



# **Master of Business Administration, Level 9, 90 ECTS**

(with an exit award of Postgraduate Diploma in  
Business Administration)

**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



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## 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 MBA programme.

You have made the right choice on deciding to study at Dublin Business School. We are Ireland's largest independent third-level institution, offering a range of undergraduate, postgraduate, and professional programmes in Business, Arts and Law. Your choice to study business 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 Management Practice. 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](https://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](mailto: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 programmes 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
<b>Programme Coordinator</b>	Aditya Shankar	aditya.shankar@dbs.ie
<b>Course Director</b>	Rita Day	rita.day@dbs.ie



### 1.3 Programme Team

In DBS, email addresses for lecturing staff are as follows: [firstname.lastname@dbs.ie](mailto:firstname.lastname@dbs.ie)

This is an indicative list and is subject to change.

#### Semester One

Module	Module Leader
Global Issues for Management (Mandatory)	Enda Murphy
Strategic Marketing Analysis (Mandatory)	Shaun Hayden/Shakeel Siddiqui
Managerial Financial Analysis (Mandatory)	Enda Murphy
Research Methods 1 (Mandatory)	Ciara Devine
Marketing Innovations	Chantal Ladias
Strategies for Human Resources Management	David Wallace
Project Management Frameworks	Paul Taaffe
Cloud Technologies for Business	Basel Magableh
Strategic Information Systems	Clive Gargan
Corporate Financial Management	James Browne
Research Methods 2 (Mandatory)	Ciara Devine
Dynamic Leadership Development (Mandatory)	Keelin Lee
Applied Strategic Management (Mandatory)	Ann Masterson
Integrated Marketing Communications	Shakeel Siddiqui
Reinventing Performance Management	Ann Masterson
Project Management Practices	Paul Taaffe
Cloud Application Management	Basel Magableh
Innovation & Disruptive Technologies	John Rowley/Harnaik Dhoot
Global Financial Markets	Enda Murphy/Paul Lydon



*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 Programme Aims and Objectives

The MBA is a one year full-time, or two years part-time programme, that educates and provides you with the academic knowledge, analytical ability and innovative management perspectives and skills needed to manage organisations in an increasingly competitive and diverse global marketplace. The programme enables you commence or strengthen your career in business, as well as underpin any further business studies and achieve excellence at executive level in your chosen profession in both the public and private sectors.

You will acquire a comprehensive and systematic knowledge of the advanced theories, concepts and methods at the forefront of business administration and will critically appraise the various core fields or disciplines of business such as Managerial Financial Analysis, Applied Strategic Management, Strategic Marketing Analysis, Global Issues for Management, Dynamic Leadership Development and Research Methods. Learners are also offered one elective per semester (10 ECTS) to target specialised knowledge from a specific subfield of business with a specific industry focus. Should you choose two electives from the same specialism e.g. Finance, you will be on a specific learning pathway. Pathways are available in the following sub-fields of business: Marketing, HRM, Cloud Computing, Information Systems, Finance or Project Management. Offering learning pathways is a result of consultation with industry and other stakeholders, who have welcomed areas of specialisation as relevant to the marketplace.

Through taught modules and self-directed learning, the programme addresses a wide range of transversal, core, and soft skills as well as practical business skills. These are continuously developed and challenged, ensuring you are equipped for the demands of management in a busy, diverse, and unpredictable environment.

The specific programme objectives are to:

1. Facilitate the development of dynamic leadership styles and approaches.
2. Develop an agile solutions-orientated approach to business management that maximises resources for the benefit of an organisation and society.
3. Enable learners to analyse and make decisions in a real-world simulation through individual and peer learning.
4. Advance an analytical and systematic understanding of the theories and conceptual frameworks of business administration in an international context.
5. Provide learners with critical awareness and deepen insights into key business management issues, trends, and solutions to integrate functional knowledge and apply strategic management skills at a senior level in evolving environments.



