Master of Science in Management Practice
Level 9, 90 ECTS
(with an embedded exit award of Postgraduate Diploma in Management Practice)

Programme Handbook

2020/21

Foreword

Welcome to DBS where we will help you realise your ambition. We have an international reputation for delivering a high-quality student experience and our intention is to do everything we can do to support you during your time with us.

Dublin Business School (DBS) is Ireland's largest independently owned, third level institution. Our campus is in Dublin's city centre and comprises four buildings where nationalities from over 95 countries participate in a bustling and thriving student life.

We offer programmes across a range of disciplines from business to data science, cybersecurity to artificial intelligence, marketing to psychology, accounting and finance through law, film, and creative media. We are committed to enabling strong academic outcomes through employer-led programmes and continuing to deliver an out-standing student experience.

This year coming contains many significant challenges for higher education providers due to the COVID-19 pandemic. At DBS we will meet this challenge head-on and draw on our experience of delivering high-quality teaching and learning through hybrid and multi-modal learning. Our utmost priority is the protection of your health and safety and DBS actively commits to government guidelines and protocols in order to ensure this. We will also do everything we can to maximise the opportunities for you to be on campus as much as possible and this will mean that some of your learning will be on campus and some will be online. You will find the specific details in your online timetable as well as in your Module and Assessment Guides.

The information contained in this handbook is crucial to your learning. It provides important information on your programme, your assessments, and the key individuals you will meet. For these reasons we want you to constantly read and refer to this handbook and use it as a key information source during your time with us.

We are dedicated to ensuring that you have a rewarding and fulfilling experience while studying at DBS and intend that, through your programme of study, you begin to realise your ambitions and your career goals.

Good luck on your journey!

Kerry

Dr Kerry McCall Magan

Head of Academic Programmes

Table of Contents

Contents

Section 1 Programme Information

Welcome Message from Course Director

Hello and a very warm welcome to Dublin Business School. My name is Rita Day, and I am the Course Director for your management programme.

You have made the right choice on deciding to study at Dublin Business School. We are Ireland's largest independent third-level intuition, offering a range of undergraduate, postgraduate, and professional programmes in Business, Arts and Law. Your choice to study management will enhance your personal, academic, and professional development.

DBS has built on a reputation of "Excellence through Learning" and we pride ourselves on our ability to design and deliver programmes which are academically rigorous and innovative whilst ensuring they meet the demands of an ever-changing global business community. All faculty members are experienced tutors who are specialists in their chosen field. As well as being highly qualified academically, they also bring a wealth of industry experience to the classroom. Our tutors are actively engaged in consultancy and research and this feeds directly into your learning experience.

I look after the undergraduate programmes which include the BA (Hons) in Business and the postgraduate programmes, the MSc in Marketing, and the MSc in Digital Marketing. I work closely with your Programme Coordinator Aditya Shankar and your lecturers. Some examples of areas that I can assist with include:

- Academic planning and choices
- Navigating Moodle
- Assignments and Examinations
- Decisions around stream choices.

Your student portal is also a one stop shop for accessing your email, timetables and more. I would like to note the DBS email assigned to you. It is important that you correspond with DBS staff using this email only. We will send a number of important communications to this email during your studies. This information and more, is available in your Student Handbook, which can be accessed via students.dbs.ie/academic operations

It is appreciated that new students each have particular needs. This handbook is designed to provide you with much of the information you will require in the first few weeks of your programme of study. It will aid your study immensely if you familiarise yourself with the contents of this handbook and keep it somewhere safe. It is to be used in conjunction with the Module and Assessment Guides that you will also receive via Moodle. We hope you enjoy your time with us here in DBS and look forward to helping you during your learning journey. I am here to help you with the academic side of your programme from now until you graduate, and beyond.

Please do not hesitate to contact me on rita.day@dbs.ie if you have any questions.

Best wishes to you all for a great year!

Rita

Rita Day
Course Director for Marketing and Acting Course Director for Business & Law

1.1 Programme Administration

If you have any questions or concerns about any aspect of your course, or a problem relating to any aspect of your time here at DBS you should contact your Course Director or Programme Coordinator. If they cannot tackle the question or problem themselves, they can help you identify the person who can, and they will refer you on to them. Below is short description of the people you will meet on your programme:

- **Course Director**
  The Course Director has responsibility for ensuring academic quality and standards for learners (particularly in the areas of teaching, learning and assessment). They are the academic lead in the discipline area and are a key contact point for programme team liaison and co-operation. They work to ensure programme contain high quality teaching and learning and are committed to enabling strong employer-aligned, academic outcomes.

