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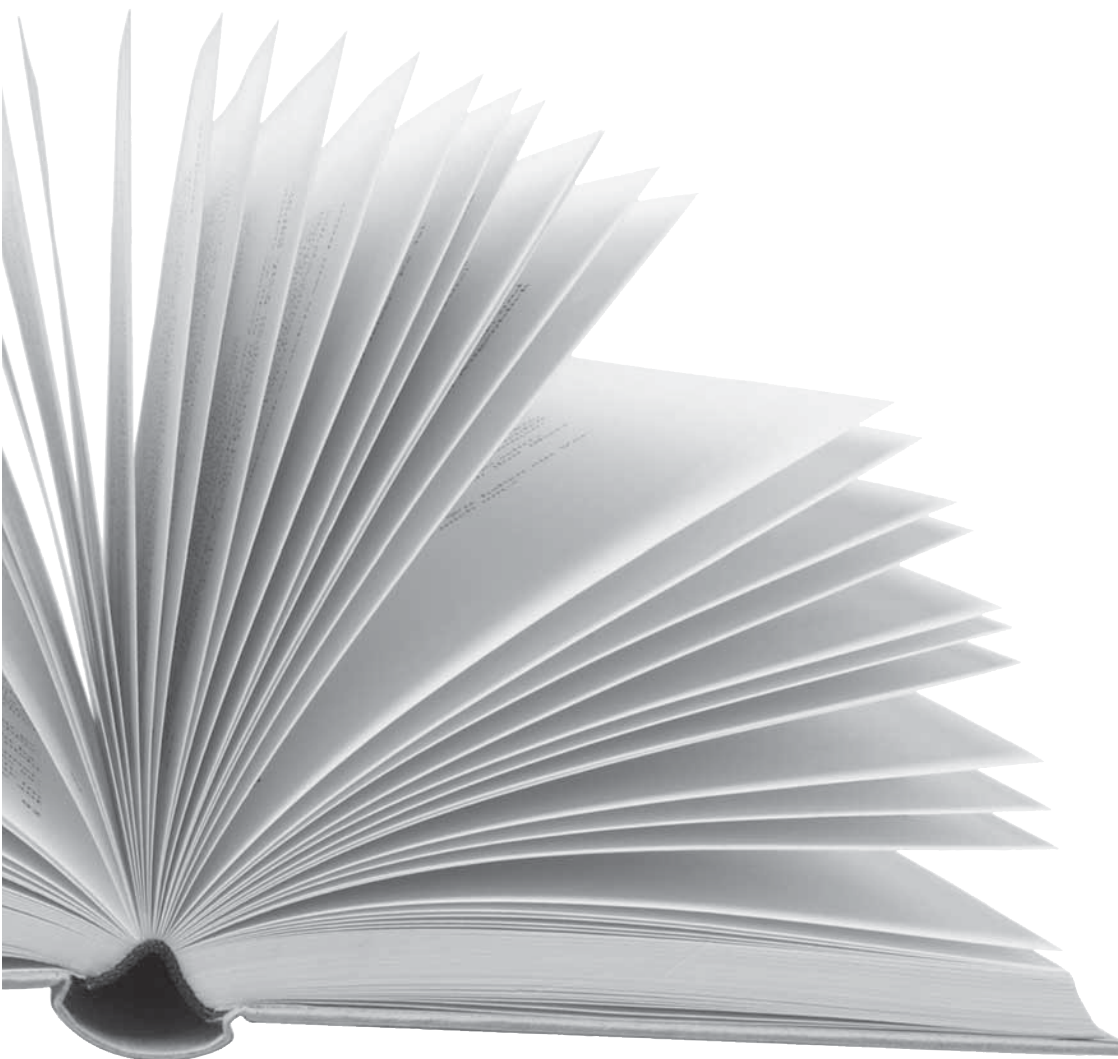
# 2010

**Important document – please read**

Please read this booklet with care. It contains important information that governs your registration as an External student and your programme of study

## MSc and Postgraduate Diploma in Organizational Psychology and MSc and Postgraduate Diploma in Human Resource Management

(Including short courses)



## **Important document – please read**

Regulations are reviewed and published annually, and are subject to change. Examinations, for example, are governed by the Regulations in force at the time of the examination and not at the time that a student initially registered. Students must, therefore, refer to the Regulations for the current year at all times.

All students are required to comply with the regulations, as well as the procedures, deadlines and instructions issued by the University in, for example, the student handbook/manual and Notice to candidates. The University is not responsible for any consequences arising from a student's failure to comply with these Regulations, procedures, deadlines or instructions.

Copies of the publications, proceedings and other documentation referred to in these Regulations may be obtained, on request, from the External System.

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# MSc and Postgraduate Diploma in Organizational Psychology and MSc and Postgraduate Diploma in Human Resource Management

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*This booklet contains the Regulations for the MSc degree and Postgraduate Diploma in Organizational Psychology and the MSc degree and Postgraduate Diploma in Human Resource Management and for the short courses that are derived from these awards (known as the 'Programme Regulations') plus the General Regulations which govern all awards placed at level 7 of the Framework for Higher Education Qualifications (FHEQ). The FHEQ forms part of the academic infrastructure of the Quality Assurance Agency for Higher Education (QAA) in England and Wales. The two sets of Regulations should be read together.*

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# Programme Regulations

*This booklet contains the Regulations for the MSc degree and Postgraduate Diploma in Organizational Psychology and the MSc degree and Postgraduate Diploma in Human Resource Management and for the short courses that are derived from these awards (known as the 'Programme Regulations') plus the General Regulations which govern all awards placed at level 7 of the Framework for Higher Education Qualifications (FHEQ). The FHEQ forms part of the academic infrastructure of the Quality Assurance Agency for Higher Education (QAA) in England and Wales. The two sets of Regulations should be read together.*

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## 1. Introduction

1.1 The University awards the degrees of Master of Science in Organizational Psychology and Master of Science in Human Resource Management, hereafter called the MSc degree in Organizational Psychology and MSc degree in Human Resource Management. Postgraduate Diplomas in Organizational Psychology and in Human Resource Management are also awarded.

1.2 The MSc degree and Postgraduate Diploma in Organizational Psychology and the MSc degree and Postgraduate Diploma in Human Resource Management are awarded without classification. At the discretion of the Board of Examiners a mark of distinction will be awarded to those students who have completed the examination and have shown exceptional merit; a mark of merit will be awarded to those students who have completed the examination and have shown merit.

1.3 The date of the award of the MSc degrees and the Postgraduate Diplomas to successful students will be **31 December**.

## 2. Programmes of study

2.1 The Postgraduate Diploma in Organizational Psychology consists of :

- **two** compulsory core modules
- plus*
- **four** modules selected from a list of options.

2.2 The MSc degree in Organizational Psychology consists of:

- **two** compulsory core modules
- plus either*
- **eight** modules selected from a list of options
- or*
- **six** modules selected from a list of options **and the Dissertation** (which counts as **two** modules).

2.3 The Postgraduate Diploma in Human Resource Management consists of:

- **six** compulsory modules, including two core modules.

2.4 The MSc degree in Human Resource Management consists of:

- **six** compulsory modules, including two core modules
- plus either*
- **four** modules selected from a list of options
- or*
- **two** modules selected from a list of options **and the Dissertation** (which counts as **two** modules).

2.5 Full details of the structures are given in Schedule A.

2.6 Not all modules will necessarily be available in every year.

2.7 In addition, as there are limits to the number of students who can be registered for each module in any year, the University cannot guarantee that a student's preferred choice of modules will always be available. On registration and annually, therefore, students will be asked to indicate their alternative choices.

2.8 Subject to satisfying the provisions above and in paragraphs 3 and 7 (see 3.6), a student may apply to change their choice of module at any stage. A fee will be payable (see paragraph 8.5). **However, no change will be permitted after a student has made entry to the examination in a particular year, until the result of that examination is published.**

### Computer conferencing

2.9 Computer conferencing for each module will be conducted in ten-week blocks at specified times during the year as indicated on the programme website. The computer conferencing schedule is subject to change each year. Confirmation of each year's schedule will be placed in the student handbook.

2.10 Students will be required to participate in computer conferencing discussion groups for each module studied, with the exception of the **Dissertation**. A minimum of **two** satisfactory contributions to each online discussion topic during the specified time allocated to each topic is required.

2.11 Students who do not satisfy the minimum participation requirements for a module specified in paragraph 2.10 will not normally be permitted to attempt the written paper for that module.

2.12 Students who have participated satisfactorily in the computer conferencing discussions groups for a module will not be required to participate again in that module (see 3.7).

2.13 Students who are making a second attempt at the examination for a module, having previously participated satisfactorily in the computer conferencing for that module may choose to contribute to the computer conferencing for a second time on payment of the full module fee (see paragraph 8.6).

2.14 Students who defer or fail the written examination for a particular module will be given access to the discussions that took place through computer conferencing during the year in which they participated on the computer conferencing. They will not be given access to conferencing discussions taking place in subsequent years.

### 3. Rules of progression

3.1 In any one year a student registered for a Postgraduate Diploma may study all **six** modules and may attempt all of the **five** examinations required for the award of the Diploma (see paragraph 6).

3.2 In any one year a student registered for a MSc degree may study a minimum of **one** module (with the exception of the two compulsory core modules which must be examined together) and a maximum of **seven** modules (including re-sits). Students wishing to study the maximum number of modules permitted, may be assessed in the **two** core modules (examined jointly) and up to **five** further modules (which may comprise the **Dissertation** and up to **three** further modules)

*or*

- up to **seven** modules (which may comprise the **Dissertation** and up to **five** further modules) if the **two** core modules have been passed on a previous occasion

*or*

- up to **five** new modules (which may comprise the **Dissertation** and up to **three** new modules) if making a second attempt at the examination for the **two** core modules.

3.3 Both core modules must be taken in the year in which the student first attempts an examination. Students who fail the core module examination (i.e. the **Research proposal**) at the first attempt must re-sit that examination on the next occasion that they enter an examination.

3.4 For each individual module (except for the **Dissertation**) students are required to contribute satisfactorily to the computer conferencing discussion groups and to attempt the written paper in the year of registration for the module concerned, unless they have been given permission to defer one or more of these elements.

3.5 Students may apply to defer taking a module, or an element of that module at any stage prior to entry to the examination for that module. Students who wish to defer must apply in writing to the Student Registry. Students will be liable to pay a proportion of the module fee when resuming the module, or an element of that module.

3.6 If a student fails the written examination for a particular module, he/she must re-sit the written examination for that module the following year. It is not permissible to sit the examination for an alternative module in order to complete the award.

3.7 If a student defers a written examination for more than three years after his or her initial examination entry, he or she must pay for the fee for the module once again and take part in the computer conferencing element of the module once again. When re-taking the computer conferencing element, the regulations shall be the same as when this element was taken previously.

#### Students registered for a Postgraduate Diploma

3.8 In order to be able to transfer his or her registration from the Postgraduate Diploma in Organizational Psychology to the MSc in Organizational Psychology or from the Postgraduate Diploma in Human Resource Management to the MSc in Human Resource Management a student must pass the Diploma and receive a recommendation from the Examiners that he or she may proceed to the further modules of the related MSc degree.

#### Students registered for an MSc degree

3.9 At the discretion of the Examiners, a student registered for a MSc degree who either does not achieve a pass in all modules, or who decides not to continue with the degree, may, subject to having passed the six modules required for the related Diploma, be awarded the Postgraduate Diploma in Organizational Psychology or the Postgraduate Diploma in Human Resource Management.

3.10 In the circumstances of paragraph 3.9 the award of the Postgraduate Diploma will be with effect from the year in which the six Diploma modules were passed.

### 4. Entrance requirements

4.1 In order to be eligible to register for the MSc degree or Postgraduate Diploma in Organizational Psychology or the MSc degree or Postgraduate Diploma in Human Resource Management, an applicant must have a good honours degree or equivalent in any subject from a university acceptable to the University.

4.2 In addition, applicants may be required to pass, or to have passed within the last three years, at the appropriate level, a test of proficiency in English acceptable to the University.

4.3 All students will need a PC and regular access to the internet. Information on computer specifications is given on the External System website ([www.londonexternal.ac.uk](http://www.londonexternal.ac.uk)).

4.4 Students are required to have access to a laser jet printer that can print a minimum of six pages per minute.

### 5. Period of registration

5.1 The minimum period of registration for a MSc degree is **two** years from the effective date of registration for the degree. The maximum period of registration is **five** years from the effective date of registration for the degree.

5.2 The minimum period of registration for a Postgraduate Diploma is **one** year from the effective date of registration for the Postgraduate Diploma. The maximum period of registration is **five** years from the effective date of registration for the Postgraduate Diploma.

