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# PROGRAMME ASSESSMENT REGULATIONS

## EMBA-Global 2011

### 1 OVERVIEW

- 1.1 EMBA-Global is a dual degree Programme between Columbia Business School and London Business School. Students who successfully complete the Programme requirements will receive an MBA degree from both institutions and will not be awarded one degree without the other. Students will be governed by these central regulations.
- 1.2 In addition to these specific regulations, students are also governed by the General Assessment Regulations of each individual School.
- 1.3 Students should familiarise themselves with these regulations and in particular with each individual School's ethical code and disciplinary procedures. The presumption in determining which School will have "primary jurisdiction" of a particular issue is that it will be the home School of the faculty member teaching the course or other matter in question.
- 1.4 Each School maintains its right to pursue fully any ethical or disciplinary matter in any course or aspect of the Programme. The notion of "primary jurisdiction" does not constitute a waiver by either School of its obligation to ensure adherence to that School's ethical code, nor does it constitute any release of the students from their obligation to abide by the ethical code and disciplinary procedure of both Schools.

### 2 CONDITIONS FOR ADMISSION TO THE EMBA-GLOBAL PROGRAMME

- 2.1 EMBA-Global requires the following from students seeking entry to the Programme:
  - An undergraduate degree

- A minimum of four years' management experience
- GMAT
- For non-native English speakers, TOEFL scores and/or demonstrated proficiency in spoken and written English
- Evidence of senior management potential, motivation, maturity, capacity for growth and an international outlook
- Two references
- At least one interview

### **3 THE EMBA-GLOBAL ADMINISTRATION**

- 3.1 The EMBA-Global Administration comprises staff from both Schools.
- 3.1.1 Columbia Business School: Associate Dean, Assistant Dean, Senior Associate Director of Student Affairs, Assistant Director of Student Affairs, Director of Academic Affairs, Assistant Director of Academic Affairs
- 3.1.2 London Business School: Associate Dean, Programme Director, Senior Programme Manager and Programme Administrator
- 3.2 The Administration will work closely with the Examination Committees at London Business School and with the Executive Committee at Columbia Business School in managing the assessment of the Programme. Recommendations for the award of the degree will be made to the Exam Board at London Business School and the University Registrar at Columbia University.
- 3.3 In particular, the Administration will:
- Monitor grade distributions on core courses
  - Monitor students' academic progress
  - Monitor students who have been put on academic probation
  - Ensure compliance with the "Terms and Conditions".

### **4 PROGRAMME REQUIREMENTS & COMPONENTS**

- 4.1 Core Courses
- 4.1.1 Core courses represent more than 50% of the degree requirement. All of the core courses are taken during the first three terms.

## 4.2 International Assignment/International Seminar

4.2.1 Students must take one International Seminar/Assignment (unless granted an exemption by the Programme Administration). This will count as one elective credit. A second International Seminar/Assignment may be taken (maximum two, normally only one from each School). This will count as an elective option and additional fees will apply for the second Seminar/Assignment.

## 4.3 Elective Options

4.3.1 Students must complete elective options up to a value of 10 credits on the London Business School scale or 30 credits on the Columbia scale.

4.3.2 Elective options may be spread across terms 3, 4 and 5, and between the two Schools to suit students' specific academic interests and schedules.

4.3.3 Elective options include:

- Elective courses at Columbia Business School and London Business School

- International Seminars/Assignments

- Independent Research Courses:

Either:

London Business School: Management Report (Two London credits)

Or

Columbia Business School: Independent Study and/or Team Project (1.5 or 3 CBS credits)

(A maximum of two London credits/six CBS credits **in total** are permitted for the Independent Research Course credit)

4.3.4 It is not possible to take electives during terms 1 and 2.

4.4 Credits from other universities cannot be transferred to this degree.

## 4.5 The Curriculum

	Credits	
	London	CBS
<b>Term 1: Summer 2009</b>		
Financial Accounting	1.0	3.0
Leading & Managing in Organisations	1.0	3.0
Managerial Economics	1.0	3.0
Managerial Statistics	1.0	3.0
Subtotal Term 1	4.0	12.0
<b>Term 2: Fall 2009</b>		
Corporate Finance	1.0	3.0
Operations Management	1.0	3.0
Marketing	1.0	3.0
Decision Models (half course)	0.5	1.5
Managerial Accounting (half course)	0.5	1.5
Executive Leadership (half course; terms 1 & 2)	0.5	1.5
Subtotal Term 2	4.5	13.5
<b>Term 3: Spring 2010</b>		
International Macroeconomy	1.0	3.0
Strategic Management	1.0	3.0
Managerial Negotiations or Advanced Corporate Finance*	1.0	3.0
Capital Markets & Investments*	1.0	3.0
London block week elective options	-	-
Subtotal Term 3	4.0	12.0
<b>Term 4: Summer 2010</b>		
Elective	1.0	3.0
Elective	1.0	3.0
Elective	1.0	3.0
Elective	1.0	3.0
Subtotal Term 4	4.0	12.0
<b>Term 5: Fall 2010</b>		
Elective	1.0	3.0
Elective	1.0	3.0
Elective	1.0	3.0
Elective	1.0	3.0
Subtotal Term 5	4.0	12.0
Total required credits	20.5	61.5