- **Programme Coordinators**
  Programme Coordinators provide administrative support on programmes and ensure all learners are provided with full details of their programme of study. They are the first point of contact for learners on a range of issues such as programme queries, deferrals, personal mitigating circumstances (PMCs) that may affect their learning.

- **Module Leader**
  The Module Leader is the Lecturer responsible for the module. Their primary function is to lecture and assess learners on subjects or modules according to the programme document. Their duties and responsibilities relate to teaching, assessment, and completion of the module. Module leaders work hard to ensure a high-quality teaching and learning experience for all students.

1.2 Main Points of Contact for the programme

	Name	E-mail
Programme Coordinator	Aditya Shankar	aditya.shankar@dbs.ie
Course Director	Rita Day	rita.day@dbs.ie

1.3 Programme Team

At DBS, we write the email addresses for lecturing staff as: **firstname.lastname@dbs.ie**

This is an indicative list and is subject to change.

Semester One

Module	Module Leader
Global Issues for Management	Enda Murphy
Leading Change and Innovation	PJ Paul
Managerial Financial Analysis	Enda Murphy
Marketing Analysis	Shaun Hayden
Human Capital Management and Organisational Behaviour	David Wallace

Semester Two

Module	Module Leader
Research Methods	Ciara Devine
Management Practice Seminars	Linda Moran
Information Systems and Project Management	Obinna Izima
Dynamic Leadership Development	Ray Whelan
Applied Strategic Management	PJ Paul

Semester Three

Module	Module Coordinator
Dissertation	Dr Ronda Barron

There are also other valuable points of contact and support in DBS such as Student Services, *the Student Engagement and Success Unit,* Student Welfare and Support, IT Helpdesk *and the award winning* DBS Library. *Your DBS Handbook and the* DBS website *will contain more information on these and other great DBS services and supports.*

This year coming contains many significant challenges for higher education providers due to the COVID pandemic. At DBS we will meet this challenge head-on and draw on our experience of delivering high-quality teaching and learning through hybrid and multi-modal learning. Our utmost priority is the protection of your health and safety and DBS actively commits to government guidelines and protocols in order to ensure this. We will also do everything we can to maximise the opportunities for you to be on campus as much as possible and this will mean that some of your learning will be on campus and some will be online. You will find the specific details in your online timetable as well as in your Module and Assessment Guides.

Section 2 Programme Details

2.1 Aims of the Programme

The Master of Science in Management Practice aims to provide you with the knowledge, skills, and research capability to critically analyse, implement and evaluate management concepts and techniques in order to generate valuable insights and enhanced judgement at all levels of the organisation. It covers a wide range of relevant topics and focuses on core areas of strategy, change management, human resource management, financial reporting and effective leadership, while also offering applied practical skills in contemporary topics, such as leading innovation and change, global issues for management, project management, human capital management and organisational performance. This knowledge and skills will provide you with enhanced capacity to evaluate, instigate and implement enhanced management practice in order to generate valuable business insights. These insights will inform strategic business decisions designed to increase productivity, profitability and an organisation's value and market share.

This programme is built for learners who want to successfully manage in any applied professional business context assisting with strategic business decisions and increasing productivity, profitability, and organisational value. It has been designed for those who wish to specialise in the field of management with a view to entering industry or moving to a management level. The programme is constructed as a one year full-time or two years part-time programme of ten taught modules of 65 ECTS and a dissertation or applied research project option of 25 ECTS. Learners who complete the full Master of Science in Management Practice programme will also develop and enhance their research capability through critical enquiry and detailed analytical problem solving. Within the programme, is an embedded award of the Postgraduate Diploma in Management Practice which comprises of nine taught modules totalling 60 ECTS for those who require an exit award.