5.3 An application for an extension of registration may be considered under paragraph 5 of the General Regulations.

5.4 Students who have not completed all the requirements of the programme for which they are registered, within the maximum period of registration, may apply for a renewal of registration for a further full period, in accordance with paragraph 5.3 of the General Regulations.

5.5 The effective date of a student's registration shall be **1 January** in the year in which he or she is initially registered.

### 6. Assessment

6.1 Each module (except for the two core modules and the **Dissertation**) will be assessed by one one-hour unseen written paper.

- 6.2 The core modules are assessed jointly by a **Research proposal** of between 5,000 and 6,000 words.
- 6.3 Marks will be deducted from **Research proposal** which exceeds 6,000 words in length. A **Research proposal** which significantly exceeds 6,000 words may not be marked.
- 6.4 The **Dissertation** is assessed by the submission of a written scientific project of up to 10,000 words (including bibliography and notes, but excluding appendices).
- 6.5 Marks will be deducted from a **Dissertation** which exceeds 10,000 words in length. A **Dissertation** which significantly exceeds 10,000 words may not be marked.
- 6.6 For each individual module (except for the **Dissertation**) students are required to contribute satisfactorily to the computer conferencing discussion groups and to attempt the written paper in the year of registration for the module concerned, unless they have been given permission to defer one or more of these elements.
- 6.7 Examinations by written paper, whenever held, will take place on one occasion each year, normally in October.

### Research proposal

- 6.8 All students submitting the **Research proposal** must include **Organizational research/Organizational analysis** on their **examination entry form** and must submit the form in accordance with the University Regulations and procedures. The completed proposal must be submitted electronically via the Virtual Learning Environment (Blackboard) or returned in hard copy direct to the Examinations Office to arrive no later than **15 September** in the year of entry to this element of the examination.
- 6.9 The **Research proposal** may be submitted late only with the approval of the Programme Director, who, in giving permission will specify the additional period allowed. A **Research proposal** which is submitted late without such permission, or which exceeds the stated extension, may be returned unmarked. In cases where the **Research proposal** is returned unmarked because it has been submitted past its deadline the **Research proposal** must be submitted in the following year, no later than **15 September**.

### Dissertation

- 6.10 The **Dissertation** is assessed by submission of a written scientific report of up to 10,000 words (including bibliography and notes, but excluding appendices).
- 6.11 The **Dissertation** will count as two modules. Students wishing to offer the **Dissertation** must obtain the permission of the Programme Director to do so by submitting the dissertation proposal form to the Programme Director (External System), Birkbeck, no later than **15 January** in the year of the proposed submission of the report. Permission to offer the **Dissertation** may be refused if the Programme Director is not satisfied as to the student's ability to undertake it.
- 6.12 All students submitting the **Dissertation** must include **Dissertation** on their **examination entry form** and must submit the form in accordance with the University regulations and procedures. The completed report must be submitted electronically via the Virtual Learning Environment (Blackboard) or returned in hard copy direct to the Examinations Office to arrive no later than **15 October** in the year of entry to this element of the examination.

- 6.13 The **Dissertation** may be submitted late only with the approval of the Programme Director, who, in giving such permission, will specify the additional period allowed. A **Dissertation** which is submitted late without such permission, or which exceeds the stated extension, may be returned unmarked. In cases where the **Dissertation** is returned unmarked because it has been submitted past its deadline, the **Dissertation** must be submitted in the following year, no later than **15 October**.

## 7. Numbers of attempts permitted

- 7.1 Details of the number of attempts permitted are given in paragraph 8 of the General Regulations.
- 7.2 If a student submits a **Research proposal** for the core modules which is otherwise adequate but requires minor amendment, the Examiners may require the student to make any amendments required by them and to re-submit the **Research proposal** within a period of four weeks unless otherwise specified by the Examiners. If the **Research proposal** is failed completely, the student will be required to offer a re-written proposal at a subsequent examination.
- 7.3 If the **Dissertation** is failed completely, the student will be required to offer a re-written report at a subsequent examination, or to make a fresh application for approval of a topic and offer a satisfactory new report at a subsequent examination.

## 8. Fees

- 8.1 The fees for the MSc degrees and the Postgraduate Diplomas are of two kinds:
- in order to register students are required to pay a registration fee which is valid for a period of five years
  - students are also required to pay a module fee for each module they study. This fee includes the first entry to the examination for that module. An additional fee is payable in the event of re-entry (see paragraph 8.9).
- 8.2 Fees may be paid in one of two ways:
- either*
- a single payment covering the registration fee and all module fees:

MSc	£10,240
Postgraduate Diploma	£6,820
- Students who choose to pay by method (a) above (all fees in one single payment) must pay no later than **8 January**.
- or*
- in the first year, the registration fee plus the fees for the modules to be studied that year. In subsequent years, only the fees for any **new** modules studied are payable:

(i) registration	£1,690
(ii) fee per module	£855
(iii) fee for the <b>Dissertation</b>	£1,710

Students who choose to pay by method (b) above must pay the relevant fees by the following deadlines:

**8 January** – for the registration fee (for new students) and module fees for which computer conferencing begins 1 February. All students will be required to indicate their selected modules by this date.

**11 April** – for 2<sup>nd</sup> term module fees for which computer conferencing begins 10 May.

**25 July** – for 3<sup>rd</sup> term module fees for which computer conferencing begins 16 August.

8.3 No study materials will be despatched until all fees due have been received.

8.4 Students who have participated satisfactorily in the computer conferencing for a module, and have been given permission to defer their attempt at the written paper for that module will be liable to pay the following fees:

- the full module fee if they are required **or** choose (see paragraph 2.10) to participate again in the computer conferencing discussion groups. Students paying the full module fee will also receive a package of study materials if the contents of the material have been changed.

*or*

- £129 in order to receive the relevant package of study materials only for that module.

8.5 The University reserves the right to charge an additional fee in the case of students changing their choice of module(s).

8.6 The fees above and in paragraph 8.8 refer to the 2010 calendar year only.

8.7 A fee is normally levied by all examination centres (other than London) and Overseas Examination Authorities. This fee is payable by students each time they make an examination entry. The University cannot be responsible for this fee nor can it influence the level of fee charged.

### **Examination re-entry**

8.8 A student who enters an examination on a second occasion, having failed on the first occasion, is liable to pay an examination re-entry fee as follows:

- £157 for one paper
- £238 for two papers (or for the **Research proposal** for the core modules, or the **Dissertation**)

£332 for three papers

£420 for four papers

£507 for five papers.

Students making a second attempt at the **Research proposal** for the core modules or at the **Dissertation** will be required to pay the fee shown above for that examination **plus** the appropriate fee for any additional modules re-entered.

8.9 The deadline for payment of an examination re-entry fee is **1 August** in the year of the examination.

### **Transfer of registration**

8.10 When a student's registration is transferred from one of the Postgraduate Diplomas to the related MSc degree in accordance with paragraph 6 of the General Regulations, the following additional fees shall be payable:

- a registration fee to renew registration at the end of the fifth year of study if necessary, subject to the permission of the University (see paragraph 5)
- the relevant module fees.

### **Refunds**

8.11 Registration fees will not be refunded except as provided below. If a student dies or is prevented from pursuing his or her studies through a disabling illness or that of a near relative for whose care he or she is responsible, a proportion of the registration fee which has been paid may be refunded at the discretion of the University provided that:

- the application is made within two years of the effective date of the student's registration
- no entry has been made to an examination for the MSc degrees or Postgraduate Diplomas
- such medical or other evidence as may be required is submitted

Applications for refunds should be made to the Student Registry.

8.12 A refund of module fees will be given where the fee has been paid but no study materials have been despatched. Such refund will be subject to a charge determined by the University (currently £50).

## Schedule A / Structures

### Postgraduate Diploma in Organizational Psychology

#### Two compulsory core modules

*Organizational analysis [6000010]*  
*Organizational research [6000010]*



#### Four modules chosen from

*Selection and assessment [6000100]*  
*Organizational change [6000110] †*  
*Life career development [6000120]*  
*Career counselling theory and practice [6000130] †*  
*Career counselling and coaching [91 600 0180]*  
*Work and well-being [6000140]*  
*Motivation and performance at work [6000150]*  
*Training and development [6000160]*  
*New technology and work [6000170]*  
*Issues in human resource management [6000020]\*◇*  
*Employment relations [6000030]\**  
*International human resource management [6000040]\**  
*Practices in human resource management [6000050]\**  
*Leadership and human resource management [91 600 0060]\* +*

### MSc in Organizational Psychology

#### Two compulsory core modules

*Organizational analysis [6000010]*  
*Organizational research [6000010]*



#### Eight modules chosen from

*Selection and assessment [6000100]*  
*Organizational change [6000110] †*  
*Life career development [6000120]*  
*Career counselling theory and practice [6000130] †*  
*Career counselling and coaching [91 600 0180]*  
*Work and well-being [6000140]*  
*Motivation and performance at work [6000150]*  
*Training and development [6000160]*  
*New technology and work [6000170]*  
*Issues in human resource management [6000020]\*◇*  
*Employment relations [6000030]\**  
*International human resource management [6000040]\**  
*Practices in human resource management [6000050]\**  
*Leadership and human resource management [91 600 0060]\*+*  
*Dissertation [6000500] (counts as two modules) (previously known as the Research project)*

#### Notes:

- The examination numbers are appended to the module titles and these numbers should be used when completing examination entry forms.
- \*Students may only take a maximum of **two** of the modules that are marked with an asterisk.
- The two **core modules** must be taken in the year in which the student first attempts an examination.
- Selection of the **Dissertation** is subject to the approval of the Programme Director.
- Not all modules will necessarily be available in every year.
- ◇ The module 'Issues in human resource management' is being examined for the final time in 2010, with re-sits only in 2011. This module is only available to students with an effective date of registration of 1 January 2009 or before.
- + The module 'Leadership and human resource management' cannot be taken with 'Issues in human resource management'.
- † Modules being examined for the final time in 2011, with re-sits only in 2012. Modules only available to students with an effective date of registration prior to 1 January 2009.

## Postgraduate Diploma in Human Resource Management

### Six compulsory modules

#### Two core modules

*Organizational analysis [6000010]*

*Organizational research [6000010]*



*Issues in human resource management [6000020]*◇

or

*Leadership and human resource management [91 600 0060]*+

*Employment relations [6000030]*

*International human resource management [6000040]*

*Practices in human resource management [6000050]*

## MSc in Human Resource Management

### Six compulsory modules

#### Two core modules

*Organizational analysis [6000010]*

*Organizational research [6000010]*



*Issues in human resource management [6000020]*◇

or

*Leadership and human resource management [91 600 0060]* +

*Employment relations [6000030]*

*International human resource management [6000040]*

*Practices in human resource management [6000050]*



#### Four modules chosen from

*Selection and assessment [6000100]*

*Organizational change [6000110]* †

*Life career development [6000120]*

*Career counselling theory and practice [6000130]* †

*Career counselling and coaching [91 600 0180]*

*Work and well-being [600140]*

*Motivation and performance at work [6000150]*

*Training and development [6000160]*

*New technology and work [6000170]*

*Dissertation [6000500]* (counts as two modules)  
(previously known as the *Research project*)

#### Notes:

- The examination numbers are appended to the module titles and these numbers should be used when completing examination entry forms.
- The two **core modules** must be taken in the year in which the student first attempts an examination.
- Selection of the **Dissertation** is subject to the approval of the Programme Director.
- Not all modules will necessarily be available in every year.
- ◇ The module 'Issues in human resource management' is being examined for the final time in 2010, with re-sits only in 2011. This module is only available to students with an effective date of registration of 1 January 2009 or before.
- + The module 'Leadership and human resource management' cannot be taken with 'Issues in human resource management'.
- † Modules being examined for the final time in 2011, with re-sits only in 2012. Modules only available to students with an effective date of registration prior to 1 January 2009.

## Schedule B / Module outlines

The examination numbers are appended to the module titles and these numbers should be used when completing the examination entry forms.

### **Organizational analysis [6000010]**

An overview of the different levels of analysis within organizational research. Emphasis will be placed on the different paradigms from which to analyse organizations, and the roles of theories and facts. Evidence-based and reflexive practice will be evaluated, as well as some specific foci on analysing power, gender and ethics. The aim of this module is to provide a sound basis from which to explore, evaluate and critique any issue within organizational psychology or human resource management.

