

Calendar 2004-05



UNIVERSITY  
*of*  
GLASGOW

## UNIVERSITY OF GLASGOW BUSINESS SCHOOL

HEAD OF SCHOOL OF BUSINESS AND MANAGEMENT: Mr R Paton

### DATES OF SEMESTERS

*Semester 1:* 28th September 2004 - 21st January 2005  
*Christmas Vacation:* 20th December 2004 - 7th January 2005

*Semester 2:* 24th January 2005 - 3rd June 2005  
*Spring Vacation:* 21st March 2005 - 8th April 2005

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## I APPEALS BY STUDENTS

The Senate is charged by the *Universities (Scotland) Acts* with a duty to superintend the teaching of the University. This is understood to include examining. The Senate has authorised the establishment of Faculty Appeals Committees to hear appeals in the first instance, as specified in the Code of Procedure for Appeals to a Faculty Appeals Committee.

A student may further appeal from the decision of the relevant Faculty Appeals Committee to the Senate.

Any appeal giving all the grounds of that appeal must be despatched in writing to the Faculty Secretary of the relevant Faculty, or to the Clerk of Senate, as appropriate, within 14 days of the intimation to the student of the decision against which he or she is appealing.

Students are advised to consult the Faculty Secretary of the relevant Faculty before lodging an appeal to the Faculty Appeals Committee and the Head of the Senate Office, before lodging an appeal to the Senate Appeals Committee.

The Code of Procedure for Appeals to a Faculty Appeals Committee and the Code of Procedure for Appeals to the Senate are set out in that section of the University *Calendar* entitled 'University Fees and General Information for Students', which is available either from the Faculty Office or The Registry enquiry office in the University.

## II THE UNIVERSITY OF GLASGOW BUSINESS SCHOOL

The University of Glasgow Business School was formed in 1986. The Departments of Business and Management, Accounting and Finance, Economics and Urban Studies combine together for postgraduate and post-experience activities in management education.

## III DEGREE OF DOCTOR OF BUSINESS ADMINISTRATION

The Degree of Doctor of Business Administration (DBA) will be governed by a Resolution of the University Court, which at the date of publication had not yet come into effect. The provisions of the Resolution and Regulations, as follows, are subject to approval by the University Court.

1. The Degree of Doctor of Business Administration (DBA) may be conferred by the Senatus of the University of Glasgow in the Faculty of Social Sciences.
2. Candidates for the Degree shall undertake work-based study/research in accordance with the provisions of the following Schedule.
3. The Senatus shall have power to make such regulations governing the conferment of the Degree as may be approved by the University Court on the recommendation of the Faculty of Social Sciences.
4. The Degree of Doctor of Business Administration shall in no case be conferred on persons who have not satisfied the conditions set out below and shall not be conferred *honoris causa*.

## SCHEDULE OF REGULATIONS

1. Research students of the University of Glasgow Business School who have pursued a course of special work-based study and research in a Doctoral Research Programme as defined in Regulation 2 below may offer themselves for the Degree of Doctor of Business Administration under the following conditions, namely:
  - a) that they have previously obtained a Master of Science (Organisational Development Practice)<sup>1</sup> of the University of Glasgow or such other postgraduate Master's degree as may be accepted by the Senatus on the recommendation of the Faculty of Social Sciences as equivalent. Exceptionally, another qualification may be recognised for this purpose but only by the University Court on the recommendation of the Senatus;
  - b) that they have produced to the Senatus evidence of satisfactory progress in the Doctoral Research Programme undertaken;
  - c) normally that they have obtained the Certificate of Basic Information Technology Competence;
  - d) that the duration of the Doctoral Research Programme shall be specified for each student and shall be not less than three academic years and not more than seven years, provided always that the Senatus shall have power in exceptional cases to increase the maximum period by one year;
  - e) that the Doctoral Research Programme shall be undertaken primarily at the student's place of work and shall involve regular supervision of the student throughout the duration of the Programme, provided always that the Senatus shall have power in exceptional cases to permit the student to pursue elements of the Programme at locations other than the student's place of work or the University of Glasgow;
  - f) that in the event of English not being the student's native language, the student has previously offered proof of attainment of an adequate standard in spoken and written English.