\* Elective options

## 5 COURSE ASSESSMENT

- 5.1 Reference to “courses” includes both core courses and elective courses unless otherwise indicated.
- 5.2 Each course will be assessed using appropriate assessment instruments, which may include individual and group assignments, exercises, projects, class participation and examinations.
- 5.3 The faculty member responsible for the course will determine the weight for each component of the course.
- 5.4 For each core course taught by a London Business School faculty member, the assessment scheme will identify a significant component (minimum of 50%) based on individual performance. For ease of reference, this will be known as the individual assessment, although it may take whatever format the faculty member judges to be most appropriate (e.g. closed book examination, individual assignment). The individual assessment is designed to produce a piece of original individual work in a form that can be double marked and made available to the EMBA-Global Administration and External Examiners. **Students will fail the course if they fail the individual assessment.**
- 5.5 For each core course, the EMBA-Global Administration will submit to the External Examiners:
  - An outline of the core course, including course content (for reference), the weightings of each assessment component, and an explanation of how the assessment scheme used is the most appropriate method of assessing the course;
  - Assessment details, i.e. the examination paper and/or assignment instructions to be used;
  - A marking scheme and/or model answer/response
  - A selection of graded individual assessments which will include all assessments graded as Fail and a random selection from other grades.
- 5.6 For all course assessments, the faculty member responsible for each course is the final authority on grades. Once submitted by the faculty member to the EMBA-Global Administration, grades cannot normally be changed unless requested by the External Examiner (for London faculty).
- 5.7 The Management Report at London Business School will receive a grade of A+, A, B, C or F. Two internal markers grade all reports. After discussion (if

necessary), these markers agree a grade that they will recommend to the external examiners. The external examiners will see all reports receiving the grade A+ and any receiving an F, and a selection of other reports, and agree with the internal examiners a grade to be reported to the Board of Examiners. The reports will be returned to students.

- 5.8 Students must receive a grade of C or higher for the Management Report to remain eligible for the award of the degree.
- 5.9 Students who fail the Management Report will have one opportunity to revise and re-submit the report during the following academic year. If upon re-submission the report is passed, i.e. graded at C, and all other programme requirements have been met, the student will be awarded the MBA degree with the next graduating class. Students may not submit a different report at this stage. Re-submitted reports are capped at a C.
- If students fail a second time they are required to take another elective (from either School) to make up the unearned credits. Additional tuition fees will apply. The Fail grade will remain on the transcript for both institutions.

## 6 GRADING SYSTEM

- 6.1 Grades will be recorded according to the translation below:

<b>Columbia Business School</b>	<b>London Business School</b>
H (Honours)	A+ and A
HP (High Pass)	B
P1 (Pass)	C
LP (Low Pass)	
F (Fail)	F
IN (Incomplete)	I (Incomplete)

\* All C grades from London Business School will be recorded as P1 grades at Columbia Business School.

The top 25% of all H grades from Columbia Business School will be recorded as A+ at London Business School and 75% of all H grades from Columbia Business School will be recorded as a grade A.

- 6.2 Grades for all core courses will be distributed as follows, except in the case of Executive Leadership which is graded on a Pass (P)/Fail (F) basis:

Columbia Business School Grades	Columbia Business School Grade Distribution
H	25-30%
HP	55-65%
P1	10-15%
LP	
F	

London Business School Grades	London Business School Grade Distribution
A+	10%
A	40%
B	40%
C	10%
F	

- 6.3 Elective course grades will be determined and recorded according to internal policies of the school where the courses are taught.
- 6.4 For elective courses at London Business School, the grading scheme allows for more flexibility as given in the table below. There is no grade distribution requirement for Columbia Business School electives.

Letter Grade	Proportion of Class	
A+	≤ 10%	≤ 50%
A		
B	Remainder of class	
C		
F		
I	Incomplete course: work to be completed by a specified date or the grade converts to "fail"	

- 6.5 London Business School courses: Students are required to re-sit the exam or re-submit the individual assessment for any failed core course taught by London Business School faculty.