*Assessment: Organizational analysis and Organizational research are assessed jointly by a Research proposal of between 5,000 and 6,000 words.*

### **Organizational research [6000010]**

Introduces the areas of knowledge which are necessary to critically evaluate research reports and papers, and provides the knowledge needed to carry out a quantitative or qualitative Research project. Areas covered will include: research design; sampling; both qualitative and quantitative approaches to data collection; the statistical analysis of quantitative data; the preparation of research reports and the use of different paradigms in research.

*Assessment: Organizational analysis and Organizational research are assessed jointly by a Research proposal of between 5,000 and 6,000 words.*

### **Selection and assessment [6000100]**

This module is designed to cover the key issues involved in selecting and assessing people at work. Various selection methods are described, and the criteria used for evaluating them are discussed. The nature and causes of good job performance, and issues relating to the process of job selection, are considered. A discussion of the validity of various job selection methods is followed by an examination of the psychological processes involved in selection. Finally, the fairness of selection systems is considered.

*Assessment: by one one-hour unseen written paper.*

### **Organizational change [6000110]**

*The last examination for this module will be held in 2011, with re-sits only in 2012. Module only available to students with an effective date of registration prior to 1 January 2009.*

An introduction to the wide range of approaches to organizational change. Examples of the topics included are corporate strategy; organizational development; culture, power and organizational change; institutions, discourse and change. Throughout the course, the aim is to develop a critical appreciation of work in this field.

*Assessment: by one one-hour unseen written paper.*

### **Life career development [6000120]**

This begins by examining the concept of career from a variety of perspectives. It considers the process of occupational choice and occupational socialisation and different types of career path. Various ways of representing people's careers and ways of intervening in career development are discussed. Students are helped to understand their own life-career development and consider ways in which they can help themselves and others make role transitions.

*Assessment: by one one-hour unseen written paper.*

### **Career counselling theory and practice [6000130]**

*The last examination for this module will be held in 2011, with re-sits only in 2012. Module only available to students with an effective date of registration prior to 1 January 2009.*

*Cannot be taken with Career counselling and coaching.*

Students are helped to develop an understanding of the theoretical basis of career counselling. This is achieved by exploring ideas from the main approaches to counselling generally, and drawing out the implications and applications particularly relevant to career counselling. The module then considers session management, assessment and the use of information and communication technology in career counselling. Ethical and professional issues are also addressed.

*Assessment: by one one-hour unseen written paper.*

### **Career counselling and coaching [91 600 0180]**

*Note: the syllabus for this module is the same as the syllabus for Career counselling theory and practice, however the study materials have been updated and the examination may be slightly different.*

*Cannot be taken with Career counselling theory and practice.*

Students are helped to develop an understanding of the theoretical basis of career counselling. This is achieved by exploring ideas from the main approaches to counselling generally, and drawing out the implications and applications particularly relevant to career counselling. The module then considers session management, assessment and the use of information and communication technology in career counselling. Ethical and professional issues are also addressed.

*Assessment: by one one-hour unseen written paper.*

### **Work and well-being [6000140]**

The aim of this module is to develop an understanding of the nature and extent of relationships between work and well-being. Areas covered include the determinants of well-being; relationships between work and well-being; work and well-being in the context of everyday life; unemployment; the role of individual differences; stress; and the use of organizational and individual interventions aimed at influencing well-being.

*Assessment: by one one-hour unseen written paper.*

### **Motivation and performance at work [6000150]**

Examines contemporary work motivation theories within a coherent framework and the causes of high performance. Areas to be covered will include: content, need, process, and cognitive theories of work motivation; the identification and measurement of performance criteria; explanations for high performance; and the relationship between performance and a variety of organizational variables including pay, leadership, groups, job design, work systems, technical change, involvement and commitment, attribution and self-efficacy, and goal setting.

*Assessment: by one one-hour unseen written paper.*

### **Training and development [6000160]**

The meaning of training and development is explored. Several models of effective training are introduced, and ways of identifying training needs are examined. Theoretical approaches to learning are discussed. Various training methods are covered in relation to both theoretical aspects of learning and the nature of the material to be learnt. Finally, the ways in which training can be evaluated are considered.

*Assessment: by one one-hour written paper.*

### **New technology at work [6000170]**

New forms of computer-based technology present both opportunities and challenges for organizations. How can this technology be designed to facilitate effective use? What new ways of working are implicated by advanced technologies? This module covers a range of psychological and organizational issues pertaining to the use of new technology at work, from designing and evaluating the human-machine interface to analysing the management of technological change.

*Assessment: by one one-hour unseen written paper.*

### **Dissertation [6000500]**

*(Previously known as the Research project)*

The Dissertation takes the form of an empirical study, quantitative or qualitative, conducted by the student on some aspect of Organizational Psychology and Human Resource Management.

*Assessment: by submission of a written scientific report of 10,000 words (including bibliography and notes but excluding appendices).*

### **Issues in human resource management [6000020]**

*The last examination for this module will be in 2010 except for re-sits in 2011. Only available to students with an effective date of registration of 1 January 2009 or before.*

This module explores the theoretical and conceptual debates in the field of human resource management. It covers material on the origins, the nature and the likely future of HRM, including international perspectives. It examines the link between HRM and performance including the role of employment relations, quality, flexibility and commitment.

*Assessment: by one one-hour unseen written paper.*

### **Employment relations [6000030]**

This module provides an overview of current developments in employee relations. It considers the influence of employers, employees, trade unions and the state in shaping the employment relationship. Areas covered include the issues of management strategy and strategic choice; flexibility in employment and managing diversity; the reform of pay determination and performance management; the role of trade unions and the management of conflict; and the role of the state as an employer. The aim of the course is to develop a critical understanding of changing patterns of employee relations.

*Assessment: by one one-hour unseen written paper.*

### **International human resource management [6000040]**

This module addresses the issues raised by international and comparative human resource management. It explores the impact of national culture, the debates in the comparative HRM literature and examples of differences in the way HRM is conducted around the world. It also examines how international organisations deal with the extra complexity that operating internationally brings to HRM.

*Assessment: by one one-hour unseen written paper.*

### **Practices in human resource management [6000050]**

This module is concerned with the practice of human resource management in organisations. It considers issues relating to the links between HRM strategy, policy and practice, highlighting potential models of best practice and barriers to successful implementation, where appropriate. It discusses HRM policy and practice concerning recruitment and selection, organisational exit, performance management, careers, training and development, job design and reward. It examines employee relations and equal opportunities in the context of their relationship with HRM.

*Assessment: by one one-hour unseen written paper.*

### **Leadership and human resource management [91 600 0060]**

This module discusses different approaches to managing and leading people at work. In particular two main topics are covered: first, Human Resource Management, which focuses on theory and practice of the management of employment or people in organizations. Second, Leadership, which focuses largely on the management of "soft factors" at work from the perspective of leader and followers and the processes evolving between them.

*Assessment: by one one-hour unseen written paper*

## Schedule C / Scheme of award

MSc	Postgraduate Diploma
<b>70+      Distinction</b>	<b>70+      Distinction</b>
<b>60+      Merit</b>	<b>60+      Merit</b>
<b>50 to 59    Pass</b>	<b>50 to 59    Pass</b>
<b>0 to 49      Fail</b>	<b>0 to 49      Fail</b>

In order to be awarded the MSc degree in Organizational Psychology a student must have attempted and passed **two** compulsory modules, plus either **eight** modules selected from a list of options or **six** modules selected from a list of options and the **Dissertation** (which counts as **two** modules).

In order to be awarded the Postgraduate Diploma in Organizational Psychology a student must have attempted and passed **two** compulsory core modules and **four** modules selected from a list of options.

In order to be awarded the MSc degree in Human Resource Management a student must have attempted and passed **six** modules, including **two** core modules, plus either **four** modules selected from a list of options or **two** modules selected from a list of options and the **Dissertation** (which counts as **two** modules).

In order to be awarded the Postgraduate Diploma in Human Resource Management a student must have attempted and passed **six** compulsory modules, including **two** core modules.

The criterion for the award of a merit is an average mark of 60% across all assessed modules.

The criterion for the award of a distinction is a pass in four or more modules with a mark of 70% or over, and marks of 60% or over in all other modules.

Examiners have complete discretion to take into account the student's overall performance.

## Schedule D / Assessment criteria

### Assessment criteria for unseen written examinations

#### 90–100

Excellent breadth and depth of analysis. Very good originality and insight and excellent ability to critically evaluate, contrast, and ‘play’ with research/ideas.

#### 80–89

Excellent breadth and depth of analysis. Demonstrates very good ability to critically evaluate and contrast research/ideas. Shows good originality and insight.

#### 70–79

Very good breadth of analysis. Demonstrates good ability to critically evaluate and contrast research/ideas, and shows some moderately good originality and insight.

#### 65–69

Good breadth and depth of analysis. Demonstrates moderately good ability to critically evaluate and contrast research/ideas. Some originality and insight.

#### 60–64

Good breadth of material relevant to the question. Some critical evaluation and contrasting of research/ideas. Some depth of analysis, though lacking in originality or insight.

#### 55–59

Demonstrates a good understanding of the question and a moderately good breadth of analysis. Limited in critical evaluation or research ideas.

#### 50–54

Demonstrates a clear understanding of the question and an awareness of the key issues. Evidence of a moderate awareness of the core material though with limited breadth or depth of analysis. Very little critical evaluation of research/ideas.

#### 45–49

Demonstrates a basic grasp of the question and addresses a very small number of relevant issues. Evidence of very limited awareness of the core material.

#### 30–39

Demonstrates some very limited understanding of the question.

#### <30

The wrong idea completely. Does not answer the question at all.

### Assessment criteria for the Dissertation [6000500]

#### <50

Projects that fail may do so because of serious shortcomings in either the write up or the empirical work. For example, a study that employs a research design and/or analysis that is inappropriate to the research questions, or is incorrectly carried out or interpreted will fail because it is unlikely to produce sound findings. A write-up that does not contain a well researched, critical discussion and appraisal of the literature, and a clearly argued rationale for the study, will fail even if the study appears to have been well carried out and to have produced sound findings.

#### 50–59

Demonstrates a reasonable grasp of the subject. Covers enough of the appropriate literature to demonstrate a clear need for the study/review. Has an argument that is easy to follow but lacks a clear critical grasp of all the issues. The research design, sample, method and data analysis should be appropriate to the problem being investigated. The study may be limited in scope and execution, perhaps because of problems experienced in carrying it out, or may show signs of a hurried write up.

#### 60–69

Demonstrates a good critical grasp of the subject. Contains a thorough review of the literature. Should give a clear argument that leads the reader through the nature of the problem investigated and the findings. The research design should be appropriate to the research questions and whilst the

sample and the research methods and analysis might not be flawless, they should allow reasonably clear judgement of the meaning of the findings. The discussion should indicate understanding of the results and their relevance.

#### 70–79

Demonstrates an expert, critical grasp of the subject. Contains a thorough, up-to-date, critical review of the literature. Clearly and concisely argued throughout. The research design should be appropriate to the research questions and address them in an interesting way; the size and nature of the sample and methods of data collection and data analysis should allow for clear judgements of the meanings of the findings. The discussion of the results should show full understanding of the implications of the findings. The study should be sufficiently well designed and well conducted to be considered for publication in an academic journal.

#### 80+

In addition to the criteria required for a mark of 70-79, the Dissertation should bring original insights to the analysis and argument. The research, the analysis and the argument should be of publishable quality.

# General Regulations

These General Regulations govern all degrees and other awards placed at Level 7 of the Framework for Higher Education Qualifications (FHEQ). The FHEQ forms part of the academic infrastructure of the Quality Assurance Agency for Higher Education (QAA) in England and Wales.

## 1. The Regulations

### Introduction

1.1 These General Regulations govern all degrees and other awards placed at Level 7 of the Framework of Higher Education Qualifications (FHEQ) as listed in paragraph 2.1. Individual programmes of study leading to degrees and other awards at those levels are governed by both these General Regulations and specific Programme Regulations.

1.2 The rules within these General Regulations apply, in their entirety, to all of the awards listed in paragraph 2.1, except where indicated otherwise.

1.3 Registered External students are required to comply with these General Regulations and the appropriate Programme Regulations. They must also comply with the procedures, deadlines and instructions issued by the University in, for example, the student handbook/manual and Notice to Candidates. The University is not responsible for any consequences arising from failure to comply with these Regulations, procedures, deadlines or instructions.

1.4 It is a student's responsibility to ensure that his or her choice of subjects complies with the Regulations that are current for that year.

1.5 The rules relating to a particular programme of study in any given year are those included in the Regulations for that current year and not in the year in which the student initially registered (see also paragraph 1.8).

1.6 On all matters concerning the interpretation of these Regulations, or on which they are silent, the decision of the University shall be final.