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<sup>1</sup> The regulations governing this Degree are published in the Graduate Studies section of the *Calendar*.

2. The course of special work-based study and research of each admitted candidate for the Degree shall be specified in a personal Doctoral Research Programme Agreement between the candidate and the sponsoring organisation and the University of Glasgow acting in collaboration which shall be in accord with the following requirements:
  - a) that responsibility for the specification of the Programme Agreement shall rest jointly with the candidate, the candidate's Director of Studies and a representative of the sponsoring organisation authorised to act with its full agreement;
  - b) that the Programme Agreement shall:
    - i) be required to be submitted normally within 3 months of matriculation for approval by the appropriate Higher Degrees Committee on the recommendation of the Learning Programme Scrutiny Committee; exceptionally the Learning Programme Scrutiny Committee may recommend to the appropriate Higher Degree Committee an extension of this period for a further 3 months.
    - ii) In the event of the programme agreement not being approved the candidate will require to withdraw from the programme but may re-apply after a period of 6 months.
  - c) that the Programme Agreement shall:
    - i) ensure that the Programme is structured around the successive attainment of specific goals under the general headings of Research Capability, Research Application and Contribution to Professional Practice;
    - ii) assure the candidate's access to all resources necessary for the attainment of the stated goals within both the sponsoring organisation and the University of Glasgow;
    - iii) provide for the supervision of the work of the candidate in terms of the appointment by the appropriate Higher Degrees Committee of a supervisory committee, comprising: an Organisation Supervisor (non academic), a Director of Studies within the Business School and a second Academic Supervisor within an appropriate department of the University of Glasgow; this committee shall be chaired by a person independent of direct supervision to assure frequent and substantial contact between the candidate and the Academic Supervisors and between the Academic Supervisors and the Organisation Supervisor; the committee may where necessary be augmented by specialist advisors;
    - iv) require candidates and supervisors to provide progress monitoring reports normally at intervals of 6 months through the Learning Programme Scrutiny Committee to the Higher Degrees Committee of the Faculty of Social Sciences;
  - d) that the Programme Agreement shall be approved in the first instance by the Learning Programme Scrutiny Committee of the Business School and thereafter by the appropriate Higher Degrees Committee;
  - e) in so far as it is accepted by the parties to the Programme Agreement that the nature of the research to be conducted raises issues of commercial or political sensitivity, the Programme Agreement shall show in what respects the candidate's intellectual property rights over the results of the research may be constrained and for how long.
3. The candidate's Director of Studies shall determine criteria for assessment of attainment of the goal of Research Capability appropriate to the terms of the individual Programme and shall make arrangements for the assessment of each candidate in respect of that goal. Failure to attain that goal shall result in termination of the candidate's Doctoral Research Programme and the candidate's exclusion from the programme for the Degree of Doctor of Business Administration.
4. All candidates for the Degree of Doctor of Business Administration shall be assessed in respect of the attainment of the goals of Research Application and Contribution to Professional Practice through the presentation for approval by the Senatus of a thesis (normally 70,000—90,000 words), to be defended *viva voce*. This examination will normally be held in the University of Glasgow. The thesis shall conform to the requirements of the appropriate Higher Degrees Committee and shall be accompanied by a declaration signed by the candidate that the thesis has been composed by himself or herself.
5. The thesis shall be examined by a Board of Examiners in accordance with current regulations.
6. The Board of Examiners shall seek demonstration that the thesis:
  - a) contains original work which makes a significant contribution to knowledge in, or understanding of, the chosen field of study, and which would normally be worthy of publication;
  - b) relates the specific work to the general body of knowledge in the field;
  - c) presents the work in a critical and scholarly manner.
7. If the Board of Examiners is not satisfied that the work is of sufficient quality for the award of the Degree of DBA, they may recommend that the candidate revise and resubmit the thesis for consideration for the Degree of M.Litt.
8. In so far as it is accepted by the parties to a Doctoral Research Programme Agreement that the nature of the research to be conducted raises issues of commercial or political sensitivity, the sponsoring organisation may request that the materials developed during the research are treated in confidence by the Research Committee; and or that the thesis be treated as confidential outside of the Board of Examiners and for it to be held on that basis within the University of Glasgow for the duration of an agreed period not normally exceeding three years. Where relevant, due regard will be given to issues of commercial or political sensitivity in the appointment of External Examiners.