6. Establish an integrity and professionalism in operating in cross cultural settings with a keen understanding of globalisation that engenders a commitment and appreciation of the importance of business ethics and corporate social responsibility
7. Facilitate the application of appropriate and innovative business frameworks to evaluate business policies and practices to enhance the ability to synthesise management techniques, tools, and models to ensure the appropriate diagnosis of opportunities and challenges and formulate strategic solutions which ensure return on investment.
8. Integrate advanced skills across a diverse field of learning capturing emerging techniques using innovation, research and appropriate tools and techniques of enquiry and develop an understanding of the global business drivers and inhibitors; technological, economic, or political changes within international business practices.
9. Gauge, using diagnostic tools and theoretical underpinnings, the impact of business decisions within wider society and the global business environment.
10. Simulate the all-embracing and unpredictable nature of the business world and develop a professional approach to strategic problem solving.
11. Advance a research approach to postgraduate business studies and engender this approach into ongoing personal and professional development.
12. Facilitate in-depth research and explorations of a specialised area of business administration, which adds value or new knowledge to the business world.
13. Craft proficient and professional communicators with the ability to inform decisions and present solutions to a critical audience.
14. Cultivate a critical mind-set that derives meaning from diverse academic theories and concepts, enabling the application of key academic theories and practices.
15. Promote the importance of lifelong learning and ongoing personal and professional development increasing self-awareness and a personalised view of the evolving world of business and the demands on an individual and on organisations.
16. Create a positive approach to teamwork, creating relationships and an ability to work with individuals at every level of an organisation, creating trust and solving complex, positive and/or negative business realities in a meaningful way.
17. Provide appropriate frameworks to master the ability to negotiate conflict, distinguishing interests from positions, ensuring the mission, values and needs of an organisation are efficiently and effectively achieved.

## 2.2 Programme Learning Outcomes

On successful completion of the MBA programme graduates will be able to:

<b>MIPLO 1</b>	Critically evaluate theory and practice from cross-functional areas of business in private, public, and not for profit organisations, both nationally and internationally.
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<b>MIPLO 2</b>	Demonstrate critical awareness of contemporary information, tools and techniques in management, policy, and performance in organisations both nationally and internationally on business trends, drivers, and inhibitors.
<b>MIPLO 3</b>	Demonstrate leadership skills to achieve individual, group and organisational goals.
<b>MIPLO 4</b>	Critically evaluate approaches to primary and secondary data and select the most suitable method from qualitative and quantitative research methodologies in the resolution of a specific business problem.
<b>MIPLO 5</b>	Formulate and apply strategic solutions in a business context for the resolution of specific business problems.
<b>MIPLO 6</b>	Critically appraise the advanced diagnostic tools which inform business decisions within the global business environment and wider society.
<b>MIPLO 7</b>	Demonstrate an ability for enhanced ethical judgements by demonstrating critical awareness of social, political, economic environments.
<b>MIPLO 8</b>	Exhibit an ability to work independently and collaboratively to build effective and efficient relationships in dynamic business environments.
<b>MIPLO 9</b>	Synthesise previous professional and learning experiences to inform a wide-ranging appreciation of the business world and solidarity with social norms and relationships.
<b>MIPLO 10</b>	Develop professional communication skills to present solutions in a cogent manner to a critical audience.
<b>MIPLO 11</b>	Conduct in-depth research in a specialised area of business administration to deal with a research problem that adds value or new knowledge to the business world.

In addition to the MIPLOS above, learners who choose a specialised pathway will also demonstrate successful completion of the following.

On successful completion of the **marketing** electives, **Master of Business Administration** graduates will be able to:

<b>MIPLO1 to 11</b>	above and additionally
<b>MIPLO12a</b>	Critically evaluate integrated marketing communications tools and techniques and apply digital technology support to marketing strategies.
<b>MIPLO13a</b>	Demonstrate critical awareness of innovations and trends within the field of marketing with a focus on sustainable marketing innovations.



On successful completion of the **human resource management** electives, **MBA** graduates will be able to:

<b>MIPLO1 to 11</b>	above and additionally
<b>MIPLO12b</b>	Critically evaluate strategic human resource management and the importance of people management in organisational strategy.
<b>MIPLO13b</b>	Demonstrate critical awareness of the management of employee performance and the role of reward in employee performance.

On successful completion of the **cloud computing** electives, **MBA** graduates will be able to:

<b>MIPLO1 to 11</b>	above and additionally
<b>MIPLO12c</b>	Critically evaluate the role of cloud computing technologies in information and data management and the significance of deploying computer services to the cloud.
<b>MIPLO13c</b>	Demonstrate the development of critical skills in analysing and evaluating the use of cloud applications in business and develop strategic solution-based applications.