### Changes to the Regulations

1.7 The Regulations are reviewed and published annually, and certain programme details are subject to change. Each year's Regulations booklet replaces the one for the previous year, and so students must ensure that they refer to the current year's booklet at all times.

1.8 Changes to the Regulations for registered students will be introduced as follows:

- Two year's notice will be given when a subject is withdrawn, when a syllabus is amended substantially, when a prerequisite for a subject is introduced, and when the assessment method for a subject is changed.
- Five year's notice will be given in the event that the University is required to withdraw the programme.
- All other aspects of the Regulations may be amended without notice provided there is no detriment to the student or, where there is possible detriment, only with appropriate consultation. Normally, in the case of the latter, changes will be introduced for a new cohort of students only.

### Terminology and definitions

1.9 The programmes of study leading to degrees and other awards may be referred to, in the Regulations, as 'programmes'. Postgraduate Certificates are referred to as 'certificates', and Postgraduate Diplomas as 'diplomas'. Postgraduate degrees are referred to as 'degrees'.

1.10 These General Regulations describe the individual elements of a degree or diploma as 'subjects'. In the Programme Regulations, these may be called 'courses', 'units', 'modules' or 'sections'.

1.11 The term 'examination' used in these Regulations refers to the entire assessment for a subject, and includes not only the written paper for that subject but also any coursework, project, dissertation or online participation that contributes towards the final assessment.

1.12 'Credit' for a subject, on the basis of the same or an equivalent subject previously passed, may be awarded to a student who has been registered with the University of London for a programme of study. The mark obtained at the examination at which the subject was passed will be carried forward to the student's record and will contribute towards his or her award, in accordance with the criteria for awards given in the respective Programme Regulations.

1.13 'Exemption' from a subject may be granted to a student who has studied **either** for an award with another institution **or** for a programme of study with the University of London, where the subject passed is not sufficiently equivalent for credit to be awarded. The mark obtained at the examination at which the subject was passed will **not** be carried forward to the student's record and therefore will not contribute towards his or her award.

1.14 The 'Admission Notice' is provided to each student who has made an entry to an examination. The Admission Notice contains the student's candidate number and confirmation of the dates and time of the examination(s) for which he/she has entered.

1.15 The 'Notice to Candidates' contains prescribed rules for the examinations. The Notice to Candidates is provided to students together with their Admission Notice.

### Student complaints procedure

1.16 The University has a *Procedure for External student complaints* which can be found in the student handbook/manual (or the equivalent publication) and on the External System web site.

## 2. Awards to External students

2.1 The University grants the following awards at Level 7 of the FHEQ to External students:

- Postgraduate Certificates
- Postgraduate Diplomas

- Postgraduate (or Master’s) degrees.

2.2 The definition, level, volume and learning outcomes of these awards are described in the Framework for Higher Education Qualifications, which can be accessed via the web site for the Quality Assurance Agency for Higher Education (QAA) in England and Wales.

2.3 The degrees, diplomas and certificates listed in paragraph 2.1 are awarded without classification, although some may be awarded with a mark of Distinction or Merit (see paragraph 1 of the Programme Regulations).

2.4 A certificate under the seal of the University will be delivered to each successful student who is granted a degree or other award. The date of the award will be as indicated in paragraph 1 of the Programme Regulations concerned.

2.5 The standard of a University of London award is the same whether it is obtained by an External student or by a student who has been registered with a College of the University. The University’s Regulations (which govern all University of London awards) state that “*candidates granted degrees and other awards shall have attained the same academic standard irrespective of mode or place of study or examination*”.

2.6 To be eligible for an award of the University as an External student, a student must have:

- registered with the University as an External student **and**
- satisfied the requirements for the relevant award and complied with the Regulations for the programme concerned in all respects **and**
- made satisfactory payment to the University of all due fees and accounts.

The University reserves the right not to grant the award to students who fail to satisfy any of these conditions.

2.7 To register for a programme of study as an External student, an applicant must satisfy the conditions given in paragraph 4 of the relevant Programme Regulations. In addition, an applicant who was previously either registered as an External student or enrolled at a constituent College or Institute of the University of London must have made satisfactory payment to the University or College/Institute of all due fees and accounts. An applicant who fails to satisfy this condition will **not** be permitted to register, or to register again, as an External student.

2.8 An intermediate award or awards (i.e. a related certificate or diploma), if applicable, may be granted to a student registered for a diploma or degree in the following circumstances:

- At the discretion of the Board of Examiners, and as indicated in paragraph 3 of the Programme Regulations, a student registered for a diploma or degree who does not complete the programme of study **or** who does not satisfy the Examiners (at the level required for the award) in all subjects may be awarded a related certificate or diploma (if applicable). Such students will be required to have satisfied the Examiners (at the level required for the award concerned) in the subjects that comprise the certificate or diploma.
- At the discretion of the University, and where permitted in Paragraph 1 of the Programme Regulations, a student registered for a diploma or degree, and in circumstances other than those described in (a), may be considered for the award of a related certificate or diploma (if applicable), provided that he or she has satisfied in full

the requirements for the certificate or diploma concerned.

The award of the certificate or diploma will be with effect from the year in which the requirements for the certificate or diploma were satisfied.

2.9 An External student who has successfully completed the examinations for a certificate or diploma and has not accepted that award, may apply to transfer his or her registration to a related diploma or degree (if applicable) subject to the rules of progression in paragraph 3 of both these and the Programme Regulations. A student who has accepted the award of the certificate or diploma may also apply to transfer his or her registration unless the Programme Regulations state otherwise.

2.10 An applicant who has previously received an award of the University of London, or whose registration with the University was terminated because he or she had exhausted the permitted number of attempts at an examination, may apply to register again as an External student for a programme of study in a different subject or field of study.

2.11 Unless paragraph 1 of the relevant Programme Regulations states otherwise, an applicant who has previously received an award of the University of London, or whose registration with the University was terminated because he or she had exhausted the permitted number of attempts at an examination, may apply to register again for a programme of study in the same subject or field of study. All applications will be considered on an individual basis. Permission to register in these circumstances will be given at the discretion of the University and will be subject to any further conditions specified in these General Regulations and in the relevant Programme Regulations, or by the University.

2.12 A former student of the University who is applying to register again as an External student under the provisions of paragraphs 2.10 or 2.11 will be required to satisfy the entrance requirements for the programme of study for which he or she is applying and the conditions given in paragraph 2.7.

### **3. Application, entrance requirements and exemptions**

#### **Application**

3.1 In order to be considered for registration as an External student, applicants are required to submit an application in accordance with the procedures and deadlines given in the relevant prospectus.

#### **Entrance requirements**

3.2 To be eligible to register as an External student for a programme of study leading to an award at Level 7 of the FHEQ, an applicant must satisfy in full the entrance requirements specified in paragraph 4 of the relevant Programme Regulations.

3.3 The University reserves the right to request applicants to provide evidence acceptable to the University of oral and written competence in English before an offer of registration can be made.

## Exemptions

3.4 At the discretion of the University, students who satisfy the relevant entrance requirements to register for a programme of study and are appropriately qualified may apply for exemption from specified subjects. Applications will be considered on the basis of studies successfully completed at a level considered by the University to be appropriate.

3.5 Where permitted in paragraph 4 of the Programme Regulations students can be considered for exemption from up to **one third** of the programme concerned. Exemption can be granted from core and optional subjects, but cannot be granted from the dissertation, project or final examination (as appropriate) of the programme.

3.6 No exemption will be granted unless the student has made an application in accordance with the University's procedures and deadlines.

3.7 Applications for exemption cannot be considered after a student has made entry to the examination for the subject concerned. Students who have failed an examination may not, at a later stage, apply for exemption from that examination.

3.8 A fee is payable for all applications for exemption (see paragraph 11).

3.9 All exemptions are granted at the discretion of the University.

3.10 Exemptions are valid only for a limited time and as indicated in the offer of exemption. If a student does not enter an examination within this period, then the exemption will lapse and it will be necessary to make a fresh application.

3.11 Exemptions are valid only for the particular programme of study and subject for which they have been awarded. Exemptions will no longer be valid if the programme is withdrawn before the student registers. Students who transfer their registration to another programme may be required to submit a further application for exemption.

3.12 Students who are exempt from a specific subject are not required or permitted to offer the same, or equivalent, subject at a later stage.

## 4. Rules of progression

### Progression within a programme of study

4.1 Students are required to comply with the rules of progression given in paragraph 3 of the Programme Regulations.

4.2 Students are not required to enter examinations every year nor to enter on the date they indicate at the time of registration, unless the Programme Regulations state otherwise.

### Progression from a certificate or diploma to a related award

4.3 There is no automatic progression between certificates, diplomas and degrees. Satisfactory completion of a certificate or diploma does not in itself guarantee entry to a related diploma or degree. In order to proceed to a related award, a student registered for a certificate or diploma must normally successfully complete all the prescribed certificate/diploma subjects at the required level and receive a recommendation from the Examiners that he or she may proceed.

4.4 A student who progresses from a certificate or diploma to a related award will be credited the same or equivalent subjects passed. Any restriction on the use of credited subjects is given in the Programme Regulations.

4.5 The attempts at any failed subjects which are common to the diploma or degree to which the student progresses will be carried forward and will count towards the number of attempts permitted at those subjects.

### Progression from a short course

4.6 Successful completion by formal assessment of a short course or courses may be taken into account for admission to a related or unrelated certificate, diploma or degree (with the exception of the LLM degree under the Old Regulations).

4.7 Successful completion by formal assessment of a short course or courses may be taken into account for credit towards a certificate, diploma or degree, provided that the application is made within **three** years of the completion of the relevant course or courses.

4.8 Successful completion of a short course or courses does not in itself automatically satisfy entry requirements for any certificate, diploma or degree or ensure credit.

4.9 A student who does not successfully complete the formal assessment for a short course will be permitted to proceed to a certificate, diploma or degree **provided** he or she satisfies the entrance requirements for the certificate, diploma or degree concerned.

4.10 All applications for progression from a short course to a certificate, diploma or degree will be considered on an individual basis and permission to progress, and, where appropriate, to receive credit, will be at the discretion of the University.

## 5. Period of registration

5.1 The minimum and maximum periods of registration are described in paragraph 5 of the individual Programme Regulations. No reduction in the prescribed minimum period of registration will be permitted, except within the parameters given in paragraph 5.2 and at the discretion of the University.

5.2 Postgraduate Certificates may not be completed in less than **six months**. Master's degrees and Postgraduate Diplomas may not be completed in less than **one year**.

5.3 Where permitted in paragraph 5 of the Programme Regulations, application for a renewal of registration for a further period may be made by students who have not completed all the requirements of the programme for which they are registered within the maximum period of registration. The University will take into account the progress made by the student during registration. A fee will be payable if renewal is granted.

5.4 Where permitted in paragraph 5 of the Programme Regulations, an application for an extension of registration of **one** year beyond the prescribed maximum period may be made by students who have not completed all the requirements of the award for which they are registered. A fee may be payable.

5.5 Renewal of registration and extension of registration are approved only at the discretion of the University and will be subject to the Regulations in force at the time of renewal or extension.

5.6 Students who are permitted to proceed from a certificate or diploma to a related diploma or degree (see paragraph 4) will have the maximum period of registration for the related award counted from the effective date of initial registration for the certificate or diploma for which they were initially registered.

5.7 Students who are permitted to proceed from a short course to a certificate, diploma or degree will be given a new period of registration as an External student, effective from the date of registration for the certificate, diploma or degree concerned. The maximum period of registration permitted will be the same as for all other students registered for the same programme, as indicated in paragraph 5 of the relevant Programme Regulations.

5.8 If a student fails to pay the appropriate fees or breaches any relevant disciplinary conduct code, the University reserves the right to apply the Code of Student Discipline and The Suspension and Termination of Registration of Students in Debt process as described in the University of London Ordinances (Ordinance 17 and 18 respectively).

## 6. Transfer

### **Transfer of External students to different programmes at Level 7 of the FHEQ, and within the same programme**

6.1 Unless otherwise prohibited by the Programme Regulations concerned, an External student registered for a programme of study at Level 7 of the FHEQ who wishes to change to another programme at the same level may apply to transfer his or her registration. The student will be required to satisfy the regulations and entrance requirements for the programme to which he or she wishes to transfer.

6.2 A student registered for a programme of study with more than one 'scheme' or 'route' may apply to transfer between those schemes or routes.

6.3 The rules in paragraphs 6.4 to 6.9 apply both to students transferring between different programmes of study and to students transferring within the same programme. Further rules are given in the relevant Programme Regulations.

