

### **3. INTRODUCTION TO MSC DEGREES**

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### ***3.1 Introduction to the IGDS***

Achieving the status of a World Class business demands fundamental changes in any organisation. Amongst the strongest drivers for change in today's business environment are:

- new ideas in business and operations management;
- technological advances; and
- different ideas on managing people, with an emphasis on teamwork.

These factors place new demands and new emphases on human resources. We now need broader people, more developed people. We also need a management population who are willing and able to manage change. Management of change requires a variety of different roles. Top management must set the strategy. Experienced middle managers must have the necessary understanding properly to contribute to a change programme, and thus play a full part in making it succeed.

But there is a prime need for the best young brains as agents of change, to provide a fresh, innovative impetus. To meet this need, the joint University of Warwick and Hong Kong Polytechnic University Masters of Science in Engineering Business Management, Manufacturing Systems Engineering and Management, and Supply Chain and Logistics Management were designed from the start to provide training and education of a high academic standard which is relevant to modern manufacturing and engineering industries. In addition, more specialist education and training can be gained through the University of Warwick *Postgraduate Award in Supply Chain & Logistics Management*, which is also available through the Warwick/ Hong Kong PolyU programme.

#### ***3.1.1 Programme Aims and Intended Learning Outcomes***

The aims of this programme are in line with the Mission Statement of The Hong Kong Polytechnic University as listed below:

- (i) To nurture graduates who are critical thinkers, effective communicators, innovative problem solvers, lifelong learners and ethical leaders.
- (ii) To advance knowledge and the frontiers of technology to meet the changing needs of a society.
- (iii) To support a University community in which all members can excel through education and scholarship.

### Rationale and Programme Aims

The programme of study is designed to develop the leaders of change and business improvement in engineering, manufacturing or logistics companies. It achieves this through broad-based vocational postgraduate education, providing a thorough understanding of the key elements of business, technology and supply chain & logistics management including:

- (i) the engineering business environment and strategic management;
- (ii) management of engineering and manufacturing operations;
- (iii) technologies in engineering, product and manufacturing design;
- (iv) capabilities, trends and applications of information technology;
- (v) enabling various functions of a company and its suppliers to act in unison.

This approach provides the benefits of integration and cross-fertilisation between functional specialists, companies, and industrial sectors.

### The aims of the programme include:

- (a) provide students a thorough knowledge of engineering business and management techniques, manufacturing systems and processes know-how plus supply chain and logistics management;
- (b) enable students to understand the key value adding concepts and activities of market, product and process development, operations, logistics, high quality supply, and emerging competitive technology;
- (c) enable students to develop their skills in problem solving, decision making, judgement, innovation and self-enhancement continually.

The programme is suitable for either graduates in an engineering or science discipline, or graduates equivalent from other disciplines with some work experience. Upon graduation from this programme, students will possess a thorough knowledge of engineering business management techniques or manufacturing systems know-how or supply chain and logistics management. They can develop a comprehensive understanding of and competence in the use of appropriate analytical tools and techniques to evaluate complex technical and business information and practice for tackling operational and managerial problems. Moreover, they will also develop life-long learning ability to fit the profile of a manager or technical professional with balanced business, engineering/technical capabilities and logistics managerial skills continually.

### Relationship between University Mission and the Programme Aims

		University Mission elements		
		i	ii	iii
Programme Overall Aims	a		X	X
	b		X	X
	c	X		

### Institutional Learning Outcomes

The following learning outcomes are to be broadly applicable to all taught postgraduate programmes:

- a. Professional competence of specialists/leaders of a discipline/profession: Graduates of PolyU taught postgraduate programmes will possess in-depth knowledge and skills in their area of study and be able to apply their knowledge and contribute to professional leadership.
- b. Strategic thinking: Graduates of PolyU taught postgraduate programmes will be able to think holistically and analytically in dealing with complex problems and situations pertinent to their professional practice. They will be versatile problem solvers with good mastery of critical and creative thinking skills, who can generate practical and innovative solutions.
- c. Lifelong learning capability: Graduates of PolyU taught postgraduate programmes will have an enhanced capability for continual professional development through inquiry and reflection on professional practice.

### Intended Learning Outcomes (ILOs) of the Programme

The programme provides practical business, engineering/technical capabilities and logistics knowledge for students in different disciplines. The intended learning outcomes of the programme are as follows:

- (i) Professional knowledge: Graduates will possess broad-based knowledge of engineering business management techniques or manufacturing systems know-how or supply chain and logistics management. They will be able to manage and lead projects and operations in the above areas in organisations with professional knowledge.
- (ii) Critical and strategic thinking: Graduates can manage holistically and/or strategically in dealing with issues related to engineering business management or manufacturing systems and processes or supply chain and logistics management. They will be versatile problem solvers and creative thinkers with good mastery of skills especially on tackling operational and technical issues.