#### IV DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA)

The Degree of MBA is governed by Resolution No. 314 of the University Court which took effect on 23rd March, 1989. Its provisions are as follows:

1. The Degree of Master of Business Administration may be conferred by the University of Glasgow.
2. Before being admitted for study qualifying for the Degree of Master of Business Administration, every candidate must normally satisfy the following conditions:
  - a) i) he or she must have obtained a Degree in the University of Glasgow or in another University or College recognised for this purpose by the University Court on the recommendation of the *Senatus Academicus*, or a Degree awarded by the Council for National Academic Awards; or
  - ii) he or she must have obtained a diploma or certificate recognised as equivalent to a Degree for this purpose by the University Court on the recommendation of the *Senatus Academicus*; or
  - iii) in exceptional circumstances, the candidate must have obtained such other qualification(s) as may be recognised for this purpose by the University Court on the recommendation of the *Senatus Academicus*;
  - iv) candidates possessing appropriate professional qualifications may be admitted by the Faculty of Social Sciences Higher Degrees Committee on the recommendation of the Director of the Business School;
  - v) exceptionally candidates with appropriate practical business / management experience may be admitted by the appropriate Higher Degrees Committee on the recommendation of the Director of the Business School; and
- b) the candidate must have fulfilled such other entrance requirements as may be specified for a particular course of study; and
- c) the candidate must have satisfied the *Senatus Academicus* of his or her fitness to undertake advanced study.
3. Candidates may be permitted to pursue a course of prescribed study on either a full time or part time basis. The minimum period of study shall normally be:
  - i) for full time candidates, twelve months of academic study;
  - ii) for part-time candidates, a minimum of two calendar years of part-time academic study.

Any departure from this in an individual case will be by approval of the appropriate Higher Degrees Committee on the recommendation of the Director of the Business School.

4. A candidate who has attended classes and obtained credits in another institution of higher education approved by the University Court on the recommendation of the *Senatus Academicus* or in satisfaction of the requirements of a twinning programme approved by the University Court on the recommendation of the *Senatus Academicus* may be permitted to count such attendance given and credits obtained as qualifying towards the Degree of Master of Business Administration in the University of Glasgow, provided that the *Senatus Academicus* is satisfied that the content and standard of any course or examination to be recognised is equivalent to a corresponding course or examination prescribed for the Degree of Master of Business Administration.
5. A supervisor shall be appointed for each candidate by the appropriate Higher Degrees Committee. The supervisor shall report on the progress of the candidate as required by the Director of the MBA programme.
6. The *Senatus Academicus* may, on the recommendation of the appropriate Board of Study, institute courses of study for the Degree of Master of Business Administration.
7. Syllabuses of Courses and Examinations, and any amendments thereto, shall be submitted by the appropriate Board of Study to the *Senatus Academicus* for its approval. Each syllabus shall include a requirement for a dissertation, which shall consist of a critical review of existing knowledge and/or the report of a project in the field of study, and shall account for at least 10% of the weight of the final examination. The general nature and length of the dissertation, and the weight attached to it, shall be indicated in each course syllabus.

Two typewritten copies of the dissertation shall be submitted; the dissertation shall be in English except that where a scheme of examination so permits, it may be written in the language appropriate to the subject. If the Degree is awarded the original dissertation (both copies) shall remain in the possession of the University. The layout and binding of the dissertation should generally conform to the British Standard Institution's *Recommendations for the presentation of theses* (BS4821: 1990) which is available in the University Library.

8. The Examiners for the Degree shall normally be such Professors and Lecturers in the University of Glasgow as the *Senatus Academicus* shall designate, including the Professor(s) or Lecturer(s) in charge of the Department(s) concerned, together with such External Examiners as the University Court, on the recommendation of the *Senatus Academicus*, shall appoint. In the case of twinning programmes, the Examiners for the Degree may also include such lecturers and officers of the other institution, recognised by the *Senatus Academicus* for this purpose; such Examiners may not be External Examiners.
9. Each candidate shall present himself or herself for written assessment, as prescribed in each syllabus, and shall also submit a dissertation. The written assessment may take the form of one or more of the following - written examination, work based assignments and projects, assessment of competences. He or she may also be required to take an oral or practical

examination, or both. Performance in work based assignments and projects may be taken into account in determining the award of the Degree.

