



**Master of Business Administration
Executive Master of Business Administration
Programme Handbook
2025-26**

**Faculty of Business and Law (Business)
(Studied in Danish)**

**Middlesex University London
Niels Brock**

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Introduction

Your Programme Handbook

The purpose of this Handbook is to introduce you to your programme of study and to direct you to other general information about studying at Niels Brock and Middlesex University. The material in this document is as accurate as possible at the date of production; however, you will be informed of any major changes in a timely manner.

Your comments on any improvements to this handbook are welcome. Please put them in writing (an email will suffice) with the name of the Programme Handbook to the Academic Partnerships Operations Team (PartnerOps@mdx.ac.uk).

Information in Alternative Formats

This handbook can be found online at www.nielsbrock.dk and on MitNielsBrock (www.mitnielsbrock.dk).

If you have a disability which makes navigating the website difficult and you would like to receive information in an alternative format, please contact the MBA Programme Manager, Julie Keldsbo Rasvig (jkr@nielsbrock.dk) or the Academic Partnerships Operations Team (PartnerOps@mdx.ac.uk) at Middlesex University.

We can supply sections from this publication as:

- a Word document with enlarged type — sent by email or supplied on a memory stick
- printed copy with enlarged type
- printed copy on non-white paper

Other formats may be possible. We will do our best to respond promptly. To help us, please be as specific as you can about the information you require and include details of your disability.

MyMDX

MyMDX is Middlesex University's official and free student mobile and desktop application that allows you to manage your day-to-day student life on and off campus. MyMDX was developed in collaboration with your Students' Union (MDXSU) to make sure every student gets the most out of their time here.

Getting MyMDX is easy

Go to your app store >> Search for 'MyMDX' >> Install (accept T&C's) >> Log in with your Middlesex University Student IT User ID and Password.

Web app users can download MyMDX here: <https://mymdx.mdx.ac.uk>

Available on iPhone and Android software and as a Web App

To find out more you can: - Visit the Example page (please note that you need to be logged in to [MyMDX](#) for direct links to work) - Search 'Example' in [MyMDX](#)

Important Information: Two-Factor Authentication (2FA)

In order to improve security at Middlesex University, 2FA has been introduced.

You will be asked to set up **2FA** to log in to any Microsoft 365 application. **2FA** provides an added layer of security on top of your username and password when you access university resources online. Once set up, it is easy to use and provides increased protection against cyber-attacks.

You will need to register for 2FA/password reset <https://aka.ms/setupsecurityinfo>

This will pop up on your screen when you try to log in, you just need to click 'More info Required' to start setting it up. Follow the on-screen instructions to register your security methods, if you are having trouble, please refer to <https://unihub.mdx.ac.uk/study/it/two-factor-authentication> for guidance/video of how to set up 2FA

The Middlesex University Regulations

As a student of Middlesex University, you agree to abide by the University Regulations when you enrol and therefore you should read this handbook in conjunction with the Regulations which are available online at; <https://www.mdx.ac.uk/about-us/policies>

Welcome to the MBA

Introduction to Niels Brock

Niels Brock – The Start of Danish Business Education

Niels Brock is named after one of the greatest Danish merchants of all time. Niels Brock himself was known as a humble and honest tradesman who created a very successful business through trading and exporting clothing fabrics and processed foods to countries such as Norway, Sweden, Poland and Russia. Niels Brock was born in 1731 and passed away in 1802, leaving a sizeable amount of his great estate for the purpose of establishing a school of commerce that would provide education for young self-made businessmen. Niels Brock's business college was established in 1881 and quickly became a well-respected institution of higher education. It is the oldest business college in Denmark and was the beginning of the Danish business education movement.

Today Niels Brock is one of the largest educational institutions in Denmark with four specialist departments, approximately 20,000 full-time and part-time students and approximately 500 members of staff. Because of our great history, strong traditional values and our ability to continue developing our educational methods, we are able to attract the best and the most competent members of staff, which helps ensure the personal and professional growth of our students.

Our modern institution has a lot more in common with the old merchant and its namesake than one would think. What drove the old merchant were strong values and a passion for trade. He understood the significance of education both for the individual, and for society as a whole, and he had a strong international mind-set.