- (iii) Life-long learning capability: Graduates will be able to learn how to learn and develop their reflective skills in becoming effective learners in making decisions, judgement and innovation in the fields of engineering business or manufacturing or logistics organizations.

Relationship between Institutional Learning Outcomes and Intended Learning Outcomes (ILOs) of the Programme

		Institutional Learning Outcomes		
		a	b	c
Intended Learning Outcomes of the Programme	i	X		
	ii		X	
	iii			X

Relationship between Aims and Intended Learning Outcomes (ILOs) of the Programme

		Programme Aims		
		a	b	c
Intended Learning Outcomes of the Programme	i	X	X	
	ii			X
	iii			X

Curriculum Map that We Teach (T), Give Students Practice (P) and Measure (M) the Intended Learning Outcomes (ILOs) of the Programme

SUBJECT TITLES	SUBJECT CODES	PROGRAMME OUTCOMES		
		1	2	3
<b><i>COMPULSORY for MSc students</i></b>				
IGDS Dissertation	ISE589	TPM	TPM	TPM
<b><i>ELECTIVE</i></b>				
Business Strategy & Strategic Management (BSSM)	ISE573	TPM	TPM	TPM
Digital Marketing, Software and Techniques (DMST)	ISE5749	TPM	TP	P
Enterprise Information Systems (ELS)	ISE5710	TPM	TPM	TPM
Financial Analysis & Control Systems (FACS)	ISE574	TPM	TP	P
Financial Strategy (FS)	ISE5717	TPM	TP	P
Industrial Engineering for Business Improvement (IEBI)	ISE564	TPM	TPM	TPM
Innovation (I)	ISE5727	TPM	TPM	P
International Joint Ventures (IJV)	ISE5726	TPM	TPM	PM
Leading Change (LC)	ISE5724	TPM	TP	P
Legal Aspects of Global Business (LAGB)	ISE578	TPM	T	P
Logistics and Operations Management (LOM)	ISE565	TPM	TPM	TPM
Operations Strategy for Industry (OSI)	ISE592	TP	TPM	P
Organisations, People and Performance (OPP)	ISE5706	TPM	TPM	TP
Procurement & Inventory Management (PIM)	ISE5714	TPM	TPM	P
Product Design & Development Management (PDDM)	ISE5713	TPM	TPM	PM
Project Planning Management & Control (PPMC)	ISE568	TPM	TPM	TPM
Quality Management & Techniques (QMT)	ISE5702	TPM	TP	P
Services Design & Delivery (SDD)	ISE5716	TPM	TPM	TPM
Strategic Marketing (SM)	ISE581	TPM	TPM	TP
Storage & Warehousing Techniques (SWT)	ISE5720	TPM	TP	P
Supply Chain Management (SCM)	ISE596	TP	TPM	P
Transport Techniques and Management (TTM)	ISE5719	TP	TP	P

SUBJECT TITLES	SUBJECT CODES	PROGRAMME OUTCOMES		
		1	2	3
Technology Management (TM)	ISE5704	TPM	TP	P

Specific Learning Outcomes for Three MSc degrees of the Programme:

***MSc in Engineering Business Management:***

The Engineering Business Management (EBM) Programme is designed to support the development of people in Engineering, Manufacturing and Process based organisations and is about creating the capability to manage and lead in these technology based organisations. Value creation for technology based organisations is a key focus of the programme.

To this end the EBM focuses on the key value adding activities of: market, product and process development; operations, logistics and supply chain management and; core and emerging competitive technology. The focus on value creation for technology based organisations is a key differentiator of the EBM.

**LEARNING OUTCOMES**

On completion, successful candidates will be able to demonstrate:

- Comprehension of processes and technologies used by engineering businesses
- Comprehension of the management and operational requirements of a business
- Competence in the use of appropriate analytical tools and techniques
- Competence in research, analysis and evaluation of complex technical and business information
- A methodical approach to problem solving and decision making
- An understanding of the role of technical and business information to improve internal and external company operations
- An understanding of the local and international environment in which engineering businesses operate and its strategic implications

### ***MSc in Supply Chain & Logistics Management:***

The course focuses on the extended supply chain and the individual manufacturing and service companies which make up the complete chain. It covers the relationships which create the chain, the technologies which enable it to operate, management of the material and information flow, and distribution of the final product or delivery of the service.

#### **LEARNING OUTCOMES**

On completion, successful candidates will be able to:

- Conduct Market Analysis and create Business Winning process, product and service proposals.
- Locate and enlist suitable suppliers, constructing productive and motivating contracts.
- Apply the concepts of Systems Integration, and Concurrent Business Design to the Design and Development of Processes, Products and Services.
- Comprehend the implications and benefits of regarding a set of companies as an extended enterprise, and hence the need for mutually beneficial arrangements, sharing data through Inter-Enterprise Resource Planning and control.
- Evaluate, manage and improve, Service, Operational and Supply Chain processes.
- Evaluate and manage appropriate enabling technologies, including information and communication technologies and relevant physical technologies, such as materials handling, transport and storage.
- Apply an underpinning knowledge of strategy development, innovation, design, operation and performance management.