The programme objectives are to allow learners to:

1. Gain an understanding of the national and international context within which their organisations function.
2. Think strategically.
3. Appreciate the strategic power of information.
4. See the value of personal reflective learning to be a better manager.
5. Understand how managed teamwork and collaborative working benefits organisations.
6. Gain an understanding of the importance of financial analysis and reporting.
7. Develop an entrepreneurial mind-set that can be applied in any business or management context.
8. Perceive the implications of change in an organisation and their role in managing change.
9. See the difference between management and leadership and the attributes of both.
10. Appreciate the value of a project management approach.
11. Develop research skills and apply theoretical knowledge to work based problems.

Overall, the programme aims to create in learners a critical understanding of management as practice, while also enhancing the research capability and practical management skills of the learners.

2.2 Programme Learning Outcomes

Upon successful completion of the programme, learners will be able to:

MIPLO1	Demonstrate a critical understanding of the theoretical approaches upon which modern management is founded.
MIPLO2	Critically appraise and respond to the increasingly volatile and dynamic global context within which organisations function.
MIPLO3	Critically evaluate innovative processes and techniques to manage change.
MIPLO4	Show mastery of existing and emerging skills that are applicable in a management environment.
MIPLO5	Devise effective technical and nontechnical solutions to a range of management issues.
MIPLO6	Lead and take responsibility for collaborative activity to tackle everyday organisational issues.
MIPLO7	Self-reflect to evaluate personal professional development in response to changes in management approaches.
MIPLO8	Explore issues that affect the formulation and management of organisational strategy.
MIPLO9	Respond ethically and informatively to unpredictable and accepted organisational behaviours.
MIPL10	Utilise advanced research skills for collecting, analysing, synthesising, and summarising data.

2.3 Programme Structure

Semester one lays the groundwork for the programme. This semester encompasses foundational modules such as Global Issues for Management, Managerial Financial Analysis, Leading Change and Innovation and focuses on providing a solid and comprehensive understanding of the relevant

concepts, such as a proficiency in the use of theoretical models in real life practice and the interpretation of financial statements in order to make better business decisions.

Semester two builds on this by covering modules in which the knowledge, understanding and skills acquired in the first semester can be employed. Further leadership skills are covered, specifically from a personal development perspective, including Information Systems and project management and applied strategic management provide key skills for enabling the execution of strategic management and change.

For learners completing the full Masters programme (as opposed to those exiting with the Postgraduate Diploma) the third semester provides a special focus on synthesising learning from previous modules in a capstone research project focused on critical enquiry and creative problem solving. Taken together these skills will enable graduates to secure job positions in industry in the field of general management and other related positions.

You goal is to achieve 90 credits and to achieve the best award classification possible.

Semester One (ECTS)*
- Global Issues for Management (5)
- Leading Change and Innovation (5)
- Managerial Financial Analysis (5)
- Marketing Analysis (5)
- Human Capital Management and Organisational Behaviour (10)

Semester Two (ECTS) *
- Research Methods (5)
- Management Practice Seminars (5)
- Information Systems and Project Management (10)
- Dynamic Leadership Development (5)
- Applied Strategic Management (10)

*This is subject to change for intakes other than September

The embedded award, Postgraduate Diploma in Science in Management Practice, is comprised of three modules totalling 40 ECTS and six modules of 5 ECTS. Total credits for the programme are 60 ECTS which do not include Research Methods module (5 ECTS) nor the capstone Dissertation/ Applied Research Project (25 ECTS).

2.4 Teaching and Learning Strategy for a multi-modal environment

The teaching and learning (T&L) strategy refers to the teaching modes, approaches, and activities that the lecturer will use to help you work toward achieving the learning outcomes for the module.

Examples of T&L modes include:

Mode	Description
In-class	Where the lecturer and all the students are in the class
Live Online	Where the lecturer and all of the students are online at the same time
Hybrid	Where some of the students are online and some are in the class and the lecturer is either in-class or online
Pre-Recorded	Where the lecturer pre-records a session
On Demand	Where the lecturer has prepared teaching content or activities and made it available to you online for you to engage with at your own convenience

Examples of T&L approaches include:

Approach	Description
Lecture	Where the lecturer presents or talks about concepts, ideas, topics, or theories
Tutorial	Where the lecturer and students engage in a discussion
Workshop	Where the lecturer and students engage in activities either collectively or in groups
Lab Demonstrations	Where the lecturer or students demonstrate processes usually on a computer

