

Durham Business School is accredited by the European Quality Improvement System (EQUIS) for a period of five years from 2005.

**MASTER OF BUSINESS ADMINISTRATION (DISTANCE LEARNING) (N1D317)
MASTER OF BUSINESS ADMINISTRATION (FINANCE) (DISTANCE LEARNING)
(N1D217)**

**POSTGRADUATE CERTIFICATE BUSINESS ADMINISTRATION (DISTANCE
LEARNING) (N1D314)**

(For students entering before August 2007)

1. Programme offered at: Durham
2. Mode of study: MBA and MBA (Finance) distance learning (24-96 months); Postgraduate Certificate Business Administration distance learning (6-24 months)
3. A total of 240 credits are required for the award of Master of Business Administration or Master of Business Administration (Finance).
4. Applicants should normally have a minimum of three years' relevant work experience. Applicants may also be asked to offer a satisfactory score in the Graduate Management Admission Test (GMAT). Applicants for the Master of Business Administration (Finance) will in addition be required to demonstrate an appropriate level of mathematical ability.
5. Applicants for a Postgraduate Certificate programme may not have a first degree, but must demonstrate considerable managerial experience. All applicants will be required to provide documentary support of their case to be allowed admission to the programme. Applicants may also be asked to offer a satisfactory score in the Graduate Management Admission Test (GMAT).
6. Candidates whose first language is not English will normally be required to possess recent English language test scores of 6.5 or above (written score of 6.0 or above) in IELTS, or 550 or above (TWE 5.0 or above) in TOEFL, or an equivalent qualification.
7. The MBA (Distance Learning), MBA (Finance) (Distance Learning) and Postgraduate Certificate Business Administration (Distance Learning) have been granted exemption from the University Regulations for Postgraduate Matriculation to allow students to apply for APL up to and including 1st February for the May enrolment deadline and 1st August for the November enrolment deadline.
8. Programme of study:
 - a) For the award of MBA, candidates must study and be assessed in:
 - (i) Modules to the value of 150 credits from Section A
 - (ii) Modules to the value of 90 credits from Sections B or D
 - b) For the award of MBA (Finance), candidates must study and be assessed in:
 - (i) Modules to the value of 150 credits from Section A
 - (ii) Modules to the value of 15 credits from Section B
 - (iii) Modules to the value of 30 credits from Section C
 - (iv) Modules to the value of 45 credits from Section D
 - c) For the award of Postgraduate Certificate Business Administration, candidates must study and be assessed in modules to the value of 60 credits from those marked # below.

Module	Code	Credits	Core (C) or Optional (O)	Level	
<u>SECTION A</u>					
EITHER	Managing People#	BUSI57415	15	C	4
OR	Managing Finance#	BUSI57015	15	C	4
	Managing in the Competitive Environment*#	BUSI57215	15	C	4
	Managing Information#~	BUSI49515	15	C	4
	Managing Systems#~	BUSI59215	15	C	4
	Managing in the Global Environment#	BUSI57315	15	C	4
	Methods of Inquiry	BUSI50015	15	C	4
EITHER	Dissertation	BUSI56360	60	C	4
OR	Business Report**	BUSI56345	45	O	4
AND	additional modules to the value of 30 credits from those listed in Sections B and D				
<u>SECTION B</u>					
	Corporate Finance	BUSI59715	15	C/O	4
<u>SECTION C</u>					
	Financial Planning and Control	BUSI41515	15	C	4
	Financial Risk Management	BUSI41415	15	C	4

