registry/academicsecretariat/docs/latesub\\_po.pdf](http://www.ucd.ie/registry/academicsecretariat/docs/latesub_po.pdf)

# Examinations

## Examination Schedule

Your timetable will outline the dates of each examination. The date, time and place of examinations must be strictly adhered to and are not open to negotiation and can be varied by the University. Students will be notified of the details well in advance via an Update.

## Duration of Examinations

The duration of examinations is as follows:

**Table 4: Duration of Examinations**

| <b>Programme</b> | <b>Duration</b> |
|------------------|-----------------|
| BBS (Hong Kong)  | 3 hours         |
| BBS (Singapore)  | 3 hours         |
| BSc (Sri Lanka)  | 3 hours         |

## Examination Regulations

The University's Examination Regulations are as follows:

These regulations (a) facilitate the proper conduct of examinations, (b) provide for a well-ordered and calm environment in which candidates can complete their examinations, and (c) ensure that no candidate can gain unfair advantage over their peers.

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Candidates should be in attendance at the examination centre at least a quarter of an hour before the commencement of each examination. They should be seated and silent at least five minutes prior to the commencement of all examinations and should pay strict attention to details of emergency and safety procedures and to a résumé of examination regulations that are provided by the Invigilator-in-Charge.

Except in exceptional circumstances and at the discretion of the Invigilator-in-Charge, candidates:

- Will not normally be admitted to the Examination Centre if they are more than fifteen minutes late. Candidates who arrive late should notify the invigilation team leader of their presence and wait to be seated by an invigilator.
- Will not be permitted to leave the Hall until one hour has elapsed after the time at which the examination began (*an early exit may prevent entry by any latecomers*).
- Will not be allowed to return to the Examination Centre.

Candidates will not be permitted to leave the Examination Centre during the **final ten minutes** of the examination period (*this facilitates the orderly collection of examination scripts*).

Students who are required to register and have not done so may be refused permission to sit an examination. Repeating students who are required to enter for examinations and fail to do so may be refused permission to sit those examinations.

Candidates are required to be in possession of their student card, which should be displayed on their desk.

Notes or other unauthorised materials should not be taken into the Examination Centre. Notes, books, or other materials should be left outside the Examination Centre or handed to an invigilator before the commencement of the examination.

Students later found in possession of notes during an examination are liable to disciplinary procedures and serious penalties (*see the UCD Student Code*).

Mobile phones or other electronic communications devices should not be taken into the Examination Centre, nor should they be left powered on within the vicinity of the Hall.

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Candidates must ensure that they answer the correct paper. The title of the paper should be checked, and instructions read carefully before answering is commenced. Any query should be immediately brought to the attention of an invigilator.

Invigilators are present in the Examination Centre to ensure the proper conduct of the examination and to deal with problems that may arise.

Candidates are obliged to follow instructions issued by invigilators. Please listen carefully to all announcements. If anything is required during an examination, candidates should call the attention of the invigilator. Under no circumstances should candidates leave their places.

Silence must be maintained in the Examination Centre at all times.

No candidate shall aid, or attempt to aid, another candidate, or obtain, or attempt to obtain, any assistance from another candidate, or communicate in any other way with another candidate in the Examination Centre.

In cases of impersonation, the impersonator and the impersonated shall be liable to permanent exclusion from the University.

Plagiarism in any form is forbidden in assessments, theses or other academic exercises.

Candidates are responsible for ensuring that all scripts and MCQ sheets are handed up.

Where a candidate has finished before the end of the examination period, the attention of an invigilator must be called and the answer book(s) handed to the invigilator.

At the end of the examination period, candidates must remain in their seats in complete silence until their scripts have been collected. Scripts must be handed up immediately on request to an invigilator.

Candidates must ensure that their student number, seat number and any other particulars required are written on every answer book.

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Where there are several answer books, candidates should insert them in one another to form a single package. Where treasury tags are given out, students must use these to bind their scripts together and be responsible for handing the package to an invigilator.

UCD examination stationery must not be taken from the Examination Centre. All answer books, used or unused, or other supplied material must be handed up. Students found to be in possession of such materials are liable to disciplinary procedures and serious penalties may be imposed.

Smoking is not permitted in Examination Centres. Smoking breaks are not permitted during examinations.

The use of programmable calculators is not permitted during examinations, unless their use is specified on the examination paper by the examiners.

Candidates who infringe any of these Regulations will be reported to the Supervisor of Examinations, who will deal with the matter according to the disciplinary procedures outlined in the UCD Student Code.