10. The Degree may be awarded with distinction.
11. A candidate who fails to satisfy the Examiners for the Degree may be permitted by the Examiners to present himself or herself for re-examination, on one occasion only and normally not later than one year from the date of his or her first (final) examination, in the whole of the examination, or in a specific component of the examination, as the Examiners may determine in each case; and in such cases the Examiners shall prescribe whether the candidate shall be required to re-attend the whole course or specific parts of the course, or whether he or she may be permitted to present himself or herself for re-examination without further attendance on the course. An examination may be made up of components such as examination papers, submitted essays, dissertations, project reports and such other submitted work as the Examiners may determine.
12. A student who fails to maintain satisfactory progress may be required to discontinue studies without presenting himself or herself for examination. This decision will be taken by the appropriate Board of Study no later than the end of the Candlemas Term on the recommendation of the Head of Department concerned.
13. The regulations for the Degree shall be as stated in the Schedules hereto.
14. The provisions of this Resolution shall apply to any candidate whose curriculum in the Faculty of Social Sciences or in the Business School of the University of Glasgow was begun but not completed before the date on which this Resolution comes into operation, provided that the *Senatus Academicus*, with the approval of the University Court, may recognise the courses attended and examinations passed by any such candidate as exempting him or her from such of the Courses and Examinations prescribed under this Resolution as the *Senatus Academicus* may decide; but the *Senatus Academicus* may permit any such candidate to continue under the regulations which were in force at the date on which the student began his or her curriculum.
15. Resolution of the University Court of the University of Glasgow No. 164 is hereby repealed.

## SCHEDULE

### Curriculum

The subjects of study shall be as follows:

**a) Core Subjects**

Foundations in Management  
 Business Research and Critical Thinking  
 The Competitive Environment  
 Strategic Resource Analysis  
 Strategic Management and Marketing  
 The Strategic Global Organisation

**b) Elective Subjects**

Six subjects to be chosen from a list approved by the appropriate Board of Study, to include at least one elective in Finance.

**c) Dissertation**

A Dissertation, or equivalent piece of work approved by the appropriate Board of Study.

On the recommendation of the Examiners, the Diploma in Business Administration may be awarded to a candidate who has reached the standard required for a Diploma, but who has not submitted a satisfactory dissertation.

### Twining Programme

1. The *Senatus Academicus* shall constitute a Joint Board for the Degree of Master of Business Administration taught under the twinning programme. The Joint Board shall consist of the Principal of the University of Glasgow (or nominee), who shall be convener and (a) such number of officers of the University of Glasgow as the *Senatus Academicus* may appoint and (b) such number of the other participating institution, not exceeding the number appointed by the *Senatus Academicus*, as may be appointed by the Governing Body of that institution.
2. It shall be the duty of the Joint Board to consider annually the curriculum for the Degree of MBA in respect of the twinning programme and such other matters as may be remitted to it by the *Senatus Academicus*, and to report to the *Senatus Academicus* thereon.
3. It shall be competent for the Joint Board to make recommendations to the *Senatus Academicus* with regard to the appointment of examiners for the Degree of MBA. in respect of the twinning degree programme. It shall be competent for the *Senatus Academicus*, on the recommendation of the Joint Board, to constitute a Board of Examiners, which shall have powers to receive and approve reports from individual examiners for transmission to the *Senatus Academicus*.
4. It shall be competent for the University Court, on the recommendation of the *Senatus Academicus*, to recognise as teachers of the University for the purposes of the Degree of MBA. in respect of the twinning degree programme such lecturers and other officers of the participating institution, having responsibilities for research or courses qualifying for the Degree, as may be

proposed for such recognition by the Joint Board.