SECTION D

Approaches to Decision Making	BUSI56815	15	O	4
Asset Management Planning	BUSI40315	15	O	4
Breakthrough Innovation	BUSI57915	15	O	4
Business Ethics	BUSI57515	15	O	4
Business and Management in the Pacific Rim	BUSI50615	15	O	4
Corporate Governance	BUSI5G215	15	O	4
Corporate Reporting and Control	BUSI59815	15	O	4
Crisis Management	BUSI59915	15	O	4
Decision Analysis for Management Judgement	BUSI41215	15	O	4
E-Commerce	BUSI57115	15	O	4
Employment Relations	BUSI51315	15	O	4
Environmental Management	BUSI41315	15	O	4
Entrepreneurship	BUSI5A115	15	O	4
Financial Services Management	BUSI5F915	15	O	4
Globalizing Strategic Management	BUSI5A215	15	O	4
Improving Management Decision Making	BUSI40115	15	O	4
Information Systems Strategy	BUSI55915	15	O	4
International Economics	BUSI56915	15	O	4
International Finance	BUSI50215	15	O	4
International Financial Management	BUSI50315	15	O	4
International Human Resource Management	BUSI4V415	15	O	4
International Marketing	BUSI50715	15	O	4
Internationalisation of Services	BUSI5G115	15	O	4
Issues in Public Management	BUSI57715	15	O	4
Leadership	BUSI49D15	15	O	4
Management Consultancy	BUSI57815	15	O	4
Management of Change	BUSI41015	15	O	4
Managerial Psychology	BUSI50815	15	O	4
Managing Legal Risk	BUSI5G315	15	O	4
Managing Marketing Communications	BUSI58415	15	O	4
Marketing Psychology	BUSI59415	15	O	4
New Venture Creation	BUSI55315	15	O	4
Organising for Strategic Advantage	BUSI42215	15	O	4
Portfolio Construction and Management	BUSI50415	15	O	4
Power and Organisations	BUSI41115	15	O	4
Project Management	BUSI50915	15	O	4
Quality Management	BUSI53415	15	O	4
Quantitative Marketing Research	BUSI40915	15	O	4
Regional Integration and Organizational Response	BUSI59615	15	O	4
Regional Regeneration and Management	BUSI58815	15	O	4
Security Analysis	BUSI50515	15	O	4
Small Business Management	BUSI59515	15	O	4
Strategic Customer Relationship Management	BUSI4E215	15	O	4
Strategic Human Resource Development	BUSI5A315	15	O	4
Strategic Location Management	BUSI4E515	15	O	4
Strategic Marketing	BUSI5A515	15	O	4
Strategic Supply Chain Management	BUSI5A415	15	O	4
Treasury Management and Capital Markets	BUSI55815	15	O	4

* Exceptionally, this module may be taken by Distance Learning MBA students transferring from programme N1D117 to programme N1D317, in place of one of the optional modules to be chosen from Section B, C or D.

** Distance Learning candidates may, if they are unable to offer a suitable project for a dissertation, be permitted to submit a Business Report ([BUSI56345](#)) on an approved subject. Such candidates shall not be required to take the Methods of Inquiry module.

~ Students enrolling prior to 1st May 2006 will take Managing Systems ([BUSI59215](#)). Students enrolling after this date will take Managing Information ([BUSI49515](#)).