Please refer to the below university website before sitting any examination:

[http://www.ucd.ie/registry/assessment/student\\_info/examregulations.pdf](http://www.ucd.ie/registry/assessment/student_info/examregulations.pdf)

Please ensure that you are fully familiar with these regulations before sitting any examination. Unauthorised materials must not be brought into any examination – serious penalties are in place, including expulsion from the University, where students are found with unauthorised materials.

### **Failure to Sit an Examination**

You are not permitted to defer an examination to a later date, unless valid extenuating circumstances exist. If the Program Examination Board accepts the extenuating circumstances documentation received from you, you will be granted an IX grade for that module and as a result your GPA will not be capped. The circumstances considered by the University to be extenuating are outlined in the University's Policy on Extenuating Circumstances. A copy of this policy can be downloaded from the following:

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[http://www.ucd.ie/registry/academicsecretariat/docs/extc\\_po.pdf](http://www.ucd.ie/registry/academicsecretariat/docs/extc_po.pdf)

Before submitting an extenuating circumstances form, please review the guidelines on this policy. Please note that ‘work reasons’ are not considered to be extenuating by the University.

### **Policy on Repeats and Re-sits\***

A full copy of the University’s policy on repeats and re-sits can be downloaded from the following:

**\*this policy is currently under review by the University and may be temporarily unavailable**

[http://www.ucd.ie/registry/academicsecretariat/docs/resits\\_po.pdf](http://www.ucd.ie/registry/academicsecretariat/docs/resits_po.pdf)

**The following are the main implications of this policy for the University’s programmes in Hong Kong, Singapore and Sri Lanka.** I would encourage you to carefully read the following sections and to contact your Program Manager should you require clarification on any matter.

All students are expected to complete all components of assessment as per the timetable with their own intake (including all assignments and the examination), unless valid extenuating circumstances exist and these are accepted by the Program Examination Board. Please refer to the University’s Extenuating Circumstances policy for details of the issues that are considered to be extenuating.

The grades you achieve for each assessment component for each module as you have taken them with your own intake are the grades that are recorded at the Program Examination Board meeting that relates to that particular Stage of your programme and these grades are recorded on your official University record.

The outcome of a Program Examination Board meeting will be one of the following:

- you have passed a module (having been awarded grades in the A, B, C or D categories
- or**

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- you have failed a module (\*)

**or**

- you did not complete some component of assessment and have submitted a extenuating circumstances form with supporting documentation. Where the circumstances contained within your documentation fall within the circumstances outlined in the University's Extenuating Circumstances policy and are accepted by the Program Examination Board, a grade of **IX** will be awarded for that module (\*\*).

\* If the Program Examination Board has determined that you have failed a module overall, you will be required to resit the examination with the next available intake (following the Program Examination Board meeting). Your resit will be graded based on a 100% examination in line with the current policy within UCD School of Business. Therefore, any grades for assessment (assignments) completed previously with your own intake will not be counted. The decision on precisely when you can resit an examination can only be taken after the Program Examination Board has met for the relevant Stage of your programme. Your Program Manager must be consulted and he/she will seek a decision from the University on this matter before making the final arrangements for you to resit. Please note that re-sits will be graded on a **Pass/Fail basis only**.

\*\* Where an IX grade has been awarded for a module by the Program Examination Board, you will be required to resit the examination with the next available intake (following the Program Examination Board meeting). In this case, any grades for assessment (assignments) completed previously with your own intake will be counted, along with the grade obtained for the resit examination. The decision on precisely when you can resit an examination can only be taken after the Examination Board has met for the relevant Stage of your programme. Your Program Manager must be consulted and he/she will seek a decision from the University on this matter before making the final arrangements for you to resit.

Please also ensure that you are fully familiar with the University's Policy on the Late Submission of Coursework.

The following websites may be useful should you require additional information on the University's regulations on this matter:

|   |
|---|
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|---|

[http://www.ucd.ie/registry/academicsecretariat/regs\\_home.htm](http://www.ucd.ie/registry/academicsecretariat/regs_home.htm)

[http://www.ucd.ie/registry/academicsecretariat/docs/extc\\_po.pdf](http://www.ucd.ie/registry/academicsecretariat/docs/extc_po.pdf)

[http://www.ucd.ie/registry/academicsecretariat/docs/resits\\_po.pdf](http://www.ucd.ie/registry/academicsecretariat/docs/resits_po.pdf) \* **-\*this policy is currently under review by the University and may be temporarily unavailable**

[http://www.ucd.ie/registry/academicsecretariat/docs/latesub\\_po.pdf](http://www.ucd.ie/registry/academicsecretariat/docs/latesub_po.pdf)

Should you require clarification on any of the above matters, please don't hesitate to consult with your Program Manager.