#### ***3.1.2 Feedback Process***

The Postgraduate Programme Committee and the Programme Leader are instrumental in executing and monitoring the programme feedback system. They are responsible for evaluating all feedback collected and ensuring the application of appropriate methods for measurement data on the assessment of the programme outcomes. Moreover, proper modifications and changes would be made in the programme content for further improvement and development.

#### ***3.1.3 Progression to Doctorate Level***

In addition to the MSc programme, Warwick offers the Engineering Doctorate (EngD) programme which draws on Masters modules and is fully integrated to allow credit transfer from the MSc into the EngD.



## **3.2 *Scheme Management***

There are three main levels of control, which ensure the academic standards of the course, its individual relevance and its effective operation:

- (a) The Universities' Joint Examination Board whose primary role is to ensure that the course achieves the high academic standards expected of a post-graduate course at British and Hong Kong universities.
- (b) The Steering Committee which is made up of representatives from both Universities, and which maintains operational control of the scheme. In particular, it:
  - i) Reviews the syllabus, and initiates revisions where appropriate.
  - ii) Monitors and reviews the Scheme's operation, and initiates actions when necessary.
- (c) Programme Operational teams at both Warwick and PolyU, who ensure the programme operates in line with the regulations approved by both universities and to the benefit of the students.

Companies also have a key responsibility for student monitoring to ensure they are both attaining the standards required for the qualification, AND applying what they learn from the course in their company role. Warwick and PolyU therefore appoint Industrial Fellows to assist in ensuring that there is full involvement of industrial interest in the management, development, delivery and monitoring of the scheme, and maximum value to both the participants and their companies is ensured.

## **3.3 *Structure and Regulations***

The Integrated Graduate Development Scheme in Hong Kong is a modular based programme which can lead to any of:

- M.Sc. or Postgraduate Diploma in Engineering Business Management
- M.Sc. or Postgraduate Diploma in Supply Chain and Logistics Management

*The above are awarded jointly by the University of Warwick and the Hong Kong Polytechnic University,*

- M.Sc., Postgraduate Diploma, Postgraduate Certificate or Postgraduate Award in Engineering Business Management
- M.Sc., Postgraduate Diploma, Postgraduate Certificate or Postgraduate Award in Supply Chain and Logistics Management

*The above are awarded by the University of Warwick.*

The periods of study for the MSc and Postgraduate Diploma is normally **36 months part-time**, or **18 months full-time**, at the end of which candidates should have completed all the requirements for the degree. **MSc students enrolling from 1<sup>st</sup> August 2022 onwards will have a maximum study period of 36 months for full-time or 60 months for part-time. These maximum study periods include any time in extension(s) or temporary withdrawal(s).** The period of study for the Postgraduate Certificate is normally **24 months** and for Postgraduate Award is **12 months**.

Course module attendance is typically at 7-8 week intervals, and is booked on the basis of "first-come, first-served", irrespective of company or function. Thus, attendees on any one module running are likely to represent a mix of industrial sectors and disciplines and stage in their programme. The pattern of attendance on 10 credit modules for part-time candidates would normally be expected to be 4 or 5 during the first year of registration, 3 or 4 during the second year and the remainder in the third. Full-time students would be expected to attend 9 modules during their registration period. If you are unable to meet this commitment, you may be asked to withdraw from the course due to non-attendance.

Industrial involvement in developing and delivering the syllabus is extensive and of key importance. Company specialists play a major role in the provision of "company sessions" during the module running. By the same token, company managers are expected to assist in and approve the definition of individual participant's module selection. These provisions ensure that all programmes are personally and industrially relevant.

The Learning Outcomes of each course can be accessed on the Warwick website: <https://warwick.ac.uk/fac/sci/wmg/overseas/hk/courses/>. Assessment is based on in-module activities, post-module assignments and (for the MSc) an in-company project. There are no final written examinations, although in-module tests will play a part in the course-work assessment. After attendance at each module, participants undertake a related assignment aimed at practical application of the subject in their place of work (where applicable), and the resulting reports are marked and assessed by a University tutor. Concurrently, each MSc candidate undertakes a major project. Academic tutors jointly assess the projects and the resulting dissertations.

In the case of outstanding performance by the candidate the MSc and sub-qualifications may be awarded with Distinction or with Merit. The requirements for the different qualifications are available on the Programme website at <https://warwick.ac.uk/fac/sci/wmg/overseas/hk/opergs/eb/>.

Candidates registered for the MSc but awarded a lesser qualification, or transferring to and achieving the lesser qualification after having been granted a final extension for the MSc, may NOT return with credit for a further MSc registration. .