9. Modes of assessment will include written examinations, course work and group presentation.

10. In the regulations that follow the term 'MBA programmes' refers to both the Master of Business Administration and the Master of Business Administration (Finance).
11. Candidates must attempt the Methods of Inquiry module before enrolling for the dissertation, and must pass Methods of Inquiry before being eligible for assessment in the dissertation.
12. For the distance learning programmes, progression will depend upon satisfactory performance in assessment of modules, as follows:
 - a) Within the time-limits set out in paragraph 1 above, the minimum rate of progress without requiring the formal approval of the Graduate School Committee shall be: modules to a total value of 60 credits attempted by the end of two full years of registration; modules to a total value of 120 credits attempted by the end of four full years of registration; modules to a total value of 165 credits attempted by the end of six full years of registration. Within these limits, a candidate may split or defer assessment, subject to approval by the Programme Director.
 - b) Approved candidates may initially register for a distance learning programme at any time in the year. Thereafter students will be required to register at the start of each academic year. Enrolment (the payment of fees and the undertaking to start study directed to an examination occasion) must be completed not less than six months before the relevant date of examination (normally June and December).
 - c) Candidates are required, as a condition of enrolment and maintaining registration with the University, to pay all tuition fees as may from time to time be approved.
 - d) Enrolment is by module, normally to a minimum value of 60 credits at any one time.
13. Candidates on distance learning programmes will normally be required, as part of the approved course, to attend residential seminars in Durham, or in other approved centres. Any exception shall require the prior approval of Graduate School Committee.
14. Unsuccessful candidates will be permitted to retake failed components of summative assessment on one occasion only. Candidates will not be permitted to retake any component of assessment for which a mark of 50% or above has been achieved at the first attempt. The maximum mark that can be awarded for the re-assessment of a module shall be 50%.
15. All module retakes shall normally take place at the next normal occasion except where specified below.
16. Candidates for MBA programmes who fail to satisfy the requirements for the award of MBA but who have achieved 180 credits at Masters level, including a Masters level pass in the Dissertation or Business Report, shall be awarded the degree of Master of Arts in Business Administration (N1KE07) as an exit qualification.
17. Candidates for MBA programmes who fail to satisfy the requirements for the award of MBA but who have achieved 120 credits, from the modules marked # in Section A together with any three of the modules listed in Sections B-D, shall be awarded the Postgraduate Diploma Business Administration as an exit qualification.
18. Candidates for MBA programmes who fail to satisfy the requirements for the award of MBA or Postgraduate Diploma but who have achieved 60 credits, from any four of the modules marked # in Section A, shall be awarded the Postgraduate Certificate Business Administration as an exit qualification.
19. With regard to assessment on the distance learning programmes:
 - a) Candidates must have completed and submitted all formative assignments required in the programme of study for particular modules before the summative examination and/or assessment.
 - b) Examinations shall be held in Durham and in such other centres as may be approved by the University, normally twice a year. Candidates must complete an entry form (whether sitting examination(s) and/or submitting written assignments) for each occasion of assessment or re-assessment. The assessment entry form must be received by the University on enrolment for the module(s) and not less than six months before the relevant occasion of assessment.
 - c) Withdrawal from an occasion of assessment (for which an entry form has been submitted) without notice (normally three months) or justification acceptable to the Board of Examiners shall result in a fail in the relevant component(s).
 - d) Candidates must normally attempt all required components of assessment for module(s) at one occasion (except in the case of resits). A candidate may defer submission of an assignment to the next occasion or split examinations between occasions provided notice to that effect is received, normally three months before the date of the submission or examination and provided the permitted duration on the programme will not be exceeded.
 - e) The Board of Examiners *may* permit a candidate who has failed one taught module to register or to continue to be registered for assessment in subsequent module(s) of the programme. Candidates for MBA programmes will be required to be re-examined in a module(s), normally on the next ordinary occasion of the examination.

- f) Candidates for MBA programmes who fail modules to the value of 45 or more credits must be re-examined in those modules, normally at the next occasion, before assessment in further modules is permissible. In such cases candidates already registered for assessment in other modules may defer assessment to the next ordinary occasion without penalty.
 - g) Postgraduate Certificate candidates who successfully complete the programme requirements at Masters level may choose *either* to be admitted to further study on an MBA programme *or* to be awarded the Postgraduate Certificate.
20. The minimum requirements for the award of the Master of Business Administration or Master of Business Administration (Finance) with Distinction shall be as follows:
- (a) the achievement of an average mark (overall), at the first attempt, of at least 65% in modules to the value of 240 credits and
 - (b) the achievement of marks of 70% or more in modules to the value of at least 120 credits, including the dissertation or business report.
21. All candidates for MBA programmes must submit a dissertation of not more than 15,000 words, including footnotes and endnotes, but excluding title page, contents page, acknowledgments, diagrams, tables, bibliography, references and appendices or, submit a business report of not more than 8,000 words and undertake additional optional modules to the value of 30 credits, by a specified date according to the candidate's rate of progress through the programme of study.
22. The Master of Business Administration and the Master of Business Administration (Finance) are accredited by the Association of MBAs (AMBA) for a period of five years from 2003.