6.4 All applications to transfer will be considered on an individual basis, and permission to transfer will be at the

discretion of the University and subject to the Programme Regulations concerned. Students may be required to cancel their registration and register afresh.

6.5 Any additional fees payable (see also paragraph 11.5) and any period of transferred registration granted shall be at the discretion of the University. Any refund of fees already paid will be subject to the conditions in paragraph 11.

6.6 An application to transfer which is submitted after a student has made entry to any examination will **not** be considered until after the result of that examination has been published. The result of that examination will then be taken into account by the University in instances when permission to transfer is dependent on the student's examination record and/or where the student is applying to transfer between the routes or schemes of the same programme of study.

6.7 In certain circumstances, students who transfer may receive credit for subjects already passed. Details of such credit arrangements are given in the Programme Regulations.

6.8 Students who receive credit for subjects passed will not be permitted to re-enter the examination for those subjects. The marks obtained at the examinations at which the subjects were passed will contribute towards the student's award, in accordance with the criteria for awards given in the respective Programme Regulations.

6.9 Students who are not permitted to transfer to a particular programme but who wish to register for that programme must cancel their registration for the other award and apply to register afresh, subject to satisfying the requirements of paragraph 4 of the Programme Regulations. Students who are permitted to register afresh in this way:

- will **not** be permitted to carry credit for any subjects previously passed either to the programme concerned, or, in the event of a subsequent transfer, to another programme **and**
- will **not** be permitted to carry any failed attempts at subjects from their previous registration.

### **Transfer of External students to a programme at Levels 4, 5 or 6 of the FHEQ**

6.10 Students registered for a programme of study at Level 7 of the FHEQ (see paragraph 2.1) are not permitted to transfer their registration to a programme at Levels 4, 5 or 6 of the FHEQ. Students will instead be required to cancel their existing registration and to submit a fresh application for registration and comply with the Regulations for the programme concerned.

### **Registration and credit transfer of College-based students**

6.11 A student in attendance at a College or Institute of the University of London may apply to complete their studies for the same award as an External student and may be considered for credit and/or exemption for subjects previously passed. All applications for credit and/or exemption will be considered on an individual basis and at the discretion of the University.

6.12 Students who receive credit for subjects passed will not be permitted to re-enter the examination for that subject. The mark obtained at the examination at which the subject was passed will contribute towards the student's award, in accordance with the criteria for awards given in the respective Programme Regulations.

7.13 The rules concerning exemptions are given in paragraph 3.

## 7. Assessment

7.1 Students are required to satisfy the assessment requirements for the subject(s) taken and may not make more than the number of attempts permitted in paragraph 8.

7.2 An examination is governed by the Regulations in force at the time of the examination and not at the time that a student was initially registered or first attempted the examination concerned (but see also paragraph 1.8).

7.3 In order to sit an examination, a student must:

- have completed the relevant application and registration/enrolment procedures with the University by the appropriate deadlines and be registered as an External student for the programme concerned **and**
- have made an examination entry in accordance with both the University's and the appropriate examination centre/Overseas Examination Centre's instructions and deadlines.

7.4 Except in the circumstances of paragraph 7.5, all examinations by written paper, wherever held, will take place on the same date and at the same time. The University reserves the right to set different papers in the same subject in separate countries and in different time zones.

7.5 In the event of any unavoidable delay in the arrangement of examinations in a country other than the United Kingdom, the Overseas Examination Centre will arrange for the relevant papers to be taken with as little deviation as possible from the original dates and times assigned to them. Students are required to abide by any such revised arrangements. The University reserves the right not to mark a paper taken at a different time from that prescribed.

7.6 Where it is deemed necessary, Examiners may change the format or rubric of a written paper, from that of a previous year, without prior notice to students.

7.7 Except where the syllabus/course outline or rubric for a written paper for a particular subject indicates otherwise, all answers to examinations must be written in English.

### Examination centres

7.8 Examinations by written paper are held at established examination centres worldwide.

7.9 Outside the United Kingdom and Republic of Ireland, examinations are conducted by independent bodies known as Overseas Examination Centres.

7.10 In countries where an established Overseas Examination Centre exists, students must use the facilities provided by that Centre. The University will not establish an alternative centre in those countries.

7.11 All examinations are held at the discretion of the examination centre/Overseas Examination Centre and are subject to any conditions they may impose.

7.12 Students are required to apply to the relevant examination centre/Overseas Examination Centre for permission to sit an examination. The University can accept no responsibility for making examination arrangements on behalf

of a student. It is entirely at the discretion of the examination centre or Overseas Examination Centre to accept or refuse an entry to an examination.

7.13 A fee is normally levied by all examination centres (other than London) and Overseas Examination Centre. This fee is payable by students each time they make an examination entry. The University cannot be responsible for this fee nor can it influence the level of fee charged.

## 8. Number of attempts permitted

8.1 A student who fails to satisfy the Examiners in an examination, and who has not yet satisfied the conditions for the Board of Examiners to determine his or her final result, will be permitted or required to make **one** further attempt at that examination. The maximum number of attempts permitted at any examination is **two**.

8.2 A student who enters an examination hall to attempt a written paper will be considered to have made an examination attempt. Unless otherwise stated in the Programme Regulations, absence from an examination will not count as an attempt.

8.3 The mark or grade awarded for a second attempt at an examination will supersede any previously awarded mark or grade for that examination, unless the Programme Regulations state otherwise.

8.4 If a student fails to satisfy the Examiners at a second attempt at any examination his or her registration will cease unless the Programme Regulations permit the student to proceed as the requirements for that award may still be satisfied, in which case the mark or grade obtained on the latest occasion may be carried forward and may count towards the final award.

8.5 Except as otherwise provided for by the University, students may not make a further attempt at any subject already passed or for which credit has been awarded.

## 9. Students with a disability and/or special needs

9.1 The University has a policy for External students with a disability and/or special needs and a statement explaining this policy is given on the External System web site.

9.2 As part of its policy, the University will make every reasonable effort to accommodate the requirements of a student with a disability and/or special needs by, wherever possible, providing any study materials in a different format (e.g. large print) or another medium, and/or by making special examination arrangements. If the University is unable to provide the study materials in the format which has been requested, the University will endeavour to make an alternative suggestion.

### Special examination arrangements

9.3 The University has a Panel which considers special examination arrangements for students with a disability and/or special needs. The aim of the Panel is to make sure that a student with a disability and/or special needs is neither disadvantaged nor advantaged when compared to other students. The University cannot guarantee that special examination arrangements will be possible in every case.

9.4 Applications from students with a disability and/or special needs may be considered for the use of special aids or for extra time in the examinations.

9.5 Special arrangements for examinations at an *ad hoc* centre may be made in very exceptional circumstances and then only in the United Kingdom. Arrangements **cannot** be made for oral or practical examinations to be held at an *ad hoc* centre, although in exceptional cases it may be possible to permit the use of special aids. Arrangements for examinations in a student's home are **not** made. Additional fees may be payable for arrangements at an *ad hoc* centre.

9.6 A student who finds handwriting difficult due to medical or learning difficulties must apply to the University for special arrangements to be made. The University will not transcribe illegible scripts. Any script deemed illegible by the Board of Examiners will be assigned a mark of zero and a fail result will be given. This will count as an attempt at the examination.

## 10. Conduct of examinations

10.1 All students sitting examinations are required to comply with the rules governing the conduct of examinations given below and in the Notice to Candidates accompanying the Admissions Notice.

### Representations about examinations

10.2 Students who wish the Board of Examiners to know of any illness or other adequate cause which they think may have affected their performance must **immediately** inform the Examinations Office and furnish a supporting medical certificate or other supporting certification obtained at the time of illness. Notification received more than **three weeks** after the date of the last examination will **not** be taken into account by the Examiners.

10.3 Appeals against the results of examinations **may not be made** on academic grounds. The University will consider representations concerning examination results made on the grounds of administrative error or where there is concern that the examination may not have been conducted in accordance with the relevant Instructions and/or Regulations. An administration fee (currently £50 per paper) is payable for the consideration of such representations (refundable in the event that an error is found). Any representation must be made within **one month** of the publication of the decision of the Board of Examiners to which it relates and should be addressed to the Head of Special Examination Services and be accompanied by payment of the administration fee. Representations must state the grounds on which the appeal is made and provide evidence to support it. Further information on the procedure may be obtained from the Head of Special Examination Services.

### Permitted materials

10.4 A student may use in the examination only such books, notes, statutes, statistical tables, instruments, or other materials as are specifically permitted in the **Admission Notice/timetable**. No other books, notes, instruments, or other materials or aids whatsoever may be introduced into an examination room or be handled or consulted during an examination. Any such materials or aids in the possession of a student on entry to the examination room must be deposited immediately with the Invigilator before the examination starts. It is an examination offence to introduce unauthorised materials into the examination room.

10.5 The use of calculators in the examinations is strictly controlled. Students may use their own electronic calculators in the examinations provided that:

- a) the Programme Regulations permit this
- b) the calculator complies with the specification given in paragraph 10.6
- c) where no such permission is given in the Programme Regulations, calculators may **not** be used.

10.6 Where calculators are permitted, the following specification will apply, unless the Programme Regulations state otherwise:

- Non-programmable. The use of a calculator or other electronic device that communicates, stores textual or numerical information, or displays textual (except error) messages, graphical or algebraic information is strictly forbidden. The use of a calculator with alphabet and/or symbol keys not listed below is strictly forbidden.
- PDAs, mobile phones or other devices are forbidden
- Hand held
- Compact
- Portable
- Solar and/or battery powered
- Quiet in operation
- The use of calculators with the following symbols and functions **only** are permitted:
  - Digit keys 0 to 9 and decimal point;
  - Keys for basic arithmetical functions of addition, subtraction, multiplication, division and equals;
  - Percentage key;
  - Square root key;
  - Basic 3 key memory (MRC, M-, M+);
  - Clear keys (C, AC);
  - On/off key.

10.7 The use of any calculator other than the type specified in the paragraph 10.6 of the General Regulations, or in paragraph 6 of the Programme Regulations, will constitute an examination offence and will be subject to the provisions in paragraph 10.16 of these regulations. Students are responsible for ensuring that their calculators are in working order for the examination. Students must ensure that they have alternative means of calculation in the event of the calculator failing during the examination, either through the use of a second calculator, which complies with the specification given in the Programme Regulations, or to continue the examination without the use of a calculator. If students use electronic calculators in examinations they must indicate on their examination scripts the name and type of machine used. Calculators will **not** be provided by the University.

### Examination offences

10.8 It is an examination offence to introduce into, or use in the examination room, unauthorised materials or aids. Any unauthorised materials or aids brought into an examination room and not deposited with the Invigilator (see paragraph 10.4) must be surrendered to the Invigilator on request. Any materials or aids so surrendered may be handed over by the Invigilator to the University which may make copies of them. The original materials or aids (together with all such copies) may be retained by the University at its absolute discretion.

10.9 Students must not pass any information from one to another during an examination of a written paper. A student may not act in collusion with another student or any other person, nor copy from another student, nor engage in any similar activity. Any of these activities constitutes an examination offence.

10.10 Plagiarism is the presentation of another person's thoughts or words as if they were the student's own: for example, copying from text books and other sources (including the Internet) without due acknowledgement that the passages quoted are copied and without giving the source of those passages (see paragraph 10.12). Plagiarism is an examination offence.

10.11 All work submitted as part of the requirements for any examination must therefore be expressed in the student's own words and incorporate his or her own ideas and judgements.

10.12 Direct quotations from the published or unpublished work of another person must always be clearly identified as such and a full reference to the source must be provided in the proper form. A series of short quotations from several different sources, if not clearly identified as such, constitutes plagiarism in the same way as an unacknowledged quotation from a single source. Equally, if another person's ideas or judgements are summarised, the student must refer to that person in the text, and give details of the work to which reference is made. Further instructions on acknowledging other people's work and the extent to which other sources may be quoted is given in student handbooks/manuals.

10.13 It is an examination offence to submit work which has been written jointly by two or more persons, unless expressly permitted in the relevant Programme Regulations.

10.14 Assignments, essays, projects, reports, dissertations and other similar work must therefore be the student's own work and must be written without the assistance of other people, except where expressly permitted in the Programme Regulations. Students will be required to submit a signed declaration for all such work submitted, stating that they understand what is meant by plagiarism, and confirming that the work submitted is entirely their own and that the use of published or unpublished works of other people has been acknowledged in accordance with the University's requirements.

10.15 It is the responsibility of the student to safeguard his or her assignments, essays, projects, reports, dissertations and other similar work and to prevent them from being copied by other students.