Examples of T&L Activities include

Activity	Description
Case Study	Students review real-world examples of what they are learning about
Guest Speaker	A practitioner talks about real-world examples of what students are learning about
Group work	Students are divided into groups to work on a particular activity
Peer Review	Students review and comment on other students' work
Peer discussion	Students engage in a discussion about a topic which the lecturer observes and can contribute to
Quizzes	Students work through a series of short questions
Practical Exercises	Students carry out an individual task during the class
Peer Presentations	Students present either individually or as a group to their fellow students
Controlled Debate	Students are divided into groups and argue the merits of a specific stance on a topic usually determined by the lecturer
Reading	Students engage in a reading activity and either write or report back on what they have read
Watching Videos	Students analyse videos and have peer discussions on what they have seen
Peer Pairing	Students are split into pairs. Individually they carry out a task and then swap their work for the other student to review.
Role Play	Students act out a scenario from the real world for the whole group

Typically, a timetabled class will take place in one mode or another, for example through online, in-class, recorded or hybrid mode. Although the on-demand mode can be used on its own or with any of the other modes.

Usually, the lecturer will adopt the same approach for the length of each timetabled class, so your class will be a lecture or a tutorial or a workshop or a demonstration. However, the lecturer may mix approaches during a class. So, for example, the timetabled class may start with a lecture before moving into workshop and then finishing with a tutorial approach.

Lecturers can also draw on any of the activities above, and others not mentioned above, during a class whether it is online, hybrid or in-class. However, some activities and approaches are better suited to some modes.

You will find the specific details of which mode applies to which module in your online timetable as well as in your Module and Assessment Guides.

Should you have any queries, please do not hesitate to contact your Programme Coordinator or Module Leader.

Section 3 Assessment

3.1 Introduction to Assessment

The purpose of assessment is to ensure that you achieve the learning outcomes of each module. Learning outcomes are statements that specify what you will know or be able to do as a result of a learning activity.

It is important that you familiarise yourself with the format and number of assessments, assessment weighting, and due dates. These are published in the Module Guide which is available on Moodle. An Assessment Brief is also published for each individual piece of continuous assessment. This will give details on the format, weighting, and due date, as well as set out what task you are required to complete in the assignment. It also gives the marking scheme for each assignment, and you should use this to guide your completion of the assignment.

All assessments are marked and graded by your lecturer and are reviewed by an internal moderator and an external examiner. This is to ensure fairness, consistency of marking and the correct standard across all assessment. Results are always provisional until they are approved by the External Examiner and are processed through the programme Exam Board. The purpose of an Exam Board is to formally ratify results and determine award classification (for more information please refer to the *Quality Assurance Handbook*).

The assessment schedule is below and Moodle syncs with the Student Dashboard to provide a calendar of deadlines. The schedule lists the due dates for all your assessments due over the academic year. The schedule ensures that the workload is balanced across the academic year. Any extension requests need to be considered in light of this schedule, as changes might risk clashing deadlines, so it is very important to be aware of the potential impact of changes to assessment dates. The exam timetable is published on the exam page in the DBS current student area and is usually available about four weeks in advance of the exam period.

Your goal is to achieve the highest mark possible in your assessment. In order to do this, it is expected that learners:

- Complete ALL assessment components.
- Submit all assessment on time as indicated on the assessment specification.
- Complete all parts of each assessment.
- NEVER copy/plagiarise or submit content that is not yours by ensuring that you apply the correct referencing standard. DBS uses the Harvard Referencing style. A guide to this can be found here.
- Always ask your lecturer if you are not sure about any requirements, not your fellow students.
- Always complete the required number of questions in an exam.

- Practice writing out answers for end -of term exams by doing [previous papers](#), in particular hand writing answers to ensure that your writing is legible.
- Always write/type your ID number on any assessment or exam script.
- If you require support for exams/assessment, ensure that you have completed the appropriate paperwork and submitted it to the [Learner Supports Service](#) well in advance of any assessment or exam dates

The table below highlights the breakdown of assessment and timings of assessments.

Master of Science Management Practice Assessment Schedule

In order to ensure equity in effort for the awarding of ECTS across assessments the following rubric has been applied to the word counts associated with each module.