MASTER OF BUSINESS ADMINISTRATION (DISTANCE LEARNING) (N1D417)
MASTER OF BUSINESS ADMINISTRATION (FINANCE) (DISTANCE LEARNING)
(N1D617)
POSTGRADUATE CERTIFICATE BUSINESS ADMINISTRATION (DISTANCE
LEARNING) (N1D414)

(For students entering from August 2007)

1. Programme offered at: Durham
2. Mode of study: MBA and MBA (Finance) distance learning (24-60 months); Postgraduate Certificate Business Administration distance learning (6-24 months)
3. A total of 240 credits are required for the award of Master of Business Administration or Master of Business Administration (Finance).
4. Applicants should normally have a minimum of three years' relevant work experience. Applicants may also be asked to offer a satisfactory score in the Graduate Management Admission Test (GMAT). Applicants for the Master of Business Administration (Finance) will in addition be required to demonstrate an appropriate level of mathematical ability.
5. Applicants for a Postgraduate Certificate programme may not have a first degree, but must demonstrate considerable managerial experience. All applicants will be required to provide documentary support of their case to be allowed admission to the programme. Applicants may also be asked to offer a satisfactory score in the Graduate Management Admission Test (GMAT).
6. Candidates whose first language is not English will normally be required to possess recent English language test scores of 6.5 or above (written score of 6.0 or above) in IELTS, or 580 or above (TWE 5.0 or above) in TOEFL, or an equivalent qualification.
7. The MBA (Distance Learning), MBA (Finance) (Distance Learning) and Postgraduate Certificate Business Administration (Distance Learning) have been granted exemption from the University Regulations for Postgraduate Matriculation to allow students to apply for APL up to and including 1st February for the May enrolment deadline and 1st August for the November enrolment deadline.
8. Programme of study:
 - a) For the award of MBA, candidates must study and be assessed in:
 - (i) Modules to the value of 150 credits from Section A
 - (ii) Modules to the value of 90 credits from Sections B or D
 - b) For the award of MBA (Finance), candidates must study and be assessed in:
 - (i) Modules to the value of 150 credits from Section A
 - (ii) Modules to the value of 15 credits from Section B
 - (iii) Modules to the value of 30 credits from Section C
 - (iv) Modules to the value of 45 credits from Section D
 - c) For the award of Postgraduate Certificate Business Administration, candidates must study and be assessed in modules to the value of 60 credits from those marked # below.

Module	Code	Credits	Core (C) or Optional (O)	Level
<u>SECTION A</u> Managing People#	BUSI57415	15	C	4