10.16 The examination offences listed in the foregoing paragraphs will be treated as cheating or irregularities of a similar character under the provisions of the Regulations for Proceedings in respect of Examination Offences by Candidates for University Awards, except as otherwise provided for in the relevant Programme Regulations. Under the Regulations for Proceedings in respect of Examination Offences by Candidates for University Awards students found to have committed an offence may have the results of their examinations withheld, and may be excluded from all future examinations of the University. A copy of these Regulations may be obtained from the Head of Student Assessment.

### **Other matters**

10.17 The University reserves the right to require students sitting an examination for a written paper to remain within the examination hall or its precincts for the duration of the relevant paper.

10.18 All examination scripts are the property of the University and will not be returned to students. Answers to assignments, essays, course projects and other similar work written in the student's own time will only be returned to the student as described in the relevant Programme Regulations. Final reports on research projects or dissertations will not be returned to students, unless indicated otherwise in the Programme Regulations.

10.19 All question papers will be retained by the University.

## **11. Fees**

11.1 Students are required to pay the fees that are due in any particular year in full at the time when they fall due. Fees must be paid in accordance with the University's procedures and deadlines given in the prospectus and Student handbook/manual or equivalent publication (as applicable).

11.2 The University reserves the right to amend previously announced fees. The University also reserves the right to make additional charges (see paragraph 8 of the Programme Regulations).

11.3 Students who are permitted to proceed from a certificate or diploma to a related diploma or degree (see paragraph 4) will be required to pay the fees indicated in paragraph 8 of the Programme Regulations.

11.4 Students who are permitted to proceed from a short course to a certificate, diploma or degree (see paragraph 3) will be required to pay the registration fee for the relevant programme of study and the fee for the remaining subjects, unless indicated otherwise in the Programme Regulations.

11.5 Students who are permitted to transfer their registration to another programme of study (see paragraph 6) shall be required to pay the relevant fees, for the programme concerned, in order to do so. Any additional fee payable shall be at the discretion of the University. Any refund of fees already paid will be subject to the conditions in paragraphs 11.8 and 11.9.

11.6 Students who cancel their registration for one programme of study and register afresh for another programme of study (see paragraphs 6.4 and 6.9) will be required to pay the relevant fees, for the programme concerned, in order to do so. Any refund of fees already paid will be subject to the conditions in paragraphs 11.8 and 11.9.

11.7 Students who are permitted to renew their registration at the expiry of the initial period of registration (see paragraph 6) will, as applicable, be required to pay a further full registration fee. Students who are permitted to renew their registration for a programme of study which is being phased out will be required to pay a proportion of the full registration fee (as applicable), the amount depending on the number of years remaining before the last examination for the programme concerned. In addition to the registration fee, **all** students will be required to pay the appropriate subject fees, under the Regulations in force at that time.

## **Refunds**

11.8 Fees will only be refunded in exceptional circumstances and at the discretion of the University (but see also paragraphs 11.9 and 11.10). All refunds will be subject to an administrative charge determined by the University. Any further information is given in paragraph 8 of the Programme Regulations.

11.9 Exemption application fees are **not** refundable.

11.10 Examination entry fees where applicable are **not** refundable nor can they be transferred from one examination to a later one. A student is liable for the full fee at any subsequent entry, in accordance with the Regulations then in force.

# Programme Regulations for Short Courses

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**These Programme Regulations apply to the short course programme that is related to the MSc degree and Postgraduate Diploma in Organizational Psychology and MSc degree and Postgraduate Diploma in Human Resource Management.**

## 1. Introduction

1.1 The University offers individual modules of the MSc degree and Postgraduate Diploma in Organizational Psychology and MSc degree and Postgraduate Diploma in Human Resource Management as credit bearing short courses.

1.2 The rules governing this short course programme are given in both these Programme Regulations and the Short Course General Regulations that follow.

1.3 A student who has successfully completed a short course, or whose registration with the University for that particular short course was terminated because he or she had exhausted the permitted number of attempts at an examination, will **not** be permitted to register again for that particular short course.

## 2. Short course programme of study

2.1 The following modules are offered as credit bearing short courses under this short course programme:

- Selection and assessment [6000100]
- Organizational change [6000110]†
- Life career development [6000120]
- Career counselling theory and practice [6000130]†
- Career counselling and coaching [91 600 0180]
- Work and well-being [6000140]
- Motivation and performance at work [6000150]
- Training and development [6000160]
- New technology at work [6000170]
- Issues in human resource management [ 6000020]◇
- Employment relations [ 6000030]
- International human resource management [6000040]
- Practices in human resource management [6000050]
- Leadership and human resource management [91 600 0060]

◇ The last examination for this module will be in 2010 except for re-sits in 2011. Not available to students registered after 1 January 2009.

†The last examination for these modules will be in 2011 except for re-sits in 2012. Not available to students registered after 1 January 2009.

All courses accommodate 150 notional study hours.

2.2 Students may take up to **three** modules as short courses (see also paragraph 2.2 of the Short Course General Regulations).

2.3 Not all modules will necessarily be available in every term every year.

2.4 In addition, as there are limits to the number of students who can be registered for each module in any year, the University cannot guarantee that a student's preferred choice of

modules will always be available. On registration, therefore, students will be asked to indicate their alternative choices.

2.5 Students may choose to defer their examination for one year only.

2.6 Students who choose to defer their examination for one year will not be permitted to re-sit their examination, should they fail at the first attempt.

### Period of registration

2.7 All students registering for a short course will be registered for a maximum period of **two** years (Short Course General Regulations paragraph 4.1). The minimum period of registration for students who choose to be assessed in a short course is **one** year.

2.8 Further information on the period of registration is given in paragraph 4 of the Short Course General Regulations.

### Computer conferencing

2.9 Computer conferencing for each module will be conducted in ten-week blocks at specified times during the year as indicated on the programme website. The computer conference schedule is subject to change each year. Confirmation of each year's schedule will be placed in the student handbook.

2.10 Students who choose to be formally assessed will be required to participate in computer conferencing discussion groups for each module studied. A minimum of two satisfactory contributions to each online discussion topic is required.

2.11 Students who do not satisfy the minimum participation requirements for a module specified in paragraph 2.10 will not normally be permitted to attempt the written paper for that module.

2.12 Students who have participated satisfactorily in the computer conferencing discussions groups for a module will not be required to participate again in that module.

2.13 For students who choose not to be formally assessed, participation in computer conferencing discussion groups for each short course is optional, but not a requirement.

2.14 Students who are making a second attempt at the examination for a module, having previously participated satisfactorily in the computer conferencing for that module, may choose to contribute to the computer conferencing for a second time on payment of the full module fee. (See paragraph 6.1).

## 3. Progression to the related awards

3.1 Students who successfully complete the assessment for one or more of the short courses in this short course programme may be considered for progression to the following related awards: MSc degree in Organizational Psychology, Postgraduate

Diploma in Organizational Psychology, MSc degree in Human Resource Management or Postgraduate Diploma in Human Resource Management.

3.2 Students who are permitted to progress may be credited with any short courses successfully completed.

3.3 Students who are permitted to progress with credit for one or more modules passed will be required to attempt both core modules in the year in which the student first attempts an examination leading to the related award he or she is registered for.

3.4 Students who are permitted to progress with credit for one or more modules passed will be required to satisfy the rules of progression given in paragraph 3.3 – 3.5 in the Programme Regulations.

3.5 Further rules governing progression to the degree or diploma is given in paragraph 3 of the Short Course General Regulations.

#### 4. Entrance requirements

4.1 In order to be eligible to register for a short course governed by these Regulations, an applicant must have a good honours degree or equivalent in any subject from a university acceptable to the University.

4.2 If a student does not hold the qualifications listed in paragraph 4.1, the University may still consider the application but will require evidence of the student's ability to undertake an advanced course of study.

4.3 Applicants may be required to pass, or to have passed within the last three years, at the appropriate level, a test of proficiency in English acceptable to the University.

4.4 All students will need a PC and regular access to the internet. Information on computer specifications is on the External System website ([www.londonexternal.ac.uk](http://www.londonexternal.ac.uk)).

4.5 Students are required to have access to a laserjet printer that can print a minimum of six pages per minute.

#### 5. Assessment

5.1 Students may choose whether or not to be formally assessed in the credit bearing short course for which they are registered. Students who choose to be formally assessed will be examined to the same standard as that required by students registered for the related degree or diploma (see paragraph 3.1). **Paragraphs 5.2 to 5.6 apply to all students who wish to be formally assessed.**

5.2 Each module taken as a short course will be assessed by a one-hour unseen written paper.

5.3 For each individual module students are required to contribute satisfactorily to the computer conferencing discussion groups and to attempt the written paper in the year of registration for the module concerned, unless they have been given permission to defer one or more of these elements.

5.4 Examinations by written paper, whenever held, will take place on one occasion each year, normally in October.

5.5 A student who fails to satisfy the Examiners in an examination at the first attempt will be permitted to make **one** further attempt at that examination. The maximum number of attempts permitted at any examination is **two** (paragraph 6.1 of the Short Course General Regulations), *provided* the student's registration has not expired.

#### Marks

5.6 The pass mark for a short course is 50%.

5.7 Information on assessment criteria and how a mark achieved for a credit bearing short course might contribute to a related award, for students who progress to such an award, are given in Schedules C and D of the Programme Regulations for the awards.

#### 6. Fees

6.1 The fees payable to the University are as follows:

Fee per short course	£1,022
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Examination re-entry fee	£157
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*(Payable by students who enter an examination on a second occasion, having failed on the first occasion.)*

6.2 The fee payable per short course must be paid by the following deadlines:

**8 January** for short courses for which computer conferencing begins 6 February. All students will be required to indicate their selected short courses for the academic year by this date.

**11 April** for short courses for which computer conferencing begins 8 May

**25 July** for short courses for which computer conferencing begins 21 August

No study materials will be despatched until all fees due have been received. The deadline for payment of an examination re-entry fee is **19 June** in the year of the examination.

6.3 The fees above refer to the 2010 calendar year only.

6.4 A fee is normally levied by all examination centres (other than London) and Overseas Examination Authorities. This fee is payable by students who choose to be assessed each time they make an examination entry. The University cannot be responsible for this fee nor can it influence the level of fee charged.

#### Progression to an award

6.5 When a student progresses from a short course to a related Postgraduate Diploma or MSc degree, the following additional fees shall be payable:

- a registration fee to register for the Postgraduate Diploma or MSc degree
- the relevant module fees.

#### Refunds

6.6 A refund of the short course fee will be given where the fee has been paid but no study materials have been despatched. Such refund will be subject to a charge determined by the University (currently £50).

## Schedule A / Module outlines

The examination numbers are appended to the module titles and these numbers should be used when completing the examination entry forms.

### **Selection and assessment [6000100]**

This module is designed to cover the key issues involved in selecting and assessing people at work. Various selection methods are described, and the criteria used for evaluating them are discussed. The nature and causes of good job performance, and issues relating to the process of job selection, are considered. A discussion of the validity of various job selection methods is followed by an examination of the psychological processes involved in selection. Finally, the fairness of selection systems is considered.

*Assessment: by one one-hour unseen written paper.*

### **Organizational change [6000110]**

*The last examination for this module will be held in 2011, with re-sits only in 2012. Module only available to students with an effective date of registration prior to 1 January 2009.*

An introduction to the wide range of approaches to organizational change. Examples of the topics included are corporate strategy; organizational development; culture, power and organizational change; institutions, discourse and change. Throughout the course, the aim is to develop a critical appreciation of work in this field.

*Assessment: by one one-hour unseen written paper.*

### **Life career development [6000120]**

This begins by examining the concept of career from a variety of perspectives. It considers the process of occupational choice and occupational socialisation and different types of career path. Various ways of representing people's careers and ways of intervening in career development are discussed. Students are helped to understand their own life-career development and consider ways in which they can help themselves and others make role transitions.

*Assessment: by one one-hour unseen written paper.*

### **Career counselling theory and practice [6000130]**

*The last examination for this module will be held in 2011, with re-sits only in 2012. Module only available to students with an effective date of registration prior to 1 January 2009. Cannot be taken with Career counselling and coaching.*

Students are helped to develop an understanding of the theoretical basis of career counselling. This is achieved by exploring ideas from the main approaches to counselling generally, and drawing out the implications and applications particularly relevant to career counselling. The module then considers session management, assessment and the use of information and communication technology in career counselling. Ethical and professional issues are also addressed.