Today, educating skilled and honest businessmen and – women home and abroad is the paramount objective of our institution. We understand the importance of holding on to the good old values, and although Niels Brock develops constantly, we still hold the old merchant as an important role model for the modern institution.

- We are proud of our history and we know that with the name Niels Brock comes great responsibility
- We behave properly in all relations
- We are the preferred school of the corporate world, and we are professional
- We are global and enterprising.

At Niels Brock we adhere to the rules and norms of society and conduct ourselves with respect for natural resources and sustainability. We take the massive responsibility of dealing with and shaping young people very seriously. As the preferred school of the business world, Niels Brock listens to the educational needs of the companies and of society.

We acknowledge our social responsibility and do our utmost to meet the rising demand for vocational skills. The name Niels Brock is associated with innovation and pioneering – a label we constantly seek to live up to as a business school by being on the forefront on so many levels. E.g. through our international activities. Long before anyone began talking about internationalization Niels Brock Business College began its international activities.

Niels Brock is a self-governing institution domiciled in Copenhagen approved by the Minister of Education in accordance with the Act on Vocational Schools. Niels Brock Business College was founded by the Danish Society for the Advancement of Business Education in 1880. The Business College changed its name from Købmandsskolen to Niels Brock in 1991.

Mission

At Niels Brock we are ambitiously and constantly dedicated to developing and offering relevant education programs that:

- Ensure the right competences for the corporate world.
- Optimize the possibilities of the individual.

Vision

It is the Niels Brock ambition to be the most international and innovative business college in Denmark – renowned for our faculty and staff to professionally optimize and facilitate the learning process of our students.

Please contact Programme Manager Julie Keldsbo Rasvig (jkr@nielsbrock.dk) if you have any questions about your entitlements as a student.

Introduction to Middlesex University

Although you will enrol at and attend Niels Brock, the Master of Business Administration (MBA) is a Middlesex University programme and therefore you are a student of both. Within Middlesex University the programme is part of the Business School.

Being a Middlesex student means, in brief, the following:

- If you successfully complete the programme you will receive the Middlesex qualification of Master of Business Administration.
- You may attend the appropriate Middlesex graduation ceremony.
- The Master of Business Administration abides by Middlesex University Regulations which are available online at: [Policies | Middlesex University \(mdx.ac.uk\)](https://www.md.ac.uk/policies)
- The assessment is set by Middlesex; however, all coursework is marked by staff at Niels Brock.
- You have access to the Middlesex student portal [MyMDX](https://mymdx.md.ac.uk)
- You do not receive a Middlesex ID card
- You are not a member of the Middlesex University Students' Union

This list is not exhaustive and therefore please contact the Academic Partnerships Operations Team (PartnerOps@mdx.ac.uk) if you have any questions about your entitlements as a Middlesex student.

The following are also important documents which relate to the academic relationship between Niels Brock and Middlesex University:

The Memorandum of Co-operation. This is the formal agreement between Middlesex University and Niels Brock on the delivery of the Programme. The Memorandum, among other things, sets out the responsibilities of both Niels Brock and Middlesex University. In brief these include:

➤ **Admissions**

The admission requirements for the programme shall conform to the University's general entrance requirements and any requirements specific to the programmes. The admission of students shall be undertaken by Middlesex and Niels Brock.

➤ **Enrolment**

Students accepted for the Programme shall be enrolled as students of the University and of the Faculty. They shall be subject to normal rules and regulations of both institutions, except where they are overridden by the provisions of the Memorandum of Co-operation

➤ **Tuition**

Tuition shall be provided by the Faculty in accordance with the franchised programme and arrangements as described in this programme handbook and subject to the approval of the University, exercised through the Executive Dean of the Faculty. The University shall give prior approval for all tutors used on the programme

➤ **Learning Resources and Support Services**

Please see Part Two on page 24 for information on Learning Resources and your Support Services

➤ **Programme Management and Monitoring**

Please see page 22 on the Monitoring and Quality assurance of your Programme

➤ **Assessment**

The assessment of students on the Programmes shall be the responsibility of the Master of Business Administration University's Assessment Board and shall be subject to Middlesex University Assessment Regulations – Please see the University Regulations.

➤ **Complaints**

Please see page 35 on Complaints

Welcome to Middlesex

Welcome from the Dean



Professor Martin Broad

It is my great pleasure to welcome you to Middlesex University and the Faculty of Business and Law.