	Managing Finance#	BUSI57015	15	C	4
	Managing in the Competitive Environment#	BUSI57215	15	C	4
	Managing Information#	BUSI49515	15	C	4
	Managing in the Global Environment#	BUSI57315	15	C	4
	Methods of Inquiry	BUSI50015	15	C	4
EITHER	Dissertation	BUSI56360	60	C	4
OR	Business Report**	BUSI56345	45	O	4
AND	additional modules to the value of 30 credits from those listed in Sections B and D				
	<u>SECTION B</u>				
	Corporate Finance	BUSI59715	15	C/O	4
	<u>SECTION C</u>				
	Financial Planning and Control	BUSI41515	15	C	4
	Financial Risk Management	BUSI41415	15	C	4
	<u>SECTION D</u>				
	Approaches to Decision Making	BUSI56815	15	O	4
	Asset Management Planning	BUSI40315	15	O	4
	Breakthrough Innovation	BUSI57915	15	O	4
	Business Ethics	BUSI57515	15	O	4
	Business and Management in the Pacific Rim	BUSI50615	15	O	4
	Corporate Governance	BUSI5G215	15	O	4
	Corporate Reporting and Control	BUSI59815	15	O	4
	Crisis Management	BUSI59915	15	O	4
	Decision Analysis for Management Judgement	BUSI41215	15	O	4
	E-Commerce	BUSI57115	15	O	4
	Employment Relations	BUSI51315	15	O	4
	Environmental Management	BUSI41315	15	O	4
	Entrepreneurship	BUSI5A115	15	O	4
	Financial Services Management	BUSI5F915	15	O	4
	Globalizing Strategic Management	BUSI5A215	15	O	4
	Improving Management Decision Making	BUSI40115	15	O	4
	Information Systems Strategy	BUSI55915	15	O	4
	International Economics	BUSI56915	15	O	4
	International Finance	BUSI50215	15	O	4
	International Financial Management	BUSI50315	15	O	4
	International Human Resource Management	BUSI4V415	15	O	4
	International Marketing	BUSI50715	15	O	4
	Internationalisation of Services	BUSI5G115	15	O	4
	Issues in Public Management	BUSI57715	15	O	4
	Leadership	BUSI49D15	15	O	4
	Management Consultancy	BUSI57815	15	O	4
	Management of Change	BUSI41015	15	O	4
	Managerial Psychology	BUSI50815	15	O	4
	Managing Legal Risk	BUSI5G315	15	O	4
	Managing Marketing Communications	BUSI58415	15	O	4
	Marketing Psychology	BUSI59415	15	O	4
	New Venture Creation	BUSI55315	15	O	4
	Organising for Strategic Advantage	BUSI42215	15	O	4
	Portfolio Construction and Management	BUSI50415	15	O	4
	Power and Organisations	BUSI41115	15	O	4
	Project Management	BUSI50915	15	O	4
	Quality Management	BUSI53415	15	O	4
	Quantitative Marketing Research	BUSI40915	15	O	4
	Regional Integration and Organizational Response	BUSI59615	15	O	4
	Regional Regeneration and Management	BUSI58815	15	O	4
	Security Analysis	BUSI50515	15	O	4
	Small Business Management	BUSI59515	15	O	4
	Strategic Customer Relationship Management	BUSI4E215	15	O	4
	Strategic Human Resource Development	BUSI5A315	15	O	4

Strategic Location Management	BUSI4E515	15	O	4
Strategic Marketing	BUSI5A515	15	O	4
Strategic Supply Chain Management	BUSI5A415	15	O	4
Treasury Management and Capital Markets	BUSI55815	15	O	4

** Distance Learning candidates may, if they are unable to offer a suitable project for a dissertation, be permitted to submit a Business Report ([BUSI56345](#)) on an approved subject. Such candidates shall not be required to take the Methods of Inquiry module.