*Assessment: by one one-hour unseen written paper.*

### **Career counselling and coaching [91 600 0180]**

*Note: the syllabus for this module is the same as the syllabus for Career counselling theory and practice, however the study materials have been updated and the examination may be slightly different.*

*Cannot be taken with Career counselling theory and practice.*

Students are helped to develop an understanding of the theoretical basis of career counselling. This is achieved by exploring ideas from the main approaches to counselling generally, and drawing out the implications and applications particularly relevant to career counselling. The module then considers session management, assessment and the use of information and communication technology in career counselling. Ethical and professional issues are also addressed.

*Assessment: by one one-hour unseen written paper.*

### **Work and well-being [6000140]**

The aim of this module is to develop an understanding of the nature and extent of relationships between work and well-being. Areas covered include the determinants of well-being; relationships between work and well-being; work and well-being in the context of everyday life; unemployment; the role of individual differences; stress; and the use of organizational and individual interventions aimed at influencing well-being.

*Assessment: by one one-hour unseen written paper.*

### **Motivation and performance at work [6000150]**

Examines contemporary work motivation theories within a coherent framework and the causes of high performance. Areas to be covered will include: content, need, process, and cognitive theories of work motivation; the identification and measurement of performance criteria; explanations for high performance; and the relationship between performance and a variety of organizational variables including pay, leadership, groups, job design, work systems, technical change, involvement and commitment, attribution and self-efficacy, and goal setting.

*Assessment: by one one-hour unseen written paper.*

### **Training and development [6000160]**

The meaning of training and development is explored. Several models of effective training are introduced, and ways of identifying training needs are examined. Theoretical approaches to learning are discussed. Various training methods are covered in relation to both theoretical aspects of learning and the nature of the material to be learnt. Finally, the ways in which training can be evaluated are considered.

*Assessment: by one one-hour written paper.*

### **New technology at work [6000170]**

New forms of computer-based technology present both opportunities and challenges for organizations. How can this technology be designed to facilitate effective use? What new ways of working are implicated by advanced technologies? This module covers a range of psychological and organizational issues pertaining to the use of new technology at work, from designing

and evaluating the human-machine interface to analysing the management of technological change.

*Assessment: by one one-hour unseen written paper.*

### **Issues in human resource management [6000020]**

*The last examination for this module will be in 2010 except for re-sits in 2011. Only available to students with an effective date of registration of 1 January 2009 or before.*

This module explores the theoretical and conceptual debates in the field of human resource management. It covers material on the origins, the nature and the likely future of HRM, including international perspectives. It examines the link between HRM and performance including the role of employment relations, quality, flexibility and commitment.

*Assessment: by one one-hour unseen written paper.*

### **Employment relations [6000030]**

This module provides an overview of current developments in employee relations. It considers the influence of employers, employees, trade unions and the state in shaping the employment relationship. Areas covered include the issues of management strategy and strategic choice; flexibility in employment and managing diversity; the reform of pay determination and performance management; the role of trade unions and the management of conflict; and the role of the state as an employer. The aim of the course is to develop a critical understanding of changing patterns of employee relations.

*Assessment: by one one-hour unseen written paper.*

### **International human resource management [6000040]**

This module addresses the issues raised by international and comparative Human Resource Management. It explores the impact of national culture, the debates in the comparative HRM literature and examples of differences in the way HRM is conducted around the world. It also examines how international organizations deal with the extra complexity that operating internationally brings to HRM.

*Assessment: by one one-hour unseen written paper.*

### **Practices in human resource management [6000050]**

This module is concerned with the practice of human resource management in organizations. It considers issues relating to the links between HRM strategy, policy and practice, highlighting potential models of best practice and barriers to successful implementation, where appropriate. It discusses HRM policy and practice concerning recruitment and selection, organizational exit, performance management, careers, training and development, job design and reward. It examines employee relations and equal opportunities in the context of their relationship with HRM.

*Assessment: by one one-hour unseen written paper.*

### **Leadership and human resource management [91 600 0060]**

This module discusses different approaches to managing and leading people at work. In particular two main topics are covered: first, Human Resource Management, which focuses on theory and practice of the management of employment or people in organizations. Second, Leadership, which focuses largely on

the management of “soft factors” at work from the perspective of leader and followers and the processes evolving between them.

*Assessment: by one one-hour unseen written paper.*

# Short Course General Regulations: Masters Level Programmes

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## 1. The Regulations

1.1 The University offers a number of short course programmes to External students. These short course programmes include credit bearing and non-credit bearing short courses.

1.2 The provision of credit bearing and non-credit bearing short course programmes at Masters level, and the registration of External students for credit and non-credit bearing short courses, is regulated by both these General Regulations and the Short Course Programme Regulations.

1.3 Registered External students are required to comply with these General Regulations and the appropriate Short Course Programme Regulations. They must also comply with the procedures, deadlines and instructions issued by the University in, for example, the relevant Student handbook and in the Notice to Candidates, which is sent to students prior to an examination. The University is not responsible for any consequences arising from failure to comply with these Regulations, procedures, deadlines or instructions.

1.4 The rules relating to credit bearing and non-credit bearing short courses in any given year are those included in the General Regulations and the relevant Short Course Programme Regulations for that current year and not in the year in which the student initially registered.

1.5 To register for a short course programme as an External student, an applicant must satisfy any entrance requirements for the short course programme concerned. In addition, an applicant who was either previously registered as an External student or who was previously enrolled at a constituent College or Institute of the University of London must have made satisfactory payment to the University or College/Institute of all due fees and accounts. An applicant who fails to satisfy this condition will **not** be permitted to register, or to register again, as an External student.

1.6 On all matters concerning the interpretation of these Regulations and the Short Course Programme Regulations, or on which they are silent, the decision of the University shall be final.

### Changes to the short course provision

1.7 Short course programmes are reviewed annually and are subject to change. Two years' notice will normally be given to registered students of any major amendment to a programme, particularly where courses are to be withdrawn.

### Terminology and definitions

1.8 A 'short course programme' is a collection of short courses in a particular field of study, as defined in the relevant Short Course Programme Regulations.

1.9 'Credit bearing' short courses are short courses that may be taken into account for admission, and for credit, to a related or unrelated Postgraduate degree, diploma or certificate provided the formal assessment of that short course has been successfully completed.

1.10 'Non-credit bearing' short courses are short courses that may **not** be taken into account for admission to a related or unrelated Postgraduate degree, diploma or certificate. No credit or exemption for the related or unrelated degree, diploma or certificate will be given.

1.11 Credit bearing and non-credit bearing short courses are collectively known as 'short courses' in these Regulations.

1.12 These Short Course General Regulations describe the individual elements of a short course programme as 'subjects'. In the relevant Short Course Programme Regulations these may be called 'courses', 'units', 'modules' or 'sections'.

1.13 'Formal assessment' is the means by which credit bearing short courses are examined. The forms of assessment associated with the appropriate level of postgraduate study are used.

1.14 The term 'examination' used in these Regulations refers to the **entire** assessment for a credit bearing short course, and includes not only the written paper for that short course but also any coursework, project, dissertation or online requirements that count towards the final assessment.

1.15 Where short courses are associated with a particular Postgraduate degree, diploma and/or certificate, these are referred to as '**related**' degrees, diplomas and certificates.

1.16 The 'Admission Notice' is provided to each student who has made an entry to an examination. The Admission Notice contains the student's candidate number and confirmation of the dates and time of the examination(s) for which he/she has entered.

1.17 The 'Notice to Candidates' contains prescribed rules for the examinations. The Notice to Candidates is provided to students together with their Admission Notice.

### Student complaints procedure

1.18 The University has a *Procedure for External student complaints* which can be found on the External System web site.

## 2. Short courses

2.1 The short courses available are given in the relevant Short Course Programme Regulations for the current year.

2.2 The relevant Short Course Programme Regulations indicate whether there is a maximum limit to the number of credit bearing and non-credit bearing short courses that may be taken on that programme and will state a maximum if a limit applies.

2.3 All credit bearing short courses will accommodate no less than 50 notional study hours.

2.4 Notional hours for non-credit bearing short courses are indicated in the relevant Short Course Programme Regulations.

2.5 Students may apply to take any short course available in a year unless they have already been awarded a related degree/diploma/certificate, in which case they may not normally offer a short course which is the same as, or equivalent to, a subject previously passed.

2.6 All students registering for any short course will receive a certificate of registration. A certificate of achievement will be presented to students who have satisfactorily completed any study requirements indicated in the relevant Short Course Programme Regulations and who successfully complete the assessment of a short course.

2.7 To be eligible for a certificate of registration and a certificate of achievement, a student must have been registered for that short course as an External student and must have complied with the Regulations in all respects, and have made satisfactory payment to the University of all due fees. The University reserves the right not to present a certificate to students who fail to satisfy any of these conditions.

2.8 A mark or grade awarded for a short course will not replace any mark or grade for a degree, diploma or certificate already awarded.

2.9 Unless the relevant Short Course Programme Regulations state otherwise, a student whose registration for a short course has been terminated because he or she has exhausted the permitted number of attempts at an examination may apply to register again as an External student for a short course or award in the same or different subject or field of study. All applications will be considered on an individual basis. Permission to register in these circumstances will be given at the discretion of the University and will be subject to any further conditions specified in these Short Course General Regulations or in the relevant Short Course Programme Regulations, or by the University.

### **3. Progression to a degree, diploma or certificate**

#### **Credit bearing short courses**

3.1 Successful completion by formal assessment of a credit bearing short course or courses may be taken into account for admission to a related or unrelated Postgraduate degree, diploma or certificate.

3.2 Successful completion by formal assessment of a credit bearing short course or courses may be taken into account for credit towards the related Postgraduate degree, diploma or certificate, provided that the application is made within **three** years of the completion of the relevant course or courses.

3.3 Where indicated in the relevant Short Course Programme Regulations, a student who has successfully completed the formal assessment of the relevant credit bearing short courses may apply to receive any related awards provided they satisfy the requirements for those awards and the application is made within **three** years of the completion of the relevant short courses.

3.4 Successful completion of a credit bearing short course or courses does not in itself automatically satisfy entry requirements for any Postgraduate degree, diploma or certificate, or ensure credit.

3.5 All applications for progression from a credit bearing short course to a Postgraduate degree, diploma or certificate will be considered on an individual basis and permission to progress, and, where appropriate, to receive credit, will be at the discretion of the University.

3.6 A student who does not successfully complete the assessment for a credit bearing short course may be permitted to proceed to a degree, diploma or certificate **provided** he or she satisfies the entrance requirements for the degree, diploma or certificate concerned. Such students may be required to cancel their existing registration and to submit a fresh application for registration and comply with the Regulations for that degree, diploma or certificate.

#### **Non-credit bearing short courses**

3.7 The completion of a non-credit bearing short course or courses will not be taken into account for admission, or for credit, to a related or unrelated Postgraduate degree, diploma or certificate.

3.8 A student who is registered for a non-credit bearing short course or courses may apply to register for a degree, diploma or certificate provided he or she satisfies the entrance requirements for the degree, diploma or certificate concerned. Such students may be required to cancel their existing registration and to submit a fresh application for registration and comply with the Regulations for that degree, diploma or certificate.

### **4. Period of registration**

4.1 Students registering for a short course will be registered for a maximum period of two years. There is no minimum period of registration, unless indicated otherwise in the relevant Short Course Programme Regulations.

4.2 Applications for a renewal of registration for a further two years, or for an extension of registration of one year beyond the prescribed maximum period, may be made by students who have not completed all the requirements for a short course for which they are registered. A fee may be payable.

4.3 Renewal of registration and extension of registration are approved only at the discretion of the University and will be subject to the General Regulations and Short Course Programme Regulations that are current at the time of renewal or extension.

4.4 Students who are permitted to proceed from a credit bearing short course to a Postgraduate degree, diploma or certificate will be given a new period of registration as an External student, effective from the date of registration for the degree, diploma or certificate concerned. The maximum period of registration permitted will be the same as for all other degree, diploma or certificate students registered for that programme, as indicated in paragraph 5 of the relevant Programme Regulations.

4.5 If a student fails to pay the appropriate fees or breaches any relevant disciplinary or conduct code, the University reserves the right to apply the *Code of Student Discipline* and *The Suspension and Termination of Registration of Students in Debt* process as described in the University of London Ordinances (Ordinance 17 and 18 respectively).

## 5. Assessment

5.1 The assessment of a short course or courses is governed by the Short Course General Regulations and the relevant Short Course Programme Regulations that is applicable at the time of the examination and **not** at the time that a student was initially registered or first attempted the examination/assessment concerned.

### Credit bearing short courses

5.2 The assessment for credit bearing short courses varies and is as described in the relevant Short Course Programme Regulations.

5.3 Credit bearing short courses will be formally assessed using the forms of assessment associated with the appropriate level of postgraduate study.