On successful completion of the **information systems** electives, **Master of Business Administration** graduates will be able to:

<b>MIPLO1 to 11</b>	above and additionally
<b>MIPLO12d</b>	Critically evaluate and deploy best practice methodologies and tools used for design and implementation of strategic information systems
<b>MIPLO13d</b>	Demonstrate critical awareness of the nature, role and importance of technological disruption and innovation in strategic business environments.

On successful completion of the **finance** electives, **MBA** graduates will be able to:

<b>MIPLO1 to 11</b>	above and additionally
<b>MIPLO12e</b>	Critically evaluate theory and practice of corporate financial management for strategic business decision-making.
<b>MIPLO13e</b>	Demonstrate critical awareness of international practices and policies in financial markets within changing global market dynamics.

On successful completion of the **project management** electives, **Master of Business Administration** graduates will be able to:

<b>MIPLO1 to 11</b>	above and additionally
<b>MIPLO12f</b>	Critically evaluate the importance of project management within organisations and apply appropriate project management frameworks to delivery enhanced performance in contemporary organisations.
<b>MIPLO13f</b>	Demonstrate critical awareness of business information, planning and control mechanisms in project management practices.

## 2.3 Programme Structure

### Semester one

Semester one encompasses a broad breadth and depth of knowledge across diverse fields and subfields of business. Modules such as Global Issues for Management, Strategic Marketing Analysis Managerial Financial Analysis and Research Methods 1 as well as one elective from the following subfields of business namely: Marketing, Finance, Strategic Information Systems, Project Management, Cloud Computing and Human Resource Management.

Semester one looks to creating a micro and macro understanding of the global business environment creating the skills and competencies in the learner sustainability and growth of an organisation.

### Semester two

Semester two builds on semester one and looks at a strategic outward looking approach to business administration. Applied Strategic Management is at 10 ECTS to ensure the principles and concepts acquired are synthesised and rationalised by the learners in Semester two. Semester two then looks to an innovative and entrepreneurial approach to the growth of an organisation and covers Dynamic Leadership Development, Research Methods 2, Applied Strategic Management as well as one elective from the following modules (10 ECTS): Integrated Marketing Communications, Reinventing



Performance Management, Global Financial Markets, Project Management Practices, Cloud Application Management and Strategic Information Systems.

**Semester three**

Semester three allows the learner to synthesise learning acquired in previous modules through a dissertation, focusing on critical enquiry, research and strategic problem solving.

Taken together the skills and competencies acquired will enable our graduates to secure high-level job positions in industry in the field of management and business administration.

The following table outlines the breakdown of modules and weeks per semester for full-time Learners:

<b>Semester 1</b>
<b>Weeks 1-12</b>
Global Issues for Management (5 ECTS)
Managerial Financial Analysis (5 ECTS)
Strategic Marketing Analysis (5 ECTS)
Research Methods (5 ECTS)
Elective (10 ECTS)

<b>Semester 2</b>
<b>Weeks 13 -24</b>
Applied Strategic Management (10 ECTS)
Dynamic Leadership Development (5 ECTS)
Research Methods (5 ECTS)
Elective (10 ECTS)

<b>Semester 3 Dissertation</b>
<b>Weeks 25-36</b>
Dissertation (30 ECTS)



The following table outlines the breakdown of modules and weeks per semester for part-time Learners:

<b>Semester 1</b>
<b>Weeks 1-12</b>
Global Issues for Management (5 ECTS)
Strategic Marketing Analysis (5 ECTS)

<b>Semester 2 Weeks 13-24</b>
Managerial Financial Analysis (5 ECTS)
Research Methods (5 ECTS)
Dynamic Leadership Development (5 ECTS)

<b>Semester 3 Weeks 1-12</b>
Applied Strategic Management (10 ECTS)
Elective (10 ECTS)

<b>Semester 4 Weeks 13-24</b>
Elective (10 ECTS)
Research Methods 2 (5 ECTS)

<b>Semester 5 Dissertation</b>
<b>Weeks 25-36</b>
Dissertation (30 ECTS)

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

## 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. A T&L strategy is made up by bringing together T&L modes, T&L approaches and T&L activities.

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.