### 3.4 *Operating Regulations for MSc Degrees in Engineering Business Management, Manufacturing Systems Engineering and Management, and Supply Chain and Logistics Management*

The general requirement for the MSc programmes is that participants complete and satisfy the examiners in at least 9 modules (90 CATS).

The requirements for the particular degrees are as follows:

Designation	Modules	Engineering Business Management	Supply Chain and Logistics Management [* modules required by CIPS accreditation certification]
Business (B)	<u>Direction Motivation and Care of People</u> <ul style="list-style-type: none"> <li>• Leading Change (LC)</li> <li>• Organisations, People and Performance (OPP)*</li> </ul>	At least <u>two</u>	At least <u>one</u>
	<u>Business</u> <ul style="list-style-type: none"> <li>• Business Strategy and Strategic Management (BSSM)</li> <li>• Digital Marketing, Software and Techniques (DMST)</li> <li>• Financial Analysis and Control Systems (FACS)</li> <li>• Financial Strategy (FS)</li> <li>• International Joint Ventures (IJV)</li> <li>• Legal Aspects of Global Business (LAGB) *</li> <li>• Strategic Marketing (SM)</li> </ul>		At least <u>one</u>
Operations (O)	<ul style="list-style-type: none"> <li>• Enterprise Information Systems (EIS)</li> <li>• Innovation (INNO) *</li> <li>(Student can select OPSI as an alternative for CIPS)</li> <li>• Leadership and Excellence (LE)</li> <li>• Service Design and Delivery (SDD)</li> <li>• Storage and Warehousing Techniques (SWT)</li> <li>• Technology Management (TM)</li> <li>• Transport Techniques and Management (TTM)</li> </ul>	At least <u>five</u>	At least <u>five</u> (LOM & SCM compulsory)
Manufacturing (M)	<ul style="list-style-type: none"> <li>• Industrial Engineering for Business Improvement (IEBI)</li> <li>• Logistics and Operations Management (LOM) *</li> <li>• Operations Strategy for Industry (OSI)</li> <li>• Procurement and Inventory Management (PIM) *</li> <li>• Product Design and Development Management (PDDM)</li> <li>• Project Planning, Management and Control (PPMC)</li> <li>• Quality Management and Techniques (QMT)</li> <li>• Supply Chain Management (SCM) *</li> </ul>		

Details of the modules required for the different programmes can be found on Warwick programme website: <https://warwick.ac.uk/fac/sci/wmg/overseas/hk/opregs/courseregs>. Providing they had not previously been granted the maximum period of extension for the MSc, candidates registered for (and achieving) the Postgraduate Diploma, Certificate or Award, may re-apply for entry to a higher award, with credit within a fixed period (usually for credits achieved in a 5 year window prior to the return).

In addition all candidates for the MSc must satisfy the examiners in the execution, dissertation and oral examination of an industrially oriented project. Each of the component parts of the course - course work and project - bear equal academic weighting. The MSc project is therefore worth 90 CATS (and should take appropriately 990 hours of student effort).

## **Phase I: General PGT regulations for all WMG programmes and award levels (20/21 to 23/24)**

Below are the general awarding regulations, which cover all WMG courses at Postgraduate Taught level. These must be read in conjunction with the individual course level regulations, which set out more specifically the modules to be taken, including which are core to each course. These are available on Course Regulations (<https://warwick.ac.uk/fac/sci/wmg/overseas/hk/opregs/courseregs>).

### **Awards**

- Candidates for the **MSc** are required to take 180 credits of study, including a dissertation project. 160 credits of these 180 credits must be passed, including the project and all core modules. Up to 20 credits of other modules can be failed provided the final mark is between 40 and 49.
- Candidates for the **Postgraduate Diploma** are required to take 120 credits of study, which may or may not include a project, and which can include up to 30 credits of failed modules provided the final mark is between 40 and 49.
- Candidates for the **Postgraduate Certificate** are required to take and pass 60 credits of study.
- Candidates for the **Postgraduate Award** are required to take and pass 30 credits of study.
- Candidates who receive a lower award than that for which they were registered (or no award at all) may not be re-admitted to return with credit, unless there are exceptional circumstances agreed by the Board of Examiners.

Candidates may be awarded with Merit or Distinction at the four award levels as follows:

- MSc: if the weighted average of all 180 credits **and** the project are both 60.0% or above (Merit) or 70.0% or above (Distinction) and if all 180 credits are passed
- PgDip: if the weighted average of all 120 credits is 60.0% or above (Merit) or 70.0% or above (Distinction) and if all 120 credits are passed

- PgCert: if the weighted average of all 60 credits is 60.0% or above (Merit) or 70.0% or above (Distinction)
- PGA if the weighted average of all 30 credits is 60.0% or above (Merit) or 70.0% or above (Distinction).