6.5.1 Re-sits or re-submissions will be arranged as early as possible in the term or academic year following the failed assessment. Where the individual assessment takes the form of an assignment, the faculty member responsible for the course will set the deadline for re-submission. If a student who has failed an individual assessment does not attend the re-sit or re-submit the assignment, s/he will be deemed to have failed the course. The original F grade will remain on the transcript in all cases.

6.6 Columbia Business School courses: Students who fail a core course taught by Columbia Business School faculty are required to repeat the course. The grade of F is a final grade and is not subject to re-examination; it remains on the transcript with the new grade of the repeated course and is calculated into the GPA (grade point average).

6.6.1 For failed electives at either London or Columbia, students are required to take another elective (from either School) to make up the unearned credits. Additional tuition fees will apply. At London Business School, students cannot re-sit the exam for a failed elective. The Fail grade will remain on the transcript for both institutions.

## 6.7 Academic honors at Columbia

### 6.7.1 Beta Gamma Sigma

Beta Gamma Sigma Honor Society is the national honor society for business studies. It is analogous to Phi Beta Kappa in arts and sciences and Sigma Xi in science. At most, 20 percent of a class may be elected to Beta Gamma Sigma, and students are eligible for consideration at the end of the academic program. Eligibility for Beta Gamma Sigma requires a cumulative weighted average of 8.5 or better. Weights assigned to three credit courses are: H=10, HP+=8, HP=7, HP-=6, P=4, LP=1, and F=0 (for 1.5 credit courses, divide the weights by two). Courses taken outside Columbia Business School do not count toward the overall total. While the 8.5 average is a requirement for eligibility, it is not a sufficient condition if more than 20 percent of the class has an 8.5 average or better.

### 6.7.2 Dean's Honor List

Dean's Honor List requires completion of all courses and an 8.5-weighted average for a given term (weights are assigned as for Beta Gamma Sigma). While grades for non-Columbia Business School courses are included in the overall total, only full-time students taking 12 or more credits qualify. There is no Dean's Honor List for first-term students.

## 7 ACCEPTABLE PROGRAMME PERFORMANCE

- 7.1 Students are required to maintain an acceptable level of academic performance to remain eligible for the award of the degree. At the end of each semester, the EMBA-Global Administration will evaluate the GPA (grade point average) of all students. The following guidelines apply:

After Term 1	GPA < 4.40	Dismissal
	GPA < 4.80	Probation
Subsequent Terms	GPA < 4.80	Dismissal
	GPA < 5.20	Probation
	GPA < 5.60	Warning letter
Graduation Requirement	GPA ≥ 5.50	

\*Please refer to grade/GPA equivalencies in paragraph 6.7.1

- 7.2 The Probation period is one term during which the student must demonstrate an acceptable level of Programme performance. A second probation term could result in dismissal.
- 7.3 The EMBA-Global Administration reserves the right to make an exception to these guidelines based on individual circumstances.

## 8 EXTENUATING CIRCUMSTANCES AND APPEALS OF GRADES

- 8.1 For courses taken at London Business School, please refer to the General Assessment Regulations for Masters Degree Students at London Business School 2007/8, paragraphs 18, 19 & 20.
- 8.2 Students who believe they have been unfairly graded on a Columbia Business School course may appeal to a formal review process. However, it is understood that faculty members have the right to determine grading policies for their classes and the expertise to evaluate student work unless substantive and objective evidence to the contrary is presented. The following steps have been established: a written statement outlining the disagreement should be submitted to the relevant instructor no later than one term after receiving the grade, and if this proves unsatisfactory, a written statement should be submitted to the EMBA-Global Administration.
- 8.3 Appeals against the decisions of the Board of Examiners at London Business School can be considered only on procedural or administrative

grounds, and not on academic grounds. The formal procedures for appeals in respect of London Business School are detailed in the General Assessment Regulations, paragraphs 18-23.

## **9 AWARD OF THE DEGREES**

- 9.1 At the end of the Programme, the EMBA-Global Administration will review each candidate's academic performance and put forward a list of recommended graduates for ratification to the Board of Examiners at London Business School, and to the University Registrar at Columbia University.
- 9.2 An acceptable standard of academic Programme performance is defined as completion of the Programme requirements (as outlined in paragraph 4) and maintenance of acceptable academic Programme performance (as outlined in paragraph 7). The EMBA-Global Administration will not recommend the award of a degree to students who fail to meet these requirements.
- 9.3 The London Business School Board of Examiners may decide to award the MBA Degree "with Distinction" to students whose academic Programme performance it considers outstanding. Columbia Business School does not award degrees with honours.
- 9.4 Students will complete the Programme over 20 months. In extreme circumstances, which must be approved by the EMBA-Global Administration, students are expected to complete all Programme requirements within a maximum period of five calendar years from the initial registration date of the start of the Programme. Those who fail to complete the degree requirements within this period must be readmitted to the Programme through the Admissions Office.
- 9.5 Students must meet all of their financial obligations to both Schools in full before diplomas may be released or transcripts issued.
- 9.6 Degrees will be awarded for the Programme in February of each year.