## V POSTGRADUATE DIPLOMA IN BUSINESS ADMINISTRATION

1. The Diploma in Business Administration may be conferred by the University of Glasgow.
2. Before being admitted for study qualifying for the Diploma in Business Administration, every candidate must normally satisfy the same conditions as apply to the Degree of Master of Administration.
3. Candidates may be permitted to pursue a course of prescribed study on either a full-time or a part-time basis.  
The minimum period of study for the Diploma shall be determined by the appropriate Board of Study according to his or her qualifications and other relevant factors and shall normally be:  
for full-time candidates, not less than nine months of study taken during one academic session;  
for part-time candidates, not less than twenty-one months of study taken over two academic sessions.
4. Provisions 4, 5, 6, 8, 9, 11, 12, 13 and 14 for the Degree of MBA shall also apply to the Diploma in Business Administration.
5. Syllabuses of Courses and Examinations, and any amendments thereto, shall be submitted by the appropriate Board of Study to the *Senatus Academicus* for its approval.

### Curriculum

The subjects of study shall be as follows:

#### a) Core Subjects

Foundations in Management  
Business Research and Critical Thinking  
The Competitive Environment  
Strategic Resource Analysis  
Strategic Management and Marketing  
The Strategic Global Organisation

#### b) Elective Subjects

Six subjects to be chosen from a list approved by the appropriate Board of Study, to include at least one elective in Finance.

## VI POSTGRADUATE CERTIFICATE IN BUSINESS ADMINISTRATION

1. The Certificate in Business Administration may be conferred by the University of Glasgow.
2. Before being admitted for study qualifying for the Certificate in Business Administration, every candidate must normally satisfy the following conditions:  
the ability to demonstrate practical/management experience, subject to the approval of the Higher Degrees Committee of the Faculty of Social Sciences; and  
the candidate must have fulfilled such other entrance requirements as may be specified for a particular course of study; and  
the candidate must have satisfied the *Senatus Academicus* of his or her fitness to undertake advanced study.
3. Candidates may be permitted to pursue a course of prescribed study on a part-time basis.  
The minimum period of study for the Certificate shall be determined by the Higher Degrees Committee of the Faculty of Social Sciences according to his or her qualifications and other relevant factors and shall normally be not less than seven months of part-time study taken during one academic session.
4. A candidate who has attended classes and passed examinations in another institution in satisfaction of the requirements of a twinning programme approved by the University Court on the recommendation of the *Senatus Academicus*, may be permitted to count such attendance given and examinations passed as qualifying towards the Certificate in Business Administration in the University of Glasgow, provided that the *Senatus Academicus* is satisfied that the content and standard of any course or examination to be recognised is equivalent to a corresponding course or examination prescribed for the award of the Postgraduate Certificate in Business Administration.
5. Syllabuses of Courses and Examinations, and any amendments thereto, shall be submitted by the appropriate Board of Study to the *Senatus Academicus* for its approval.

6. The Examiners for the Certificate will normally be such Professors and Lecturers in the University as the *Senatus Academicus* shall designate, together with such External Examiners as the University Court, on the recommendation of the *Senatus Academicus* shall appoint. In the case of twinning programmes, the Examiners for the Certificate may also include such lecturers and officers of the other institution, recognised by the *Senatus Academicus* for this purpose; such Examiners may not be External Examiners.
7. The Certificate may be awarded with distinction at the discretion of the Examiners and on the basis of performance over the course as a whole.
8. A candidate who fails to satisfy the Examiners for the Certificate may be permitted by the Examiners to resubmit course work or resit the examination on one occasion only and normally not more than one year from the first submission for assessment or examination. In such cases, the Examiners shall prescribe whether the candidate shall be required to re-attend a course or be permitted to present himself or herself without further attendance.
9. Every student must normally obtain the Certificate of Basic Information Technology Competence in order to qualify for the award of the Postgraduate Certificate in Business Administration.

## Curriculum

### a) Core Subjects

Managing Operations  
Managing Finance  
Managing People

### b) Elective Subjects

Two subjects to be chosen from a list approved by the appropriate Board of Studies:  
Managing Information  
Marketing

## Assessment

Each of the five subject modules will be assessed by an assignment requiring the application of learning to the workplace. [30SM credits]

In addition, students will be required to submit a dissertation of 8,000—10,000 words on a work-based project *or* complete an integrative case study assignment (40%) and examination (60%). [30SM credits]

Students wishing to progress to the Master of Business Administration degree will normally be expected to achieve an overall grade average of 60% on the Certificate programme. Those students who have successfully completed the assignment and examination option may be granted exemption from the Foundations in Management course on entry to the Degree programme, subject to the approval of the Higher Degrees Committee of the Faculty of Social Sciences.

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