Middlesex University is united by a shared purpose: creating knowledge and putting it into action. Our mission is to provide transformative education, create knowledge that impacts on global challenges and to develop an action orientated, high performing learning culture and we hope you will enjoy being part of this throughout your time with us.

As you will experience, Middlesex University is caring, action orientated, purposeful and inclusive. Our staff are here to provide you with a rich educational experience that is practice orientated that provides you with the knowledge and skills to be a successful alumnus of the University.

The programme that you will be studying is flavoured by engagement with the profession, ensuring that you are taught knowledge and skills that are relevant to employers. There will be opportunities to engage outside the formal classroom so you can develop your confidence and skills to ensure you have what it takes to secure a job in your chosen career.

At the heart of our Faculty are our staff – academic and professional services who are here to support and develop you. Our academic staff are internationally recognised for their research and knowledge with many having valuable experience in industry as advisors, entrepreneurs, lawyers, and consultants. Our professional services staff work tirelessly in the background to ensure the processes and operations work smoothly. Together, the education you receive allows you to engage with meaningful issues facing people, organisations and society today both in your own communities and internationally. We are committed to delivering the best student experience and ensuring that you reach your full potential. In return, we ask for you to actively engage in the learning process, to be fully committed to your studies and determined to succeed.

We strongly encourage you to work closely with your tutors during your academic studies. This is just the start of a great journey for you and the more you engage the more you will get out of your time with us. We are here to provide support and opportunities for you to become whatever you want to become and I hope you take full advantage of what we can offer. It's the commencement of an exciting chapter of your life and on behalf of the Faculty and the entire Middlesex community, I wish you a successful and rewarding year ahead.

With best wishes,

A handwritten signature in blue ink that reads "Martin Broad".

Professor Martin Broad
Interim Academic Dean, Faculty of Business and Law

Welcome from the Niels Brock Link Tutor

I take this opportunity to welcome you to Niels Brock and, more specifically, to the Faculty of Executive Education. The Faculty offers the Master of Business Administration (MBA) in collaboration with Middlesex University.

The Master of Business Administration (MBA) is exciting and challenging, but also very rewarding. It will require great diligence from you if you are to achieve a high level of success. The priority of our academic and administrative staff is to help you to produce your best work; to gain as much as possible from your courses and to obtain the qualification you are seeking with the goal of enhancing not only your career, but also your personal development. At Niels Brock we will do all we can to make your experience here both enjoyable and rewarding. We are happy to help at any time.

I hope you will find your programme an enjoyable learning experience.

Best wishes,



Charlotte Forsberg

Programme Director and Link Tutor Niels Brock Executive

Academic Calendar

The Middlesex Academic calendar can be found by searching 'Academic Calendar' in [Home Page - MyMDX](#)

The Niels Brock teaching calendar can be found at our website www.nielsbrock.dk or for enrolled students at www.mitnielsbrock.dk.

Part One - Programme Details

Your Programme Team - Programme staff list and contact details

The following members of staff in Denmark are those who have a major input into your programme and you will be able to find most of these, as well as other important contacts listed in your Key Contacts on <https://nielsbrock.dk/executive>

Niels Brock Link Tutor

Charlotte Forsberg
Skt. Petri Passage 1
1165 Copenhagen K

Telephone: +45 2321 4554

Email: cfo@nielsbrock.dk

Middlesex University Link Tutor

Kirit Patel

Middlesex University
The Burroughs
London
NW4 4BT
England

Telephone: +44(0)208 411 5534

Email: K.Patel@mdx.ac.uk

Your Academic Team

Niels Brock Staff Name	Email
Finn Overgaard	fiov@nielsbrock.dk
Casper Engmark	case@nielsbrock.dk
Henrik Skou Hansen	hhan@nielsbrock.dk
Mads Dahl-Larsen	mdah@nielsbrock.dk
Nikolaj Forsberg	nfor@nielsbrock.dk
Peter Nordgaard	peno@nielsbrock.dk
Thomas Lohse	thlo@nielsbrock.dk
Tommy Kjær Lassen	tkja@nielsbrock.dk
Ulla Byskov Kinnerup	ubk@nielsbrock.dk