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# Grading

A document explaining the modular grading system can be downloaded from the following:

[http://www.ucd.ie/registry/assessment/student\\_info/gradingguidestudents2013-2014.pdf](http://www.ucd.ie/registry/assessment/student_info/gradingguidestudents2013-2014.pdf)

The following are the **percentage ranges** that correspond to UCD **component** grades where the pass mark is 40%.

**Table 5: Grade Calculation**

| Grade | Lower (%) | Upper (%) | Calculation Point |
|-------|-----------|-----------|-------------------|
| A+    | 76.67     | 100       | 78.33             |
| A     | 73.33     | 76.66     | 75.00             |
| A-    | 70        | 73.32     | 71.67             |
| B+    | 66.67     | 69.99     | 68.33             |
| B     | 63.33     | 66.66     | 65.00             |
| B-    | 60        | 63.32     | 61.67             |
| C+    | 56.67     | 59.99     | 58.33             |
| C     | 53.33     | 56.66     | 55.00             |
| C-    | 50        | 53.32     | 51.67             |
| D+    | 46.67     | 49.99     | 48.33             |
| D     | 43.33     | 46.66     | 45.00             |
| D-    | 40        | 43.32     | 41.67             |
| E+    | 36.67     | 39.99     | 38.33             |
| E     | 33.33     | 36.66     | 35.00             |
| E-    | 30        | 33.32     | 31.67             |
| F+    | 26.67     | 29.99     | 28.33             |
| FM    | 23.33     | 26.66     | 25.00             |
| F-    | 20        | 23.32     | 21.67             |
| G+    | 16.67     | 19.99     | 18.33             |
| G     | 13.33     | 16.66     | 15.00             |
| G-    | 0.02      | 13.32     | 11.67             |
| NG    | 0         | 0.01      | 0.00              |

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## Module Grades and Grade Point Values

The final module grade is determined and approved by the University. Each grade has a value attached to it for the purposes of calculating a Grade Point Average (GPA).

**Table 6: Grade Point Values**

|    |      |
|----|------|
| A+ | 4.2  |
| A  | 4.0  |
| A- | 3.8  |
| B+ | 3.6  |
| B  | 3.4  |
| B- | 3.2  |
| C+ | 3.0  |
| C  | 2.8  |
| C- | 2.6  |
| D+ | 2.4  |
| D  | 2.2  |
| D- | 2.0  |
| E  | 1.6  |
| F  | 1.0  |
| G  | 0.4  |
| NG | 0.00 |

## Grading Criteria

A comprehensive description of the grading criteria used when assessing assignments and examination scripts can be found in the Appendix of this handbook.

## Undergraduate Degree Grading

Honours will be awarded in an Honours Bachelor Degree using the below classes of honours. The decisions of a Program Board with regard to the award of honours will be based on the relevant GPA, according to the following scheme:

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**GPA**

Greater than or equal to 3.68  
From 3.08 to 3.67 inclusive  
From 2.48 to 3.07 inclusive  
From 2.00 to 2.47 inclusive

**AWARD**

First Class Honours  
Second Class Honours, Grade 1  
Second Class Honours, Grade 2  
Pass

In the case of the BSc and BBS programs, a weight of a half will be given to Stage 2 modules and a half to Stage 3 modules.

**How do I get my results?**

Notification of results will be made in writing only. Telephone enquiries will not be permitted. Please allow 60 days for the return of results. You will be provisionally notified of their assessment component grades. Once the Program Examination Board has met, official results will be issued to you via the SIS Student Web. An official transcript will be available for you to download from SIS Student Web following the release of your final results.

**Passing a Module**

You do not need to pass each component of assessment to pass a module overall. You are required to obtain a minimum overall grade of at least a D- to pass a module overall.

**Failed Module**

If you fail a module overall and no extenuating circumstances exist, your GPA will be capped at 2.0 when you re-sit the examination for that module. Re-sit examinations will be on the basis of a 100% examination.

**Can I pass a module by compensation?**

No. It is not possible to pass a module by compensation if you are entering the BSc/BBS in 2014/15. Further information can be found in the University Regulations:

[http://www.ucd.ie/registry/academicsecretariat/regs\\_home.htm](http://www.ucd.ie/registry/academicsecretariat/regs_home.htm)

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# Frequently Asked Questions

## **Do you need to know my term address?**

If you change your address at any stage during the program, you may update your address on the University's records by logging on to SIS Student Web (<http://www.ucd.ie>).

## **Is a fee incurred for re-sitting an examination/assignment?**

Yes, re-sit fees will be levied for re-sitting an examination and information can be obtained from your Program Manager.