### **Admissions, changes to registration, and recognition of prior learning**

- Candidates who do not quite meet the entry requirements for MSc may be offered initial registration for Postgraduate Diploma. Such candidates will follow the requirements for MSc.
- Candidates for MSc can request to amend their qualification aim to any lower award within the course portfolio, within their period of registration, subject to approval from the Director of Studies or/and WMG.
- Candidates registered on lower awards can request to amend their qualification aim to any higher award within the course portfolio, within their period of registration, subject to satisfactory performance, and subject to approval from the Director of Studies or/and WMG.
- Candidates for the MSc, Postgraduate Diploma and Postgraduate Certificate can apply to use module credits from lower qualifications awarded by a previous Exam Board within the course portfolio as ‘recognised prior learning’ to contribute to achieving higher awards, within limited timeframes. Modules for which credits are to be transferred should have been undertaken within five years to be authorised as ‘recognised prior learning’.
- Candidates who have previously withdrawn from the programme may apply to use module credits relevant to the course as ‘recognised prior learning’.

### **PGT Safety Net (Covid-19)**

For candidates with any of their registration period falling in the 19/20 academic year (1 August 2019 – 31 July 2020 inclusive), the following PGT safety net award rules apply, overruling the above general rules:

- Candidates for the MSc on **non-accredited courses only** are required to take 180

credits of study, including a dissertation project. 160 credits of these 180 credits must be passed, including the project and all core modules. Up to 20 credits of other modules can be failed regardless of the mark achieved.

- Candidates for the Postgraduate Diploma on **non-accredited courses only** courses are required to take 120 credits of study, which may or may not include a project, and which can include up to 30 credits of failed modules regardless of the mark achieved.
- Accredited courses are not affected by the above points.
- The rules for award of MSc or PgDip with Merit or Distinction are as follows (with the rules for PgCert and PGA unaffected)
  - MSc: if the weighted average of the highest marked 120 credits or more is 60.0% or above (Merit) or 70.0% or above (Distinction)
  - PgDip: if the weighted average of the highest marked 90 credits or more is 60.0% or above (Merit) or 70.0% or above (Distinction)

### ***3.5 Procedures for Upgrading of Registration to MSc Degrees***

Candidates who have initial registration for the Postgraduate Diploma should be aware that they will need to meet all the criteria for the MSc Regulations should they wish to be considered for upgrading of registration to MSc. Upgrading of registration from Postgraduate Diploma to MSc is NOT automatic. Students will be monitored during the course and upgrading can take place at any time, providing Post Module Assignments are submitted in a timely manner, the performance is above average and (most importantly) a suitable project is proposed and accepted by the University.

### **3.6 *Post Module Assignments***

The post-module assignment (PMA – also sometimes referred to as post module work, PMW) is designed as an educational extension to a particular module that you attended. During the module the targets are concerned with the familiarisation and the understanding of a coherent body of knowledge and the techniques of its application pertaining to some facet of manufacturing or engineering industry; the post-module assignment is to enable the student to build-up confidence in the techniques of application of this knowledge and to indicate to the tutors whether the module targets have been achieved.

A second function of the post-module assignment is its use for the continuous assessment of the coursework which is credited towards the fulfilment of the requirements for the MSc. The 2022/23 regulations state that an MSc student must satisfactorily complete modules equivalent to a minimum of 90 academic units of credit (i.e. attend 9 modules fully and submit all the pertaining assignments); in addition MSc candidates commencing their studies from 1 January 2020 onwards must pass at least 70 module credits (including any core modules) with a minimum mark of 50%; a further 20 (failed) module credits may count towards the 90 completed module credits, providing they achieve a mark of at least 40%. Guidelines on successfully completing assignments can be found in the Post-module Assignment section of the MSc website.

### **3.7 *Deadlines for Submission of Post Module Assignments***

Work submitted for assessment should be submitted by the date and time provided in the Post Module Assignment, issued during attendance at the module, which is usually the Monday six weeks after your attendance on the relevant module. Guidance on the completion and submission thereof can be found on the course website under *Post Module Assignments*.

The total time dedicated to any 10 credit module should be 100 hours. Typically the time on the module itself accounts for about 40 hours and so, as mentioned above, a further 40-60 hours should be devoted to the post module assignment.

You should note that the penalties are applied for late submission and academic misconduct (c.f. sections 3.10 and 3.11).

Note      NON-SUBMISSION OF AN ASSIGNMENT WILL RESULT IN A MARK OF 0  
             BEING RECORDED FOR THE MODULE ASSESSMENT.

### **3.8 *Marks and Feedback***

You should receive PMA marks and accompanying feedback within 30 working days of submission via Tabula. Although official transcripts are not available until you have completed your degree the Course Office can produce a 'performance report' listing your current marks if required.

You cannot appeal against academic judgement, however, if you have any concern over your mark please follow the advice on the 'Concern over Awarded Marks' section of the Warwick webpage (under A-Z, see 'Marks').