Per 2.5 ECTS	5 ECTS Modules	10 ECTS modules
Group	3000	2500
Group with presentation	2500	2000
Individual	2500	2000
Individual with presentation	2000	1500

Semester 1

Module	ECTS	Assessment	Weighting	Word Count	Due Date
Global Issues for Management	5	Group Report	50%	3000	Week 9
Leading Change and Innovation	5	Group Report and Presentation Individual Report & Presentation	50% 50%	2500 2000	Week 12 Week 6

Managerial Financial Analysis	5	Group Report	50%	3000	Week 8
		In-class test	50%	n/a	Week 11
Marketing Analysis	5	Individual Report	50%	2500	Week 10
		Individual Oral Presentations	50%	n/a	Ongoing
Human Capital Management and Organisational Behaviour	10	Individual Report CA work, Authentic Case studies, written report, and presentation	50%	3000- and 20-minute presentation	Week 7

Semester 2

Module	ECTS	Assessment	Weighting	Word Count	Due Date
Information Systems and Project Management	10	Group Report with presentation	60%	4800	Week 7
		Individual Report	40%	3200	Week 12
Dynamic Leadership Development	5	Individual Report	100%	5000	Week 11

Applied Strategic Management	10	Group Strategy Consultancy Project	80%	8000	Week 10
		Individual Reflective Report	20%	1500	Week 12
Management Practice Seminar Series	5	Individual analysis of management practice seminars. Reflection section included.	50%	2500	Week 13
		Group analysis of a case study based on complex operational/ industrial problems. Reflective section included.	50%	3000	Week 8
Research Methods	5	Data Analysis (Quantitative and Qualitative)	50%		Week 6
		Research Method Proposal	50%	2500	Week 13

Semester 3

Module	ECTS	Assessment	Weighting	Word Count	Due Date
Dissertation/Applied Research Project	25	Individual	100%	15000/10000	Week 12

All assessment in this programme conforms to the DBS assessment regulations informed by QQI Assessment and Standards, Revised 2013. Special regulations are defined on the course schedule. Where a learner is found to require additional learning supports, the Learner Support Coordinator Jane Buggle will identify appropriate support or an alternative assessment instrument. This will be agreed with the Registrar's Office and will be in accordance with the DBS Assessment Regulations. Please refer to DBS Quality Assurance Handbook (QAH) for further details.

Assessment Submission points by Semester

Recognising the importance of student workload, assignments are spread over the programme, where possible. Assessments are scheduled to cater intervals of non-assessment and the potential for extensions, where possible, which can arise throughout the academic year. Feedback will be delivered in a timely manner as directed by policies in the Quality Assurance Handbook.

Due to the nature of the assessment strategy adopted for the Master of Science Management Practice Programme, which contains a significant number of 100% CA modules, it has not always been possible to ensure an even spread and there are cases where learners will be submitting 2 assignments per week in some cases, in particular in Semester 2 of the programme. However, it should be noted that these assignments are continuously monitored and formatively assessed throughout the semester.

3.2 Assessment Schedule

Semester 1													
Module	**Wk 1**	**Wk 2**	**Wk 3**	**Wk 4**	**Wk 5**	**Wk 6**	**Wk 7**	**Wk 8**	**Wk 9**	**Wk10**	**Wk11**	**Wk12**	**Exam**
Global Issues for Management									�ці				▓
Leading Change and Innovation						▓						▓	
Managerial Financial Analysis								▓			▓		

Module	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 6	Wk 7	Wk 8	Wk 9	Wk10	Wk11	Wk12	Wk 13
Marketing Analysis										▨			
Human Capital Management and Organisational Behaviour							▨						■

Semester 2													
Module	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 6	Wk 7	Wk 8	Wk 9	Wk10	Wk11	Wk12	Wk 13
Information Systems and Project Management							▨					▨	
Dynamic Leadership Development											▨		
Applied Strategic Management										▨		▨	
Management Practice Seminar Series								▨					▨
Research Methods						▨							▨

Semester 3													
Module	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 6	Wk 7	Wk 8	Wk 9	Wk10	Wk11	Wk12	Exam
Applied Research Project/Dissertation		▨	▨									▨	

3.3 Reassessment

Reassessment strategy comprises of a repeat assignment and/or project if that is the element, which the student has been unsuccessful and will ensure the learner reaches the module learning outcomes.