## **Progression**

In the case of the BSc and BBS programs, course members must successfully complete at least 50 ECTS out of a total of 60 ECTS to progress from one stage to another. Please consult the University General Regulations for further information on progression.

## **What does the program fee cover?**

The total program fee covers registration for the duration of the program, course notes, study guides, seminar sessions, assignments, examinations and, for Hong Kong and Singapore programs only, textbooks.

## **When am I required to pay fees?**

Fees are due and payable in instalments. You will be advised of the fee payment schedule during orientation. Once you have registered with the University fees paid are **non-refundable**.

## **How are degrees awarded?**

The Degree is awarded by the National University of Ireland (NUI). Further information on the NUI can be obtained from:

[www.nui.ie](http://www.nui.ie)

Each person on whom a degree is to be conferred is invited to attend the appropriate conferring ceremony and is required to wear academic robes. He/she may bring two guests to the ceremony and reception. All degrees must be conferred at the ceremony designated for

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the degree immediately following the passing of the degree examination. Successful candidates who are unable to attend on the appointed day will have their degrees conferred *in absentia*; their parchments will be posted to them after the conferring ceremony. Postponement of conferring is not permitted. The Conferring Unit is responsible for all aspects of conferring ceremonies. A local presentation ceremony may also be held.

### **How can I provide feedback to the University?**

It is the mission of the University to be among the leaders in Europe in business education by providing a quality learning and research environment directed to our students and the business community. To this end and to assist us in the planning of the programme, we would be most grateful if course members could take the time at the end of each module to complete one of the Module Evaluation Forms provided.

### **Will my class be combined with any other group of students?**

From time to time, it may be necessary to combine two intakes for the purposes of delivery of the pathway modules.

### **Withdrawing from UCD**

Before deciding to leave the University you should talk to your Program Manager. He/she may be able to assist you with your difficulties. If you still wish to leave, in order to withdraw officially from the University, you must notify your Program Manager who will in turn notify the University.

# Useful University Website Links

- **University Policies**

<http://www.ucd.ie/students/studentsupport.html>

- **School of Business**

<http://www.ucd.ie/business/index.html>

- **Student Desk**

<http://www.ucd.ie/registry/adminservices/studentdesk/index.html>

- **Blackboard**

<http://elearning.ucd.ie>

- **Assessment Appeals**

<http://www.ucd.ie/appeals/>

- **Understanding Your Results (after formal Program Examination board)**

[http://www.ucd.ie/registry/assessment/student\\_info/gradingguidestudents2013-2014.pdf](http://www.ucd.ie/registry/assessment/student_info/gradingguidestudents2013-2014.pdf)

- **Alumni**

<http://www.ucd.ie/alumni/>

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# Appendix 1: UCD Team

The following provides you with details of the UCD management team responsible for the programs offered in Hong Kong, Singapore and Sri Lanka.

***Professor Damien P. McLoughlin – Associate Dean for Internationalisation and Distance Learning, UCD School of Business***

***BBS, MBS, PhD***



Prof. Damien P. McLoughlin, BBS MBS PhD (Lancaster), is Professor of Marketing, Head of the Marketing subject area and Director of Executive Education at UCD Michael Smurfit Graduate Business School. He has served on the faculty of the S.C. Johnson Graduate School of Management at Cornell University, Asia's leading business school, the Indian School of Business and taught in the executive education division of Harvard Business School. Known as a Strategic Marketing specialist, Damien has published more than fifty papers in prestigious international journals and conferences including Industrial Marketing Management, Journal of Business Research and Journal of Strategic Marketing. He has also published a book with David A. Aaker of UC Berkeley, Strategic Market Management: Global Edition. Damien has worked with a number of the world's leading firms including Alltech, Allianz, Google, Hewlett-Packard and Microsoft. He designed and leads Alltech's Global Advanced Management Programme and Bord Bia's Marketing Fellowship Programme, he previously led Google's Marketing Academy for the EMEA region. A former Dean of UCD Smurfit School, in 2008 he was appointed to the Medical Council of Ireland and in 2010 to the board of the Health Information and Quality Authority (HIQA), by the Minister for Health and Children. An advisor to a number of start-

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ups in the technology sector, he is a member of the advisory boards of high growth firms including GeoGuides Ltd. Damien has been active as an expert witness in cases involving marketing issues. His work is highly regarded and has been recognised with a number of domestic and international awards and distinctions. A regular media contributor, he has contributed to a range of print and broadcast media outlets including Sky News, RTE, The Financial Times, The Irish Times, The Sunday Times, The Sunday Independent and Newstalk 106.