Administration staff

Niels Brock Staff Name	Title	Email
Julie Keldsbo Rasvig	Programme Manager Student counsellor	jkr@nielsbrock.dk
Charlotte Forsberg	Institution link tutor	cfo@nielsbrock.dk
Lykke Kylesbech Holm	Librarian	lyh@nielsbrock.dk
Middlesex University London	Title	Email/ Telephone
	Academic Partnerships Operations Officer	PartnerOps@mdx.ac.uk

Contacting staff: In case you need to discuss something with the MBA-admin-staff or module lecturer/tutor, you can do so in their office hours, which you will find in the respective module handbooks.. You can meet them outside office hours as well, but will need to send an email and set up an appointment. Similarly, for administrative issues you need to send an email first to the concerned staff explaining your problem/concern. Subsequently, you can fix an appointment to meet them. Please make sure you include your Middlesex student number in all correspondence.

Your Programme

Programme Specification

The programme specification outlines the learning outcomes and requirements of the programme and can be accessed at:

<https://www.middlesex.mu/study/courses/postgraduate/master-of-business-administration-mba/>

<https://www.mdx.ac.uk/courses/postgraduate/executive-master-of-business-administration-mba/>

Teaching and Learning Plans

The teaching on your programme may involve a blend of campus, face-to-face and online learning. This will ensure you get the most out of face-to-face learning, access to campus facilities and support to strengthen the sense of belonging and community at the heart of learning. Online learning will only be encouraged where it clearly helps to strengthen on-campus, in person teaching and encourages you to develop skills as an independent learner.

Learning and teaching methods

You will be actively involved in a range of learning, teaching and assessment approaches as part of your programme. Such active approaches aim to put you at the centre of your learning so you are involved and engaged in all aspects of your assessment and learning. Your programme will require your active participation in learning activities and engagement with your fellow students both individually and collaboratively, working and learning with other students as part of a small group. Learning activities may also occur both within and outside the classroom.

Your learning will also be supported by technology. Increasingly your tutors will be using existing and emerging learning technologies to engage you in e-learning activities. Your programme will be facilitated using a variety of media and online tools (MITNIELSBROCK, podcasts, etc.) which will allow you flexible access to a diverse range of online resources, quizzes and learning materials as well as collaborative tools with which you can engage and learn with your peers. Not confined by the time and space associated with traditional teaching methods you may take part in online discussions and learning activities from wherever you are studying. Your tutors will provide any support you may need whilst learning online.

By engaging with e-learning, you will also be developing skills which are essential for your learning and are also highly valued by employers. These include, but are not limited to: working flexibly, communication, understanding of IT, team working and creating shared understandings based on quality resources and access to global expertise.

Assessment methods

Assessment is an integral part of learning and you may hear it referred to as **formative** or **summative**.

Formative assessment is designed to give you feedback on your performance and how it can be improved. As a result, you will get detailed feedback on formative assessment but not a grade. Formative assessment is an important part of the learning process and has been shown to help students improve both their grades and their learning style.

Summative assessment is designed to measure the extent to which you have achieved the learning outcomes of a module and therefore the grade you will be awarded. Learning outcomes are the specific skills and knowledge that you are expected to demonstrate as a result of taking a module. Summative assessment should assess achievement of all learning outcomes in a secure, fair and accurate manner and on MBA this will mainly comprise of coursework, presentations, in-class tests and exams, although in some cases, other forms of assessment may also be appropriate.

Assessment may also involve self, peer or group approaches. For example, you may be asked to self-assess your own work, indicating where you feel you have clearly demonstrated your understanding and also identifying areas where you have room to improve. Assessment may also be a peer process where students, individually or as groups, offer feedback on one another's work. Group assessment may also be part of your programme where part of the assessment requires you to demonstrate your ability to work as part of a group and possibly receive a group mark.

Please module handbooks for more information on the assessment for each module.

Programme Structure Diagram

Part Time MBA/EMBA

Year 1

Module	Code	Semester
Strategy and Innovation (20 credits)	MGT4012	1 (September - December Year 1)
Financial and Economic Analysis (20 credits)	FIN4001	2 (January - March Year 1)
Cross-Cultural Management and Ethics (20 credits)	MGT4014	3 (March -June Year 1)

Year 2

Module	Code	Semester
Global Operations Management (20 credits)	MGT4020	1 (August – November Year 2)
Leadership (20 credits)	HRM4022	2 (November - February Year 2)
Marketing Management in a Digital Age (20 credits)	MKT4081	3 (February - May Year 2)
Capstone Project (60 credits)	MBS4020	4 (Spring and Summer Team Year 2)

Compulsory for Executive MBA only – runs throughout the programme.