3.4 General Submission Requirements

1. All relevant provisions of the Assessment Regulations (*QAH* Part B Section 5) must be complied with, in addition to the requirements set out in the Assessment Brief:
    - Students are <u>required</u> to refer to the assessment regulations in their Student Handbooks and in Part B Section 5 of the *Quality Assurance Handbook*.
2. Assignments should be submitted through the appropriate link on the module Moodle page (unless explicitly excepted by the lecturer). Assignments not submitted through Moodle may not be graded.
3. Online assignments must be submitted **no later than the stated deadline:**
    - Late submissions (up to 14 days) will receive the Late Submission penalty (see *QAH* Section B Part 5.4);
    - After 14 days, late submissions will be awarded **0%**.
4. Extensions to assignment submission deadlines will be not be granted, other than in exceptional circumstances:
    - To apply for an extension please go to *https://students.dbs.ie/registrar-office/dbs-faq* and download the *Assignment Extension Request Form*, to complete and return, with supporting documentation, to your Programme Coordinator;
    - Ongoing exceptional circumstances can be considered for deferrals. To apply for a deferral, submit the completed *Personal Mitigating Circumstances Form*, with supporting documentation, to your Programme Coordinator
5. Students are required to retain a copy of each assignment submitted.
6. Dublin Business School penalises students who engage in Academic Impropriety (i.e. plagiarism, collusion, copying, essay mills, etc.):
    - Refer to the *QAH* Part B Section 3.3 for further information on Academic Impropriety and the potential penalties;
    - Refer to the Library for information on correct referencing, and support classes.

3.5 Awarding Body and NFQ Level

This programme has been validated and approved by the Irish state agency, QQI (Quality and Qualifications Ireland), responsible for validating all third level programmes in Ireland. The programme is positioned at Level 9 on the National Framework of Qualifications (NFQ), a framework for the development, recognition, and award of qualifications in Ireland.

3.6 Useful links and tips

Door codes for Bow Lane and Balfe Street are available at Reception desks.

Once registered, a learner should use the calendar in their student email account for personalised timetables.

Timetables can be sync'd with mobile devices, see https://www.dbs.ie/about-dbs/news-and-events/2018/05/17/dublin-business-school-moodle-app for more information.

- . www.dbs.ie
- . https://elearning.dbs.ie/ (Moodle)
- . www.mydbs.ie (student email)
- . tts.dbs.ie for generic timetables
- . https://library.dbs.ie/
- . Lorls.dbs.ie (to access your reading list online)
- . esource.dbs.ie (repository of student and faculty research)
- . servicedesk.dbs.ie (to log support queries or issues
- . Moodle App available for download (Play Store and iTunes): https://elearning.dbs.ie/

If you have any problems with your timetable or require technical support, please log a ticket at servicedesk.dbs.ie.