***Dr. Linda Dowling-Hetherington – Associate Director, Centre for Distance Learning, UCD School of Business***

***BComm, MBS, EdD***



Linda Dowling-Hetherington has many years experience in the management and development of part-time distance learning and international programmes. She has been with UCD since 1996 and Associate Director of the Centre for Distance Learning, UCD School of Business since its establishment in 2002. She holds a Bachelor of Commerce, a Master of Business Studies and a Certificate in Adult Education from UCD. Linda has completed a Doctorate in Education at the University of Bath on the impact of higher education change on academics. Linda's areas of research interest include widening participation for mature students, transnational education, student-centred approaches to the management of distance learning programmes, academic competencies development and the changing higher education landscape and its impact on faculty.

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Antonio is the Overseas Programmes Manager since November 2007. He holds a Degree in Philosophy from ‘Universidad de Granada’ and a Mlitt in Philosophy from University College Dublin. He is currently completing a PhD in Management in the School of Business. Antonio’s areas of research interest include knowledge management and decision making. His previous work experience has been in the BComm (Spain) programme and the Finance Department in UCD.



Michele joined the Centre for Distance Learning as the Overseas Programme Manager for Hong Kong and Sri Lanka programmes in October 2012. For the previous six years, Michele worked in the Michael Smurfit Graduate Business School UCD across many of the Masters Programmes, as both Programme Administrator and Manager. Prior to joining UCD, Michele held many positions in hotels and her last position before joining UCD was as Hotel, Conference & Banqueting Manager. Michele holds a Higher Certificate in Hospitality Management from DIT Cathal Brugha Street and is a member of the Irish Hospitality Institute. She is currently undertaking a Bachelor of Business Studies Degree in the School of Business, UCD.



Sarah is the Programme Administrator for the Overseas Programmes focusing on Singapore. She has been in UCD since 2008 previously working as an Administrator in the Admissions Office, UCD Adult Education Centre, Veterinary Nursing and the Medical Bureau of Road Safety in UCD. Sarah holds a Bachelor of Arts (Hons) Degree in Economics & Politics from University College Dublin and a Diploma in Legal Studies from Dublin Business School. Prior to joining UCD she spent 5 years working in Financial Services.



Fiona is the Programme Administrator for the School's programmes in Hong Kong and Sri Lanka. She holds a Bachelor of Commerce (International) and an MA (Politics) from UCD. Prior to joining the Centre for Distance Learning, Fiona worked in a number of roles in the Irish university sector, including administrative, library assistant and research support positions. Fiona has also worked in the banking and publishing sectors.



Julia is the Assessment Administrator for the School's programmes in Hong Kong, Singapore and Sri Lanka. She joined UCD in November 2012. Previously she worked for both the School of Electrical Engineering Systems and the Registration Service Office at the Dublin Institute of Technology. She has also worked as an Education Officer for the Irish Institute of Purchasing and Materials Management. Prior to entering the education field, she spent seven years working in Polish local radios. Julia holds a Master of Arts in Journalism from the University of Zielona Gora.



Joanna is the Admissions Manager for the School's Overseas programmes. She previously worked as a Programme Administrator in the Centre for Distance Learning at UCD School of Business. Joanna first joined UCD in 2006 where she worked in IT Services and since then she has worked in various roles. Joanna holds an MSc in Tourism from University School of Physical Education, Krakow and a postgraduate Diploma in Public Relations, from Tischner European University, Krakow



# Appendix 2: Plagiarism Test

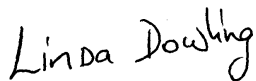
Dear Course Participant,

Following the university's referencing guidelines is an important requirement you must meet during your studies. Before you submit any assignments upon commencement of your programme, you are required to undertake the following:

1. **Read the University's Briefing on Academic Integrity and Plagiarism:**  
[http://www.ucd.ie/registry/academicsecretariat/docs/plagiarism\\_po.pdf](http://www.ucd.ie/registry/academicsecretariat/docs/plagiarism_po.pdf)
2. **Read the Referencing Guidelines** (see enclosed)
3. **Complete and Pass the Plagiarism Quiz on Blackboard** (see 'Plagiarism Test' button).  
You can attempt this test as many times as you wish. However, you must successfully complete the test before submitting your first assignment. Once you have successfully completed the test, please print the Certificate from Blackboard which acknowledges that you have passed this test and attach this Certificate as the final page in every assignment you submit through your studies at University College Dublin.

Should you have any queries on any aspect of the above, please contact your Programme Manager.

Yours sincerely,



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Dr. Linda Dowling-Hetherington  
Associate Director  
Centre for Distance Learning  
UCD School of Business

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## Appendix 3: Referencing – The Harvard Style

Referencing is an essential part of every essay or assignment. Referencing simply means that any idea, theme or argument that you have found in the literature (i.e. textbooks, journal articles, government publications, public speeches, internet sites etc.) must be referenced with the name of the original author. If you use work published by someone else you must acknowledge it.