Mentorship for Leadership Excellence in Business	MGT4010	
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Language of the Programme

The language of tuition for this programme is Danish. You will complete and submit all your assessments such as your coursework and exams in Danish. However, many of the learning materials on the programme, such as the text books, journals, electronic resources and module materials will be provided in English. There will be additional resources and local case studies that will be provided in Danish to supplement these.

Programme costs

The following course-related costs are not included in the fees, and you may be required to purchase these to complete the course. The costs are approximate and may change due to changes in pricing at the retailer:

- Mandatory Books (approx. DKK 12.000)
- Additional books and articles that you wish to purchase

Further details on specific additional equipment required which is not included in your fees can be requested from the Programme Manager.

Your modules

Module
Strategy & Innovation (20 credits)
Financial and Economic Analysis (20 credits)
Cross-Cultural Management and Ethics (20 credits)
Leadership (20 credits)
Marketing Management in a Digital Age (20 credits)
Global Operations Management (20 credits)
Capstone Project (60 credits)
Mentorship for Leadership Excellence in Business (0 credit) (NOTE: Compulsory for Executive MBA only. Not available for MBA)

You will be able to access associated learning materials (e.g. lecture notes), information on the learning aims and outcomes and assessment methods as well the schedule for assessment which will include deadlines for the submission of your assessment on MITNIELSBROCK.

Announcements for any of your modules will appear on MITNIELSBROCK so you should log in and check each module regularly.

Your Timetable

The timetable is finalised before each module but once this is done you can access your personal timetable from MITNIELSBROCK.

You are allocated to timetabled lectures, seminars, workshops etc. based on your module registrations. If your timetable is incomplete or you are unable to view it then please contact the MBA-admin.

Teaching Schedule

Timetables are available online at MITNIELSBROCK. Any changes to your timetable will be notified to you by the Niels Brock administration team.

Your Assessment

Assessment schedule

Assessment schedules will be available on MITNIELSBROCK for your programme. Please check these regularly.

Your Module Lecturer will be more than happy to assist you with any queries you may have about assessment of a particular module.

IMPORTANT: Assessment deadlines do occasionally change and while every effort has been made to ensure dates are correct at the time of publishing you should check your email and MITNIELSBROCK on the Niels Brocks website to ensure that you are aware of any changes.

Your Impact

We really value your feedback and encourage you to complete student surveys throughout your studies. Providing feedback is part of the learning experience and helps us to identify what's working well and any improvements that can be made to the student experience.

Programme Voice Groups (PVG)

The Programme Voice Groups are a forum in which students (through the Student Voice Leaders) and staff can constructively discuss areas of good practice as well as areas needing improvement, with the collective aim of enhancing the student experience. Student Voice Leaders will not be penalised for raising issues at a Programme Voice Group.

Each year of every programme is represented by a Student Voice Leader – a student who is elected to work with students and academic staff to get feedback on what is good and what needs improving on your programme. They represent you and make students' voices heard, collaborating with academic staff to create the best possible student experience.

The dates of the Programme Voice Groups meetings are available at MITNIELSBROCK. Minutes and actions from previous Programme Voice Groups should be made available to you through MITNIELSBROCK.

You can find your student representatives online on your MitNielsBrock pages.

Meeting dates

Niels Brock will confirm the exact dates of the Programme Voice Group meetings at the start of the academic year. PVGs are held once every term.

Minutes and actions from previous PVGs should be made available to you through Niels Brock.

Surveys

Throughout your time at Niels Brock you will be asked to complete several surveys that request your feedback on your programme or modules. The aim of the surveys is to gather your feedback to make improvements to current and future cohorts of students, and enhance the quality of your experience. You will be informed about the exact details of these emails during the academic year, however one way we do this is through the email or online via MITNIELSBROCK. During your studies, you will be asked to complete the surveys listed below;

Programme Feedback – This survey provides data on student satisfaction during their programme of study. This survey is completed by all students, and asks questions based on your overall student experience on your programme. This survey is anonymous and is managed by Middlesex University's Academic Quality Officer. You will be asked to complete the survey in term 2 of your second year.