9. Modes of assessment will include written examinations, course work and group presentation.
10. In the regulations that follow the term 'MBA programmes' refers to both the Master of Business Administration and the Master of Business Administration (Finance).
11. Candidates must attempt the Methods of Inquiry module before enrolling for the dissertation, and must pass Methods of Inquiry before being eligible for assessment in the dissertation.
12. For the distance learning programmes, progression will depend upon satisfactory performance in assessment of modules, as follows:
 - a) Within the time-limits set out in paragraph 1 above, the minimum rate of progress without requiring the formal approval of the Graduate School Committee shall be: modules to a total value of 45 credits attempted by the end of one full year of registration; modules to a total value of 90 credits attempted by the end of two full years of registration; modules to a total value of 135 credits attempted by the end of three full years of registration; modules to a total value of 180 credits attempted by the end of four full years of registration; modules to a total value of 240 credits attempted by the end of five full years of registration. Within these limits, a candidate may split or defer assessment, subject to approval by the Programme Director.
 - b) Approved candidates may initially register for a distance learning programme at any time in the year. Thereafter students will be required to register at the start of each academic year. Enrolment (the payment of fees and the undertaking to start study directed to an examination occasion) must be completed not less than six months before the relevant date of examination (normally June and December).
 - c) Candidates are required, as a condition of enrolment and maintaining registration with the University, to pay all tuition fees as may from time to time be approved.
 - d) Enrolment is by module, normally to a minimum value of 45 credits in any year (i.e. in two successive occasions of enrolment).
13. Candidates on distance learning programmes will normally be required, as part of the approved course, to attend residential seminars in Durham, or in other approved centres. Any exception shall require the prior approval of Graduate School Committee.
14. Unsuccessful candidates will be permitted to retake failed components of summative assessment on one occasion only. Candidates will not be permitted to retake any component of assessment for which a mark of 50% or above has been achieved at the first attempt. The maximum mark that can be awarded for the re-assessment of a module shall be 50%.
15. All module retakes shall normally take place at the next normal occasion except where specified below.
16. Candidates for MBA programmes who fail to satisfy the requirements for the award of MBA but who have achieved 180 credits at Masters level, including a Masters level pass in the Dissertation or Business Report, shall be awarded the degree of Master of Arts in Business Administration (N1KE07) as an exit qualification.
17. Candidates for MBA programmes who fail to satisfy the requirements for the award of MBA but who have achieved 120 credits, from the modules marked # in Section A together with any three of the modules listed in Sections B-D, shall be awarded the Postgraduate Diploma Business Administration as an exit qualification.
18. Candidates for MBA programmes who fail to satisfy the requirements for the award of MBA or Postgraduate Diploma but who have achieved 60 credits, from any four of the modules marked # in Section A, shall be awarded the Postgraduate Certificate Business Administration as an exit qualification.
19. With regard to assessment on the distance learning programmes:
 - a) Candidates must have completed and submitted all formative assignments required in the programme of study for particular modules before the summative examination and/or assessment.
 - b) It is expected that candidates will be assessed at the first ordinary occasion following enrolment. Candidates will thus be automatically registered for assessment at the point of enrolment.
 - c) Candidates will be permitted one deferral opportunity per module without penalty, subject to the deferral request being received within given timeframes (normally not less than 6 weeks

prior to examination dates, and/or normally not less than 2 weeks prior to assignment submission dates).

- d) Examinations shall be held in Durham and in such other centres as may be approved by the University, normally twice a year.
 - e) Withdrawal from an occasion of assessment without notice (normally 6 weeks in the case of examinations, and/or 2 weeks in the case of assignments) or justification acceptable to the Board of Examiners shall result in a fail in the relevant component(s).
 - f) Where modules comprise more than one component of assessment, candidates must normally attempt all required components of assessment at one occasion (except in the case of resits). A candidate may defer submission of an assignment to the next occasion or split examinations between occasions provided notice to that effect is received, normally 6 weeks in the case of examinations, and/or 2 weeks in the case of assignments, and provided the permitted duration on the programme will not be exceeded.
 - g) The Board of Examiners *may* permit a candidate who has failed one taught module to register or to continue to be registered for assessment in subsequent module(s) of the programme. Candidates for MBA programmes will be required to be re-examined in a module(s), normally on the next ordinary occasion of the examination.
 - h) Candidates for MBA programmes who fail modules to the value of 45 or more credits must be re-examined in those modules, normally at the next occasion, before assessment in further modules is permissible. In such cases candidates already registered for assessment in other modules may defer assessment to the next ordinary occasion without penalty.
 - i) Postgraduate Certificate candidates who successfully complete the programme requirements at Masters level may choose *either* to be admitted to further study on an MBA programme *or* to be awarded the Postgraduate Certificate.
20. The minimum requirements for the award of the Master of Business Administration or Master of Business Administration (Finance) with Distinction shall be as follows:
- (a) the achievement of an average mark (overall), at the first attempt, of at least 65% in modules to the value of 240 credits and
 - (b) the achievement of marks of 70% or more in modules to the value of at least 120 credits, including the dissertation or business report.
21. All candidates for MBA programmes must submit a dissertation of not more than 15,000 words, including footnotes and endnotes, but excluding title page, contents page, acknowledgments, diagrams, tables, bibliography, references and appendices or, submit a business report of not more than 8,000 words and undertake additional optional modules to the value of 30 credits, by a specified date according to the candidate's rate of progress through the programme of study.
22. The Master of Business Administration and the Master of Business Administration (Finance) are accredited by the Association of MBAs (AMBA) for a period of five years from 2003.