Students should ensure that they reference all secondary sourced material. In situations where you are in agreement with a particular argument and you would like to use this in your assignment, you must transfer the argument into your own words and reference the source of the argument.

The following guidelines are designed to help students in referencing key sources of information. The following examples illustrate correct referencing procedures. Students are strongly advised to follow these closely.

### **REFERENCES**

All references must be cited in the main body of the assignment by enclosing in brackets the author's surname, the year of publication, and page reference where appropriate. The following examples illustrate correct referencing procedure.

#### **Example**

There were two main reasons surrounding the decision to establish the Labour Court, of which the former Conciliation Section of the Department of Industry and Commerce was to be part (Quinn, 1952).

When the name of the author occurs in the text, the reference citation need only be the year of publication and page reference, where appropriate.

#### **Example**

Lockwood (1955: 335-45) deals comprehensively with the limitations of arbitration as a means of industrial peace...

Where a reference has two or more authors the citation should include the last names of all the authors.

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|---|

### **Example**

This theory (Dilts, Davidson and Paul, 1985: 30-1) assumes that people do not really like to work and only do so because they have to.

A reference that includes publications by two or more authors with the same surname, requires inclusion of their initials to avoid confusion.

### **Example**

This theory (Keogh, M. and Keogh, P.K., 1985) holds that all people must work a certain number of hours to achieve a threshold level of achievement.

References by the same author published in the same year should be differentiated by using lower case letters after the date in both the text citation and in the bibliography.

### **Example**

When one considers firstly that individuals experiencing stress make more errors, are absent more, must be replaced more frequently, are less creative and are less effective as decision makers (Hackett, 1992a)...

The frequency and duration of stress is increasing (Hackett, 1992b)

In a case where there is no author, it will suffice to use the first two or three words of the title and the year.

### **Quotations**

There are several different methods of presenting quotations. The standard quotation is typed in single line spacing and indented from the left margin. Quotation marks are not necessary. It is important that quotations should correspond exactly with the original in spelling and punctuation.

### **Example**

The first element of any policy must be monitoring. As is stated by Kelly (1992: 13),

If you don't know what your problem is, it's awfully hard to solve it. Thus all companies must firstly begin a strict and adequately communicated monitoring process.

|   |
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|---|

Quotation marks are used for the inclusion of a short quote/few words in the body of the text.

### **Example**

Anthony (1977: 24) has described mediation as a ‘more purposeful and less tentative’ process in which the mediator searches for possible solutions which the parties then negotiate upon in the expectation of reaching an agreement.

## **BIBLIOGRAPHY**

All assignments and essays submitted should include a bibliography at the end. Any journal article, book etc, which has been mentioned in the text of an assignment should be listed in the bibliography. You may also wish to include books, journal articles etc. which you have not specifically mentioned in the text of the assignment but which you have read in the course of your research/reading for that assignment, and which are relevant. The referencing method that you are advised to use is commonly known as the *Harvard Style*.

A good example of the use of this method is to be found in the industrial relations textbook Murphy, T.V. and Roche, W.K. (eds) (1997): *Irish Industrial Relations in Practice*, revised edition, Dublin: Oak Tree Press. All possible types of references that you are likely to use in your bibliography should be found in this text.

It is important that each entry in the bibliography should contain all data necessary for the reader to identify the book/article and to permit the reader to find the item in question in the library.

Titles of books and articles should be listed *alphabetically* by authors.

### **Referencing a book**

In the case of referencing a book, the following format should be used: Author’s Surname, Initials (year of publication): *Name of Publication in Italics*, Place of Publication: Publisher. It not necessary to show page references as these are identified in the text citations. The following punctuation guidelines should be followed carefully.

### **Referencing a book with one author**

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## Examples

Clarkson, J.D. (1926): *Labour and Nationalism in Ireland*, New York: AMS Press

Goldthorpe, J.H. (1984): *Order and Conflict in Contemporary Capitalism: Studies in the Political Economy of Western European Nations*, Oxford: Clarendon Press.

## Referencing a book with multiple authors

### Examples

Gorman, L., Hynes, G., McConnell, J. and Moynihan, T. (1975): *Irish Industry: How It's Managed*, Dublin: Irish Management Institute.

Rumpf, E. and Hepburn, A.C. (1977): *Nationalism and Socialism in Twentieth-Century Ireland*, Liverpool: Liverpool University Press.

## Referencing two publications by the same author in the same year

In the event that an author has two or more publications in the same year, the references should be distinguished by using lower case letters after the date in both the text citation and the reference list.