Section 4 Academic Calendar

The academic calendars can be found on the DBS website:
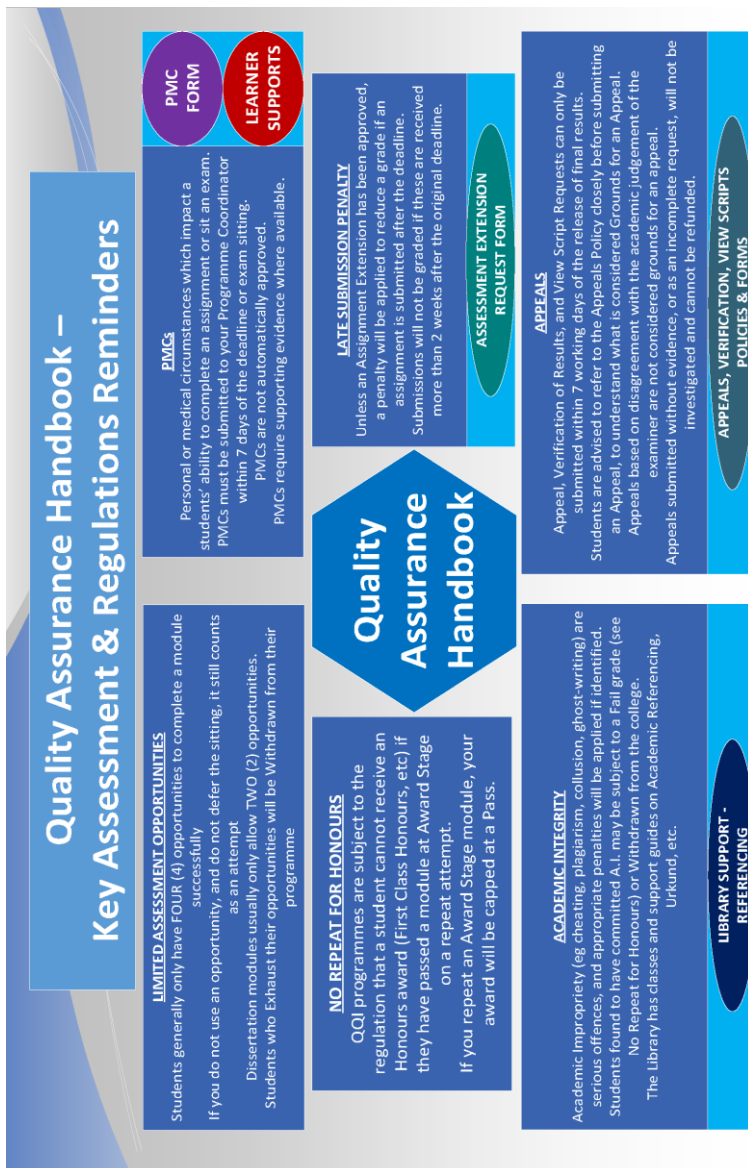https://students.dbs.ie/academicoperations/academic-calendars

It shows the term dates, as well as reading weeks, the Christmas break, and the exam session, including the repeat exams.

Section 5 Quality Assurance Handbook

All programmes delivered by DBS are delivered within a robust and established quality assurance infrastructure encapsulated by a Quality Assurance Handbook. This is available on the DBS website: https://students.dbs.ie/registrar-office/qah.

5.1 Key Assessment Regulations

Quality Assurance Handbook – Key Assessment & Regulations Reminders

Quality Assurance Handbook

PMC FORM

LEARNER SUPPORTS

PMCs
Personal or medical circumstances which impact a students' ability to complete an assignment or sit an exam. PMCs must be submitted to your Programme Coordinator within 7 days of the deadline or exam sitting. PMCs are not automatically approved. PMCs require supporting evidence where available.

LATE SUBMISSION PENALTY
Unless an Assignment Extension has been approved, a penalty will be applied to reduce a grade if an assignment is submitted after the deadline. Submissions will not be graded if these are received more than 2 weeks after the original deadline.

ASSESSMENT EXTENSION REQUEST FORM

APPEALS
Appeal, Verification of Results, and View Script Requests can only be submitted within 7 working days of the release of final results. Students are advised to refer to the Appeals Policy closely before submitting an Appeal, to understand what is considered Grounds for an Appeal. Appeals based on disagreement with the academic judgement of the examiner are not considered grounds for an appeal. Appeals submitted without evidence, or as an incomplete request, will not be investigated and cannot be refunded.

APPEALS, VERIFICATION, VIEW SCRIPTS POLICIES & FORMS

LIMITED ASSESSMENT OPPORTUNITIES
Students generally only have FOUR (4) opportunities to complete a module successfully
If you do not use an opportunity, and do not defer the sitting, it still counts as an attempt
Dissertation modules usually only allow TWO (2) opportunities.
Students who Exhaust their opportunities will be Withdrawn from their programme

NO REPEAT FOR HONOURS
QQI programmes are subject to the regulation that a student cannot receive an Honours award (First Class Honours, etc) if they have passed a module at Award Stage on a repeat attempt.
If you repeat an Award Stage module, your award will be capped at a Pass.

ACADEMIC INTEGRITY
Academic Impropriety (eg cheating, plagiarism, collusion, ghost-writing) are serious offences, and appropriate penalties will be applied if identified. Students found to have committed A.I. may be subject to a Fail grade (see No Repeat for Honours) or Withdrawn from the college. The Library has classes and support guides on Academic Referencing, Urkund, etc.

LIBRARY SUPPORT - REFERENCING

Section 6 Conclusion

We hope you have found the programme handbook helpful. If you have any queries, please contact your Programme Coordinator. Their contact details can be found in Section 1 of this handbook.

Enjoy your time at DBS!