5.4 Students may choose whether or not to be formally assessed in the credit bearing short course for which they are registered. Students who choose to be formally assessed will be examined to the same standard as that required by students registered for the related degree, diploma or certificate. All students must comply with the rules given in the Short Course Programme Regulations for those examinations, and may not make more than the number of attempts permitted.

5.5 In order to sit an examination, a student must:

- have completed the relevant application and registration/enrolment procedures with the University by the appropriate deadlines and be registered as an External student for the short course concerned **and**
- have made an examination entry in accordance with both the University's and the appropriate examination centre/Overseas Examination Centre's instructions and deadlines.

5.6 Except in the circumstances of paragraph 5.7, all examinations by written paper for the same short course, wherever held, will take place on the same date and at the same time. The University reserves the right to set different papers in the same subject in separate countries and in different time zones.

5.7 In the event of any unavoidable delay in the arrangement of examinations in a country other than the United Kingdom, the Overseas Examination Centre will arrange for the relevant papers to be taken with as little deviation as possible from the original dates assigned to them. Students are required to abide by any such revised arrangements. The University reserves the right not to mark a paper taken at a different time from that prescribed.

5.8 Where it is deemed necessary, Examiners may change the format or rubric of a written paper, from that of a previous year, without prior notice to students.

5.9 Except where the syllabus/course outline or rubric for a written paper for a particular short course indicates otherwise, all answers to examinations must be written in English.

### Examination centres

5.10 Examinations by written paper are held at established examination centres worldwide.

5.11 Outside the United Kingdom and Republic of Ireland, examinations are conducted by independent bodies known as Overseas Examination Centres.

5.12 In countries where an established Overseas Examination Centre exists, students must use the facilities provided by that Centre. The University will not establish an alternative centre in those countries.

5.13 All examinations are held at the discretion of the examination centre/Overseas Examination Centre and are subject to any conditions they may impose.

5.14 Students are required to apply to the relevant examination centre/Overseas Examination Centre for permission to sit an examination. The University can accept no responsibility for making examination arrangements on behalf of a student. It is entirely at the discretion of the examination centre or Overseas Examination Centre to accept or refuse an entry to an examination.

5.15 A fee is normally levied by all examination centres (other than London) and Overseas Examination Centres. This fee is payable by students each time they make an examination entry. The University cannot be responsible for this fee nor can it influence the level of fee charged.

### Non-credit bearing short courses

5.16 The assessment for non-credit bearing short courses varies and is as described in the Short Course Programme Regulations. There is **no** formal assessment for non-credit bearing courses.

5.17 Students may choose whether or not to be assessed in the non-credit bearing short course for which they are registered. All students who choose to be assessed must comply with the rules and deadlines given in the Short Course Programme Regulations for the assessment.

5.18 All forms of assessment must be written in English, unless the Short Course Programme Regulations state otherwise.

5.19 In addition to paragraph 5, students are required to comply with the rules on the conduct of examinations given in paragraph 8 of these Regulations.

## 6. Number of attempts permitted

6.1 A student who fails to satisfy the Examiners in an examination at the first attempt will be permitted to make one further attempt at that examination. The maximum number of attempts permitted at any examination for a short course is **two**.

6.2 A student who enters an examination hall to attempt a written paper will be considered to have made an examination attempt. Unless otherwise stated in the Programme Regulations, absence from an examination will not count as an attempt

6.3 The mark or grade awarded for a second attempt at an examination will supersede any previously awarded mark or grade for that examination, unless otherwise indicated in the relevant Short Course Programme Regulations.

6.4 If a student fails to satisfy the Examiners at a second attempt at any examination his or her registration for the short course concerned will cease.

6.5 Except as otherwise provided for by the University, students may not make a further attempt at the examination for a short course that has been passed.

## 7. Students with a disability and/or special needs

7.1 The University has a policy for External students with a disability and/or special needs and a statement explaining this policy is given on the External System web site.

7.2 As part of its policy, the University will make every reasonable effort to accommodate the requirements of a student with a disability and/or special needs by, wherever possible, providing any study materials in a different format (e.g. large print) or another medium, and/or by making special examination arrangements. If the University is unable to provide the study materials in the format which has been requested, the University will endeavour to make an alternative suggestion.

### Special examination arrangements

7.3 The University has a Panel which considers special examination arrangements for students with a disability and/or special needs. The aim of the Panel is to make sure that a student with a disability and/or special needs is neither disadvantaged nor advantaged when compared to other students. The University cannot guarantee that special examination arrangements will be possible in every case.

7.4 Applications from students with a disability and/or special needs may be considered for the use of special aids or for extra time in the examinations.

7.5 Special arrangements for examinations at an ad hoc centre may be made in very exceptional circumstances and then only in the United Kingdom. Arrangements cannot be made for oral or practical examinations to be held at an ad hoc centre, although in exceptional cases it may be possible to permit the use of special aids. Arrangements for examinations in a student's home are not made. Additional fees may be payable for arrangements at an ad hoc centre.

7.6 A student who finds handwriting difficult due to medical or learning difficulties must apply to the University for special arrangements to be made. The University will not transcribe illegible scripts. Any script deemed illegible by the Board of Examiners will be assigned a mark of zero and a fail result will be given. This will count as an attempt at the examination.

## 8. Conduct of examinations

8.1 All students are required to comply with the rules governing the conduct of examinations given below, and for credit bearing short course students, in the Notice to Candidates accompanying the Admissions Notice.

### Representations about examinations

8.2 Students who wish the Board of Examiners to know of any illness or other adequate cause which they think may have affected their performance must immediately inform the Examinations Office and furnish a supporting medical certificate or other supporting certification obtained at the time of illness. Notification received more than three weeks after the date of the last examination will not be taken into account by the Examiners.

8.3 Appeals against the results of examinations may not be made on academic grounds. The University will consider representations concerning examination results made on the

grounds of administrative error or where there is concern that the examination may not have been conducted in accordance with the relevant Instructions and/or Regulations. An administration fee (currently £50 per paper) is payable for the consideration of such representations (refundable in the event that an error is found). Any representation must be made within one month of the publication of the decision of the Board of Examiners to which it relates and should be addressed to the Head of Special Examination Services and be accompanied by payment of the administration fee. Representations must state the grounds on which the appeal is made and provide evidence to support it. Further information on the procedure may be obtained from the Head of Special Examination Services.

### Permitted materials

8.4 A student may use in the examination only such books, notes, statutes, statistical tables, instruments, or other materials as are specifically permitted in the relevant Short Course Programme Regulations and/or the Admission Notice/timetable. No other books, notes, instruments, or other materials or aids whatsoever may be introduced into an examination room or be handled or consulted during an examination. Any such materials or aids in the possession of a student on entry to the examination room must be deposited immediately with the Invigilator before the examination starts. It is an examination offence to introduce unauthorised materials into the examination room.

8.5 The use of calculators in the examinations is strictly controlled. Students may use their own electronic calculators in the examinations provided that:

- the relevant Short Course Programme Regulations permit this
- the calculator complies with the specification given in paragraph 8.6
- Where no such permission is given in the Short Course Programme Regulations, calculators may **not** be used.

8.6 Where calculators are permitted, the following specification will apply, unless the relevant Short Course Programme Regulations state otherwise:

- Non-programmable. The use of a calculator or other electronic device that communicates, stores textual or numerical information, or displays textual (except error) messages, graphical or algebraic information is strictly forbidden. The use of a calculator with alphabet and/or symbol keys not listed below is strictly forbidden.
- PDAs, mobile phones or other devices are forbidden
- Hand held
- Compact
- Portable
- Solar and/or battery powered
- Quiet in operation
- The use of calculators with the following symbols and functions **only** are permitted:
  - Digit keys 0 to 9 and decimal point;
  - Keys for basic arithmetical functions of addition, subtraction, multiplication, division and equals;
  - Percentage key;
  - Square root key;
  - Basic 3 key memory (MRC, M-, M+);
  - Clear keys (C, AC);
  - On/off key.

8.7 The use of any calculator other than the type specified in the paragraph 8.6 of the Short Course General Regulations, or in paragraph 6 of the Short Course Programme Regulations, will constitute an examination offence and will be subject to the provisions in paragraph 8.16 of these regulations. Students are responsible for ensuring that their calculators are in working order for the examination. Students must ensure that they have alternative means of calculation in the event of the calculator failing during the examination, either through the use of a second calculator, which also complies with the specification given in the relevant Short Course Programme Regulations, or to continue the examination without the use of a calculator. If students use electronic calculators in examinations they must indicate on their examination scripts the name and type of machine used. Calculators will **not** be provided by the University.

### **Examination offences**

8.8 It is an examination offence to introduce into, or use in the examination room, unauthorised materials or aids. Any unauthorised materials or aids brought into an examination room and not deposited with the Invigilator (see paragraph 8.4) must be surrendered to the Invigilator on request. Any materials or aids so surrendered may be handed over by the Invigilator to the University which may make copies of them. The original materials or aids (together with all such copies) may be retained by the University at its absolute discretion.

8.9 Students must not pass any information from one to another during an examination of a written paper. A student may not act in collusion with another student or any other person, nor copy from another student, nor engage in any similar activity. Any of these activities constitutes an examination offence.

8.10 Plagiarism is the presentation of another person's thoughts or words as if they were the student's own: for example, copying from text books and other sources (including the Internet) without due acknowledgement that the passages quoted are copied and without giving the source of those passages (see paragraph 8.12). Plagiarism is an examination offence.

8.11 All work submitted as part of the requirements for any examination must therefore be expressed in the student's own words and incorporate his or her own ideas and judgements.

8.12 Direct quotations from the published or unpublished work of another person must always be clearly identified as such and a full reference to the source must be provided in the proper form. A series of short quotations from several different sources, if not clearly identified as such, constitutes plagiarism in the same way as an unacknowledged quotation from a single source. Equally, if another person's ideas or judgements are summarised, the student must refer to that person in the text, and give details of the work to which reference is made. Further instructions on acknowledging other people's work and the extent to which other sources may be quoted is given in student handbook.

8.13 It is an examination offence to submit work which has been written jointly by two or more persons, unless expressly permitted in the Short Course Programme Regulations or student handbook.

8.14 Assignments, essays, projects, reports, dissertations and other similar work must therefore be the student's own work and must be written without the assistance of other people, except where expressly permitted in the Short Course Programme

Regulations or student handbook. Students will be required to submit a signed declaration for all such work submitted, stating that they understand what is meant by plagiarism, and confirming that the work submitted is entirely their own and that the use of published or unpublished works of other people has been acknowledged in accordance with the University's requirements.

8.15 It is the responsibility of the student to safeguard his or her assignments, essays, projects, reports, dissertations and other similar work and to prevent them from being copied by other students.

8.16 The examination offences listed in the foregoing paragraphs will be treated as cheating or irregularities of a similar character under the provisions of the Regulations for Proceedings in respect of Examination Offences by Candidates for University Awards, except as otherwise provided for in the Short Course Programme Regulations or student handbook. Under the Regulations for Proceedings in respect of Examination Offences by Candidates for University Awards students found to have committed an offence may have the results of their examinations withheld, and may be excluded from all future examinations of the University. A copy of these Regulations may be obtained from the Head of Special Examination Services.

### **Other matters**

8.17 The University reserves the right to require students sitting an examination for a written paper to remain within the examination hall or its precincts for the duration of the relevant paper.

8.18 All examination scripts are the property of the University and will not be returned to students. Answers to assignments, essays, course projects and other similar work written in the student's own time will only be returned to the student as described in the relevant short course programme manual. Final reports on research projects or dissertations will not be returned to students, unless indicated otherwise in the Short Course Programme Regulations.

8.19 All question papers will be retained by the University.

## **9. Fees**

9.1 Students are required to pay the fees that are due in any particular year in full at the time when they fall due. Fees must be paid in accordance with the University's procedures and deadlines given in the prospectus and the relevant Short Course Programme Regulations.

9.2 The University reserves the right to amend previously announced fees. The University also reserves the right to make additional charges.

9.3 Students who are permitted to proceed from a short course to a Postgraduate diploma, degree or certificate (see paragraph 3) will be required to pay the registration fee for the diploma, degree or certificate and the fee for the remaining subjects.

9.4 Students who are permitted to renew their registration at the expiry of the initial period of registration (see paragraph 4.2) will, as applicable, be required to pay a further fee for the relevant short course concerned.

## **Refunds**

9.5 Fees will only be refunded in exceptional circumstances and at the discretion of the University. All refunds will be subject to an administrative charge determined by the University.

9.6 Examination re-entry fees, where applicable, are not refundable nor can they be transferred from one examination to a later one. A student is liable for the full fee at any subsequent entry, in accordance with the Regulations then in force.



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