### Examples

Roche, W.K. (1987a): 'State Strategies and the Politics of Industrial Relations in Ireland Since 1945', in T. Murphy (ed.), *Industrial Relations in Ireland: Contemporary Issues and Developments*, Dublin: Department of Industrial Relations, National University of Ireland, Dublin.

Roche, W.K. (1987b): *Social Integration and Strategic Power: The Development of Militancy Among Electricity Generating Station Workers in the Republic of Ireland, 1950-1982*, (unpublished) D.Phil. thesis, University of Oxford.

This reference, 1987b, is a good example of how to include an unpublished thesis/dissertation in your bibliography.

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### **Referencing a chapter in a book with one editor**

When reference is made to a particular contributor in a book, it is necessary to use the name, date and page number in the citation in the body of the essay, however the editor (s) of the book must be acknowledged in the bibliography.

#### **Example**

Murphy, T. (1987/89): 'The Union Committee at the Workplace' in T. Murphy (ed.), *Industrial Relations in Ireland: Contemporary Issues and Developments*, Dublin: Department of Industrial Relations, National University of Ireland, Dublin.

The above reference is also a good example of a book that has been reprinted. This is indicated by the two dates, (1987/1989).

This example also demonstrates how to deal with a chapter in a book edited by the author of that particular chapter.

### **Referencing a chapter in a book with multiple editors**

#### **Example**

Roche, W.K. and Redmond, M. (1994): 'Legislation, Collective Bargaining and the Regulation of Working Time in Irish Industrial Relations' in R. Blanpain, J.

### **Referencing a journal article**

For a journal article, use the following format: Author's Surname, Initials (year of publication), 'Name of the Article in Single Quotes', *Name of the Periodical/Journal in Italics or Underlined*, Volume or Series number in Arabic numerals i.e. 1,2,3: Start of article page number - end page number.

When you are referencing the page numbers of the article it is important to provide the least amount of information, e.g. 578-593 should read 578-93.

#### **Examples**

Brannick, T. and Kelly, A. (1983): 'The Reliability and Validity of Irish Strike Data and Statistics', *Economic and Social Review*, 14: 249-58.

Kochan, T.A. (1993): 'Managing Transformational Change: The Role of the Human Resource Professional', *International Journal of Human Resource Management*, 4: 569-90.

### **Referencing reports/government publications**

In the case of reports compiled by Government Departments, the Irish Congress of Trade Unions, National Economic and Social Council, Labour Court, Employment Equality Agency, and the Irish Business and Employers Confederation (IBEC), to mention but a few, the following bibliography format is used: Name of the organisation, (date of publication): *Name of the Document in Italics*, Place of Publication: Publishers.

### **Examples**

Labour Court (1946-90): *Annual Reports*, Dublin: Stationery Office.

Labour Relations Commission (1993): *The Resolution of Industrial Disputes, Report on International Conference Organised by the European Commission and the Irish Labour Relations Commission*, Dublin: Labour Relations Commission.

Electricity Supply Board (1981): *Comprehensive Agreement between Electricity Supply Board and All Trade Unions Representing Employees in the ESB*, Dublin: ESB.

Department of Enterprise and Employment (1995): *Code of Practice on Duties and Responsibilities of Employee Representatives and the Protection and Facilities to be afforded them by their Employer*, Dublin: Department of Enterprise and Employment.

Irish Congress of Trade Unions (1989): *Trade Unions and Change: Shaping the Future*, Dublin: Irish Congress of Trade Unions.

### **Specifically Government Publications**

Publications from any area of the government are normally published by the Stationery Office, also known as the Government Publications Office. In cases where there is extensive use of government publications, it is advisable to place them under a separate heading at the end of your bibliography. The following format should be used.

|   |
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|---|

### **(a) Books and Articles**

All books etc. would be referenced as normal under this heading.

### **(b) Government Publications**

All published by the Government Publication Office, Dublin.

### **Referencing Speeches/Public Addresses**

When referencing speeches the following procedure should be used: Speaker's Surname, Initials (date of speech): *Title of the Speech in Italics*, Venue: Organisers of the Speech.

#### **Example**

Attley, W. (1986): *Address to the National College of Industrial Relations*, Dublin: National College of Industrial Relations.

### **Referencing Material Sourced on the Internet**

When referencing material sourced on the internet, the following procedure should be used:

Author (if there is one), Year, Title of Article, Organisation/Association, website address/URL [date you accessed the website]

#### **Example**

Colliex, C., & Sauzade, M. 1999. European Industrial Relations. European Foundation Dublin, <http://www.euroind>. [9 Sept. 1999]

### **Abbreviations**

Names of organisations, government agencies, long technical names, and names of techniques or texts that occur frequently in the essay should be written in full when first used and followed by their abbreviations in parentheses. Subsequent referrals to the organisation etc. should involve the use of the abbreviation only, without parentheses.