If you achieve less than 50% in the module mark for your first attempt, you may be permitted a resubmission. Further information is available on the website: <https://warwick.ac.uk/fac/sci/wmg/overseas/hk/pma/resubmission>.

### **3.9 *Late Submission Penalties***

Post-module assignments and the project dissertation should be submitted via Tabula by 12 noon UK time.

If assessed work is submitted late, the following penalties will be incurred:

***For all assessed work, 5% (i.e. 5 marks) per Warwick University working day will be deducted for late submission, up to a maximum of 10 working days late, after which a mark of 0 will be recorded.***

If a student's study has been affected due to minor illness, family emergency or caring responsibilities or other personal circumstances for no more than 5 consecutive working days they may request an automatic extension of 5 university working days on eligible assessed work using the Self-Certification procedure via Tabula.

The number of Self-Certifications is restricted to a maximum of two periods in any academic year (including the reassessment period) with any one Self-Certification period not exceeding 5 consecutive university working days. Students must submit a Self-Certification via Personal Circumstances tab in Tabula BEFORE the submission deadline of the eligible assessed work and no earlier than 5 working days before the deadline.

In the event of special, major, circumstances, you may apply to the local Director of Studies (in writing, preferably by email) for an extension to the submission date of Post Module Assignment (see section "Dealing with Problems").



If there was a valid reason for a late submission and you were unable to request an extension at the time, you can appeal for late penalties to be waived via Tabula for consideration by the Mitigation Panel at its next meeting:  
<https://warwick.ac.uk/fac/sci/wmg/overseas/common/extenuation/>.

### ***3.10 Academic Integrity***

The University and WMG take very seriously actions which weaken the educative process (such as shameless copying) or dishonest actions (such as quoting in essays or reports from books, handouts or the work of other students without explicitly stating that this is being done). **To avoid being unnecessarily accused of such actions you should read carefully the guidelines provided on the Course website relating to the use of collaborative working and the proper referencing of the sources you have used in your work.** Further information on plagiarism is available on the website:  
<https://warwick.ac.uk/fac/sci/wmg/overseas/hk/opregs/plagiarism/>. A range of resources on academic integrity is available here:  
[https://warwick.ac.uk/students/supportservices/academic\\_integrity](https://warwick.ac.uk/students/supportservices/academic_integrity).

The University's plagiarism and referencing courses are:

Avoiding Plagiarism <https://moodle.warwick.ac.uk/course/view.php?id=42224>

Introduction to Referencing <https://moodle.warwick.ac.uk/course/view.php?id=42643>

Completion of the two Moodle courses is compulsory, and certificates of completion should be submitted via the coursework link in Tabula following your course induction session. You will need your Warwick ID and login to access the courses.

You should note that any work that you have previously submitted for credit (at Warwick or elsewhere) should be properly referenced as a source; you will not be allowed to gain credit twice for one piece of work.

Your assignment will be submitted to the TurnitinUK Source Matching Service which will identify the level of similarity in your work with other sources – texts, online sources, previous student assignments etc. Evidence from this service will be used in any investigation of plagiarism.

Your attention is drawn to the University regulation on academic integrity, Regulation 11:  
<https://warwick.ac.uk/services/gov/calendar/section2/regulations/cheating>.

### ***3.11 Referencing Material***

Participant should note the following points of Departmental practice:

- a) Acknowledgement of quoted work should take the form of a properly stated reference (author, work, date, page number), and the quoted part should be clearly denoted by suitable paragraphing, quotation marks, etc. (see below)
- b) **Common working** used by more than one participant engaged on writing up the same task in a report (PMW/Project) submitted for credit should be acknowledged by a short note explaining the joint authorship. Within reason, this practice, if acknowledged, will not be discouraged or penalised, but joint authorship should be agreed in advance with the Academic Supervisor, each participant should normally submit their own unique report **and "Discussion of Results" or "Conclusion" sections should always be under sole authorship.** However, an academic setting a specific task can explicitly call for and accept a joint group report on that particular task.

**WORK SHOULD BE SUBMITTED IN ELECTRONIC FORM IN ORDER TO CHECK THE ORIGINALITY OF THE WORK AGAINST PUBLISHED MATERIAL, INCLUDING WWW SOURCES AND WORK SUBMITTED PREVIOUSLY BY WMG STUDENTS; REFUSAL TO SUBMIT WORK IN THIS FORM MAY BE INTERPRETED AS GUILT. STRICT PENALTIES WILL BE APPLIED WHERE SUCH COPYING IS IDENTIFIED.**

Please note that you should also properly reference work that you have previously submitted yourself.

#### ***3.11.1 Referencing Example***

This is an example that is designed to show the difference between plagiarising work, copying sections, quoting it and correctly using it as a reference.