Module Feedback – Most students, at different stages in their programme, will be asked to complete a survey for each of their modules. These are short online surveys that usually take place after each term, and provide module leaders an opportunity to consider and implement your feedback to improve the modules available on your programme. You will be asked to complete module feedback surveys throughout your programme.

How your Programme is Quality Assured

You may have not heard the terms 'quality assurance', 'academic quality', 'academic standards' before and now you have you may think they have nothing to do with you, however these terms are important to you and your programme. Full details on what we do can be found [here](#).

The Office for Students (OfS) is the statutory regulator of higher education in England, working in the interests of students and prospective students from all backgrounds. The QAA is an independent agency appointed by the OfS as the designated quality body which is responsible for upholding the academic quality and standards of all universities and colleges in the UK. The QAA produce the [UK Quality Code](#) which outlines the key expectations and practices placed on all UK Higher Education providers. In particular, there is specific guidance on how institutions should manage partnership arrangements, such as the programme you are now enrolled on. [Quality Assurance Agency for Higher Education \(QAA\) UK Quality Code, Advice and Guidance: Partnerships](#)

To ensure the high standards and quality of Middlesex University provision, all programmes are subject to the University's academic quality assurance procedures (which include procedures related to programme approval, monitoring and review). A key feature of these processes is the input from external subject experts (external examiners) who ensure that Middlesex awards are comparable to those of other UK higher education institutions, and that the programme curriculum, teaching, assessment and resources are appropriate. You also have a very important role in enhancing our programmes by feeding back on a regular basis via student surveys, Programme Voice

Groups and other formal and informal mechanisms. Your feedback plays a major role in programme monitoring and review.

You can learn about what the OfS does for students at:

<https://www.officeforstudents.org.uk/for-students/what-the-ofs-does-for-students/>

You can also learn more about Quality Assurance at: <http://www.qaa.ac.uk/quality-code>

The Student Protection Plan

The Student Protection Plan covers an assessment of the range of risks to the continuation of study for our students, and the measures put in place to mitigate those risks, arrangements for refund and compensation. Full details of the Student Protection Plan are available [here](#)

Part Two - Resources and Support Available

Resources

Your Learning Resources

Middlesex Library Resources

Even though you do not attend a Middlesex University campus you still have access to resources and services provided by the University.

A specific Library Subject Guide is available for your institution to assist you, and includes links to useful resources to help with your research and presentation of work for assessment. Please go to libguides.mdx.ac.uk to select your institutional guide.

Please refer to [Home Page - MyMDX](#) for full information about the library and learning resources available to you.

Niels Brock Learning Resources

The Middlesex University MBA Programme is accommodated within the Skt. Petri Building (PETRI)

Niels Brock Faculty of Executive Education provides a modern, comfortable learning environment conducive to study at graduate level and comprises:

- Classrooms/seminar rooms
- Group Session Room
- Internet access, printer and copier
- Student Lounge

Libraries

Niels Brock offer MBA students access to our library. The Niels Brock library is located at Skt. Petri Passage 1, 1165 Copenhagen K, Ground floor). As well as books for reference and loan the library holds resources such as access to databases, journals, etc.

During Induction and Enrolment Week all students will have a library induction scheduled to introduce these resources. During this time, you will have a chance to meet library staff and ask questions.

In addition to the library facilities at Niels Brock MBA students have access to research libraries at Copenhagen Business School, universities and all public libraries in Denmark.

Library opening hours: 9 am-4 pm or afterward by appointment.

Induction: A special comprehensive Induction programme will include intro-session to the library. You will be introduced to the OPAC, the databases and their access to other libraries collections via www.bibliotek.dk (a database providing access to all open libraries in Denmark via interurban lending).

- Skills session: Special sessions will be provided based on documented or experienced needs, basis, e.g. advanced academic writing and referencing, teaching/learning styles, IT learning platforms, databases, etc.

Staff in the library can help with using library facilities, basic IT advice and advice about how to access online resources.