### 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	Wk 13	Exam
Global Issues for Management (M)														
Strategic Marketing Analysis (M)														
Managerial Financial Analysis (M)														
Research Methods 1 (M)														
Marketing Innovations														
Strategies for Human Resources Management														
Project Management Frameworks														
Cloud Technologies for Business														
Strategic Information Systems														
Corporate Financial Management														
<b>Could be any one week of the three</b>														

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	Exam
Research Methods 2 (M)														
Dynamic Leadership Development (M)														
Applied Strategic Management (M)														
Integrated Marketing Communications														
Reinventing Performance Management														
Project Management Practices														
Cloud <u>Application Management</u>														
Innovation & Disruptive Technologies														
Global Financial Markets														

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.

### 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 required 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](http://www.dbs.ie)
- . <https://elearning.dbs.ie/> (Moodle)
- . [www.mydbs.ie](http://www.mydbs.ie) (student email)
- . [tts.dbs.ie](http://tts.dbs.ie) for generic timetables
- . <https://library.dbs.ie/>
- . [Lorls.dbs.ie](http://Lorls.dbs.ie) (to access your reading list online)
- . [esource.dbs.ie](http://esource.dbs.ie) (repository of student and faculty research)
- . [servicedesk.dbs.ie](http://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](http://servicedesk.dbs.ie).



## Section 4 Academic Calendar

The academic calendars can be found on the DBS website:

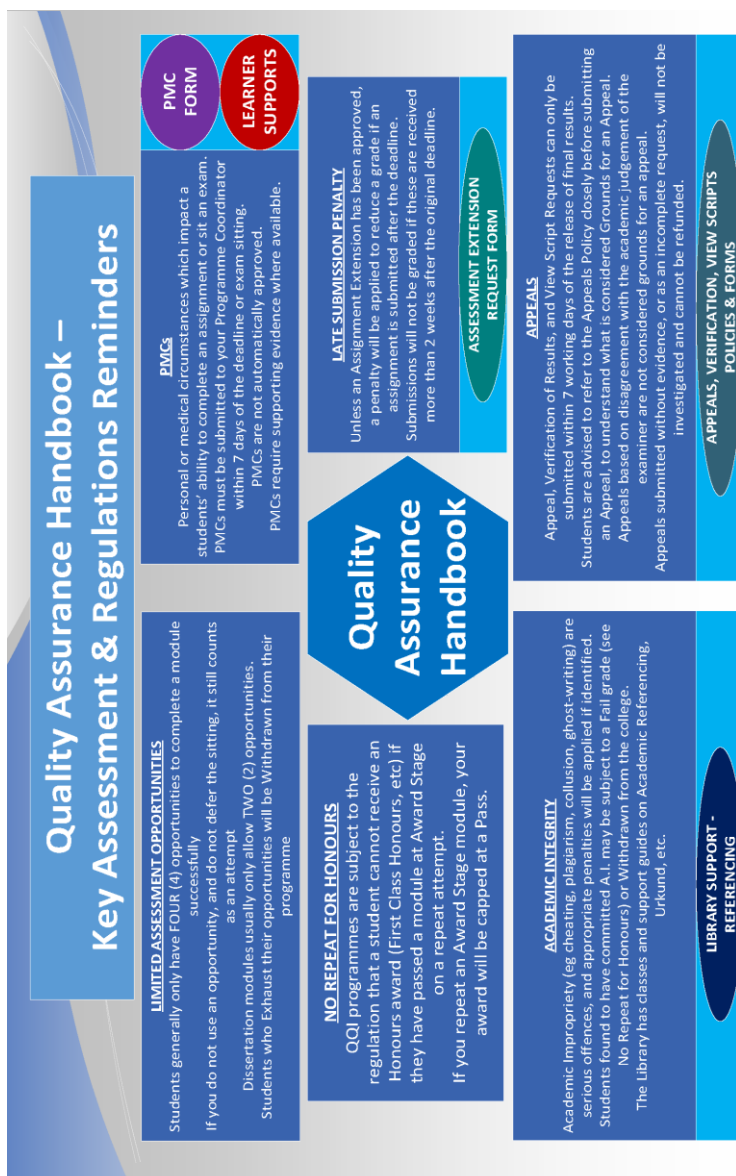
<https://students.dbs.ie/academicoperations/academic-calendars>

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/gah>.

### 5.1 Key Assessment Regulations



**Quality Assurance Handbook**

**Key Assessment & Regulations Reminders**

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

**NO REPEAT FOR HONOURS**  
QQJ 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**

**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.

**PMC FORM**

**LEARNER SUPPORTS**

**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**



## Section 6 Conclusion

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

Enjoy your time at DBS!