It uses a section from page 92 of the book “Managing IT at Board Level”, by Kit Grindley

This would be regarded as plagiarism (*where the text is directly copied from the source with no reference to that source - this can result in a zero mark for the piece of work*)

The smaller companies typically exhibit less decentralization of IT than large ones; and the role of the IT director tends to be more all-embracing therefore, covering not only IT strategy and planning, but also the provision of most of the data processing service, with responsibility for efficiency, levels of service and so on.

This would be regarded as a type of copying (*where the text is directly copied from the source,*

*but there is a reference to that source - this can result in the copied section being ignored during the assessment)*

The smaller companies typically exhibit less decentralization of IT than large ones; and the role of the IT director tends to be more all-embracing therefore, covering not only IT strategy and planning, but also the provision of most of the data processing service, with responsibility for efficiency, levels of service and so on [1].

This is quoting (*where the text is directly copied from the source, but it is referenced and clearly indicated with quotation marks and indentation that it is a direct quote - this is only used when it is impossible, or inappropriate for some reason, to re-word the section*)

According to Grindley [1]:

“The smaller companies typically exhibit less decentralization of IT than large ones; and the role of the IT director tends to be more all-embracing therefore, covering not only IT strategy and planning, but also the provision of most of the data processing service, with responsibility for efficiency, levels of service and so on.”

You would generally choose to quote directly if you believe that any changes to the phrasing would change the meaning of effect intended by the original author. However, bear in mind that a careful paraphrase that does justice to the source (and is acknowledged – see below) is much more readable than a lengthy quotation.

This is correctly using a reference

According to Grindley [1], the IT directors in smaller companies tend to have a broader role than those in larger companies. This is attributed to the fact that there is less decentralisation in these smaller companies, which means that the IT directors have to cover a wider range of activities, ranging from strategy and planning to the provision of the data processing services.

1 Grindley, K; Managing IT at Board Level (Pitman, 1992), p 92

***Note: Any diagrams used in submitted work that have originated from books/notes/journal articles etc must also be properly referenced.***

Further guidance on Plagiarism (and how to avoid being accused of Plagiarism) can be found on the University of Warwick’s web-site at:

<https://warwick.ac.uk/fac/sci/wmg/overseas/common/plagiarism/>

A further exercise designed to identify copying in your own and others’ work, can be found at the following site:

- Gardner, David, “Plagiarism and How To Avoid It”, [Online]. The English Centre, The University of Hong Kong, <http://ec.hku.hk/plagiarism/> [18 Dec07]

## 3.12 *Methods of Citing and Documenting Referenced Work*

There is a weblink of the University of Warwick (<https://warwick.ac.uk/services/librar/students/referencing>) which would point students to the captioned information.

There are two main approaches to citing referenced work:

### 3.12.1 *British Standard System*

This is the technique used in the above example and is sometimes known as that University of Chicago or the Vancouver system. In it the author's name and a reference number is given in the text either:

- in round brackets, e.g. In a recent study, Smith (5) argued that . . .
- in square brackets, e.g. In a recent study, Smith [5] argued that . . .
- as a superscript numeral

WMG prefers the first two of these options.

Full details of the reference are then listed at the end of the chapter or document (or occasionally in footnotes on the relevant page – but this is not encouraged within WMG). The numbers in the list are allocated consecutively in the order that the reference citations appear in the text.

### 3.12.2 *Harvard System*

The second method, which is more modern and generally easier to manage (except when you are using older works which have no clearly defined publication date, or are of uncertain or disputed authorship), identifies the author(s) and date of publication of the source referenced in parentheses in the text; this is called the Harvard or MLA (Modern Language Association) technique. Either of the forms shown below can be used:

- In a recent study Madnick (1986) showed that . . .
- In a recent study (Madnick 1986) it was shown that . . .

If there are three or less authors, all names are used, separated with a comma or “&”, where there are more than 4 authors, the terms “et al” is used. Initial letters would normally only be used, in parenthesis, in order to avoid confusion when two or more authors have the same surname and published in the same year. Where an author has more than one publication in the same year, a lowercase letter is used after the date.

Anonymous works may be shown by Anon. in place of the author's name. If you wish to refer to individual pages of a particular book or article the page number(s) should be given after the date, separated from it by a comma or colon:

- (Ward and Griffiths 1996, 236) or (Ward and Griffiths 1996:236)

Either system can be used, but not both in the same document, and be consistent with your use of punctuation and font! In all cases the reference should contain the following information:

- Author's first name (or initial), middle initial (where known) and last name. The surname should be listed first, followed by the first name and initial. If the author is in fact an editor, the term "ed." should follow the name.
- Title of the book (usually underlined or in italics)
- Place of publication
- Date of publication; for the British Standard this appears after the place of publication, in the Harvard system the date of publication appears in parentheses immediately after the author's name
- Volume number, in large Roman numerals
- Page number (sometimes, rather than having a large number of citations to a single reference source, a supervisor will prefer the page number to be included in the citation itself, rather than in the reference listing.)