#### **Examples**

Irish Congress of Trade Unions (ICTU); International Labour Organisation (ILO); European Union (EU); National University of Ireland, Dublin (NUID); Labour Relations Commission (LRC); Employment Appeals Tribunal (EAT); Irish Business and Employers' Confederation

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(IBEC); European Monetary System (EMS); Service, Industrial and Professional Trade Union (SIPTU).

### Footnotes

Use of footnotes should be minimal as they often lead to confusion. Footnotes should not be used for citations. Acknowledgement of help from an unpublished source such as an interview or speech can be made in a footnote. Footnotes should be numbered consecutively throughout your essay with <sup>superscript</sup> Arabic numerals. In the event of having to use a footnote, type it at the bottom of the page, or at the end of the essay before the bibliography.

### Example

Many incoming international firms concluded ‘pre-production’ agreements with unions covering recognition and procedural arrangements for the conduct of industrial relations. <sup>1</sup>

Mr. John O’Neill reports he believes that in 1993 international firms were rapidly moving into the midlands. <sup>2</sup>

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End of Page

1. A review of industrial relations in multinationals in the early 1980s concluded that they were not materially different from home-based companies see Kelly and Brannick (1985).
2. Interview held in Tullamore, Co. Offaly on October 26, 1993.

**The following is an example of a bibliography:**

### BIBLIOGRAPHY

Beardwell, I. and Holden, L. (1997): *Human Resource Management*, second edition, London: Pitman

Armstrong, P. (1989): ‘Limits and possibilities for HRM in an age of management accountancy’, in J. Storey, (ed.) *New Perspectives on Human Resource Management*, London: Routledge.

Baird, L. and Meshoulam, I. (1988): ‘Managing Two Fits of Strategic Human Resource Management’, *Academy of Management Review*, 13(1): 116-28.

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Colliex, C., & Sauzade, M. 1999. European Industrial Relations. European Foundation Dublin, <http://www.euroind>. [9 Sept. 1999]

Electricity Supply Board (1981): *Comprehensive Agreement between ESB and All Trade Unions Representing Employees in the ESB*, Dublin: ESB

Irish Congress of Trade Unions (1989): *Trade Unions and Change: Shaping the Future*, Dublin: Irish Congress of Trade Unions

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# Appendix 4: Accessing Online Resources and Journal Articles

**Step 1: Login to the UCD website – [www.ucd.ie](http://www.ucd.ie).** Using UCD Connect Log In, enter your username and password (NUID student number and date of birth).

The screenshot shows the UCD website homepage. On the left is a navigation menu with links such as 'Incoming Students 2013', 'Prospective Students', 'International Students', 'Current Students', 'Alumni & Friends', 'Visitors', 'Staff', 'President's Office', 'Colleges & Schools', 'Institutes & Centres', 'Academic Affairs', 'Research', 'Innovation', 'Sport & Societies', 'Library & Archives', 'Administration', 'Job Vacancies', 'Campus Development', 'IT Services', and 'A - Z Directory'. The main content area includes a map of the UCD campus, a section titled 'Explore UCD: discover history, culture and latest campus developments', and three columns: 'Study at UCD' (Undergraduate Courses, Graduate Studies), 'Life at UCD' (UCD Connections - Alumni Magazine, Campus Development), and 'Expertise at UCD' (Research Showcase, UCD Innovators). Below these is a 'UCD CONNECT LOGIN' section with fields for 'Username' and 'Password', and a 'LOG IN' button. Further down are 'NEWS HEADLINES' and a 'UCD ONLINE' banner.

**Step 2: Click on My Library**

The screenshot shows the UCD Connect website interface in a Microsoft Internet Explorer browser. The address bar shows the URL 'http://cp.ucd.ie/render.userLayoutRootNode.up'. The page has a navigation bar with tabs: 'Home', 'My Library', 'News', 'IT Services', 'Administrative Services', 'Learning & Development', 'My UCD', and 'Pilot Services'. The 'My Library' tab is highlighted. The main content area includes a 'My Calendar' section showing a calendar for July 2008, a 'New E-mail Location' section, a 'My Files' section with links to 'H: Home Directory' and 'More Drives ...', a 'Weather from Met Eireann' section, and a 'UCD News' section with a link to 'UCD honours "catalysts of"'. The sidebar also contains a 'Group Activity Channel' and 'Applications'.

Here you will find information and guides to accessing library resources.

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