# 10 EMBA-GLOBAL PROGRAMME POLICIES

## 10.1 Attendance Requirements

10.1.1 In addition to the requirements of Columbia Business School and London Business School, the EMBA-Global Programme requires students to attend each class. To support this requirement, all students provide a letter of sponsorship from employers indicating that at minimum students will be relieved of work responsibilities in order to attend class.

10.1.2 If a student is unable to attend a session, it is the responsibility of the student to contact both the faculty member and the EMBA-Global Administration prior to the class session or shortly thereafter with notification of the absence.

10.1.3 Students may not miss more than two days in a given term. Should students miss more than two days, sanctions up to and including expulsion from the Programme may apply.

## 10.2 Leave of Absence

10.2.1 Situations may arise requiring a student to take a leave of absence. Students who need to miss a term of study must notify the EMBA-Global Administration. Students who interrupt studies for more than one term for any reason must apply for leave in writing and must state when academic work will be resumed.

10.2.2 Approved leave of absences are extended at the discretion of the EMBA-Global Administration. Students absent for more than one term without obtaining prior approval must submit a formal application for readmission to the School.

## 10.3 Programme Extension

10.3.1 Situations may arise requiring a student to extend the programme past the five terms of study. Students must apply in writing to the EMBA-Global Administration to request an extension stating the reasons for the extension request. All programme extensions are at the discretion of the EMBA-Global Administration.

## 10.4 Transfers

10.4.1 Students may petition the EMBA-Global Administration to request a transfer to another programme. Transfers are made on an exception basis only. Please note that transferring may affect the degree(s) awarded. If a student has completed the core courses in the EMBA-Global Programme, those credits may be accepted in the destination program. Tuition will be based on the destination program, and accommodation costs, transportation, and any other fees will be the responsibility of the student.

## 10.5 Final Examinations

10.5.1 Students are expected to take final examinations as scheduled.

10.5.2 Scheduling conflicts must be discussed with the faculty member and the EMBA-Global Administration before the exam date. An exam conflict is defined as either: 1) two final exams scheduled at the same time or; 2) four or more final exams scheduled within a two-day period. Work, interviews, vacations, weddings, etc. are NOT recognized as exam conflicts.

10.5.3 In unforeseen situations that warrant an exception (health problems, funerals, etc.), the EMBA-Global Administration will handle arrangements for the make-up exams.

## 10.6 Course Load

10.6.1 The standard course load per term is 4 courses, or 12 credits at Columbia Business School, and 4 credits at London Business School.

10.6.2 Students requesting an increased or decreased course load must seek approval from the EMBA-Global Administration. Good academic standing is required for any increased course load.

10.6.2.1 In term 3, in addition to the two core and two elective courses, students may register for up to two spring block week electives without prior approval.

10.6.3 Potential issues for students considering an increased or decreased course load include:

- Financial aid implications for taking below six credits in a term
- Taking less than 12 credits results in half-time enrollment status
- Student visa implications: The F-1 student visa requires that

students are enrolled full-time, meaning at least 12 credits (four courses) per term, in terms 1-4.

- Attempted credits above the standard credit load, 12 credits, will result in additional tuition fees for that term for those billed by Columbia.

## 10.7 Study Groups

10.7.1 Students are pre-assigned to study groups of four to five students prior to the start of Term 1. These study groups will remain intact for the first three terms; study group changes in Terms 1 through 3 cannot be accommodated.

10.7.2 After the completion of Term 3, students may choose to remain in their current study group or form new groups.

10.7.3 Study groups may be reconfigured at the faculty member's discretion.

## 10.8 Tuition Payments

10.8.1 Regardless of financial sponsorship, students are expected to ensure that tuition payments are made on time. Students whose accounts are delinquent will have their registration for the upcoming semester dropped and will be prohibited from continuing with the program until payment has been received. Students are responsible for all late fee payments. Diplomas, transcripts and other student privileges will be withheld until all University payments have been received.

## 10.9 Videotaping

10.9.1 Students are expected to attend each class session. In exceptional circumstances, a student may request that an individual class be taped. Videotaping is not a substitute for class attendance and cannot be guaranteed. Students may contact their Programme Manager or Student Affairs Assistant Director for more information. An instructor may decide not to allow all or a portion of her/his course to be videotaped. An instructor may also decide to limit the method of distribution of video to one or more formats. Students may not videotape or audiotape courses with their own equipment without the consent of the faculty member.