### 3.12.3 *Internet sources*

When citing Internet references, the following information (based on APA standards) is required:

- Author/editor (if known)
- Revision or copyright date, if available, in parentheses
- Title of page, followed by a comma then the term [Online], in square brackets
- Page publisher
- <URL> (Web address)
- Date of citation (i.e. when you accessed that page), in square brackets

Note the following;

- If no author is credited then use the smallest identifiable unit within the publishing organisation, or use the title of the page
- If no date is given then write "No date"
- Include the word "online" in square brackets for ALL Internet sources. This may be the

company or organisation responsible for hosting the web site if no other information is available

Further information on source citation (electronic and paper) can be found from the following:

- Teitlebaum, H. *How to Write a Thesis*. 3rd ed. New York: Macmillan, 1994
- Crème, Phyllis and Lea, Mary R. *Writing at University – A Guide for Students*. Buckingham, UK: Open University Press, 1997
- APA, (2007) Electronic Media and URLs, [online], <http://www.apastyle.org/electmedia.html> [accessed 4 Dec 2008]
- Library Resources, Harvard System of Referencing, [Online], The College of St Mark and St John, <http://www.marjon.ac.uk/facilities/library/studyskills/harvardreferencing/> [accessed 4 Dec 2008]
- Plato, Know how to Reference, [Online], University of Warwick, <http://www.warwick.ac.uk/services/elearning/plato/menuref.html> [accessed 4 Dec 2008]

### ***3.13 The Board of Examiners***

The award of degrees is made by the University Senate(s) upon recommendations made by Boards of Examiners, which consists of members of staff of WMG and an External Examiner - a senior academic from another institution. Details of the processes and recommendations made by the Exam Boards and the production of transcripts, conferment of degrees etc can be found on the programme web-site under **Operations and Regulations**.

#### *3.13.1 Resubmission of work*

When the Exam Board is considering a candidate for the first time, the Board may recommend that the candidate be required to do additional work, or be allowed to resubmit part of the course work or project dissertation for consideration by the next Board. In the case of re-submission of the project dissertation, this will only be allowed for re-drafting purposes; where insufficient empirical research has been carried out during the original submission period, it is unlikely that a re-submission will be allowed. Only one re-submission is allowed and marks awarded for resubmitted work are normally “capped” at a mark of 50%.

#### *3.13.2 Transcripts of Marks*

For Joint Award participants, their official transcripts of marks are issued by the Hong Kong Polytechnic University. For Warwick Award participants, their official transcripts of marks are issued by WMG. However, no official transcript of marks can be issued until after the Examination Board has met and their recommendations approved by both University Senate(s).

#### *3.13.3 Complaints and Appeals*

##### *Complaints*

The University of Warwick has a range of procedures to handle complaints. Information on the various procedures can be found on the University website at <http://warwick.ac.uk/services/feedbackcomplaints/>.

##### *Appeals*

If the Board of Examiners decides that you should:

- a) Withdraw from the course, or
- b) Not be awarded a qualification, or

- c) Be awarded a lower qualification than the one for which you are registered

You have the right to appeal.

The criteria and procedures for making an appeal can be found on the University website at: <https://warwick.ac.uk/services/academicoffice/examinations/students/appeals>. There are strict grounds for appeals and you cannot appeal against academic judgment.

### ***3.14 Conferment of Degrees***

The Chancellor of the University of Warwick officially confers degrees at ceremonies at Warwick in January and July and the President of The Hong Kong Polytechnic University in Hong Kong in October when face to face ceremonies take place. Joint Award degree certificates are issued by The Hong Kong Polytechnic University and Warwick Award degree certificates are issued by the University of Warwick. Both MSc degree certificates are issued only once the degree has been conferred. MSc Graduates will be invited by the Universities to attend a degree ceremony when face to face ceremonies take place; they may elect to attend the ceremony, receive their degree in absentia, or (for the Warwick Ceremonies) defer their attendance to the next degree ceremony (once only). Candidates being considered by the May or November Exam Boards may, in fact, receive this invitation from Warwick before the Exam Board has considered their performance; in this case the invitation is conditional on them successfully passing through the Exam Board. In general successful candidates from the May Boards are eligible to graduate at Warwick in July, and those considered by the November Boards are eligible to graduate in January.

Postgraduate Diplomas, Certificates and Awards are NOT awarded at the University of Warwick Degree Ceremonies, although these graduates may attend the Hong Kong Polytechnic University Ceremony. The parchments are sent directly to graduates after the University of Warwick Senate has approved their award.

### ***3.15 University Regulations***

The University of Warwick Regulations are printed in the University Calendar, copies of which are available on the University's website: <https://warwick.ac.uk/services/gov/calendar/>.