Middlesex Student website – MyMDX

One of your primary sources of Middlesex information is the student website **MyMDX**; <https://mymdx.mdx.ac.uk/> which can be accessed on and off campus. The site has the latest news and events from around the University along with important regulations and policies that you should be aware of. This website is your first port of call for all general Middlesex information although some of the most important items are included in this handbook.

The site also has a password protected section **MyMDX** (accessed from the MyMDX home page). Here you can view personalised information on your studies such as your **grades, programme information and MU electronic learning resources** as well as undertake most administrative tasks such as **enrolling** and **updating personal details**.

Login details for MyMDX

Your login details to access the personalised areas of MyMDX are:

- **Username:** The username is your IT User ID which is the five or six letter and number code found in your welcome email or provided to you by Niels Brock
- **Initial password:** Your password will be sent in a separate email at the same time that you receive your User ID. You can change it after you've first logged on in the 'Register to Change your Password' tab.

If you have any problems accessing MyMDX please contact UniHelp:

<https://mymdx.mdx.ac.uk/campusm/home#pgitem/418593/t>

Niels Brock Student website - MITNIELSBROCK

In addition to the information that is found on UniHub, you should also view the Niels Brock website (www.nielsbrock.dk) for information on the support and local activities the Institution offers. You will also be required to use the Niels Brock Virtual Learning Environment, MITNIELSBROCK, accessed from Niels Brocks homepage.

MITNIELSBROCK will be the main source of information for your learning materials and finding out about your assessment requirements.

MITNIELSBROCK

Niels Brock will provide you with access to the local Virtual Learning Environment, MITNIELSBROCK.

Your lecturer will upload all relevant material concerning the module to this platform and you will have access to MITNIELSBROCK through the internet.

Here you can view personalised information on your studies such as your teaching schedule, exams, learning material, programme information and coursework.

Login details for MITNIELSBROCK

Your login details to access the personalised areas of MITNIELSBROCK are:

- **Username:** Your **IT User ID** – this code will be provided by NB.
- **Initial password:** Password will be provided by NB. When you first log in you will be prompted to change your password to something more memorable.

If you have any problems accessing MITNIELSBROCK, please contact IT Helpdesk on email helpdesk@nielsbrock.dk

Email

You will have your own Middlesex email address which is how members of staff from Middlesex University will contact you (if required) so it is important that you check your account regularly.

Your Middlesex email address is your IT User ID and is in the form aaann@live.mdx.ac.uk where ('aa' are your initials and 'nnn' is a system generated number). Your IT user ID will be provided to you when you start the programme by Niels Brock. You can access your email by logging into MyMDX and going to the Email tile: Middlesex page:
[Home Page - MyMDX](#)

It is suggested that you also add your Niels Brock email address onto MyMDX as an alternative email contact address.

Niels Brock Email

In addition to the Middlesex University email address, you will also have your own Niels Brock email address. Lecturers, the student support team, the library and other areas of administration will use this e-mail address to contact you so it is critical that you check your account regularly.

If you have any problems with your Niels Brock e-mail, please contact the IT Helpdesk. You can contact them by Phone (+45 3341 9666) or e-mail (helpdesk@nielsbrock.dk).

All email communication from the Niels Brock administration and Copenhagen lecturers will be sent to your @nielsbrock.dk account. It is expected that you check your student email account daily for urgent issues. Please note that all email from Middlesex University will be sent to your official Middlesex University student email address and/or your Niels Brock account. We are not able to use personal email accounts.

You can access your email by logging into MitNielsBrock Guides on using your account are available on <https://www.brock.dk/om-niels-brock/log-paa-brock-online/>

Your contact and personal details

It is very important that you keep us informed of any changes to your personal contact details and of your emergency contact at all times. You should inform your MBA-administration (ikr@nielsbrock.dk) of any changes.

Please note that you cannot change your name online. This has to be done in person at the Niels Brock Student Office with official supporting documentation (marriage certificate, passport etc.).

Student Support

Although you are expected to be independent and to take responsibility for your own academic and personal life, there is still a lot of help available to support you throughout your programme.

Academic support

Academic staff

Your tutors will direct your studies and ensure that you know what work you need to cover in any given module. Seek advice from academic staff either during their office hours or by email or telephone please see 'Programme Details' section for information.

General Educational Guidance and Enquiries

General educational guidance, clarification of University Regulations and help with planning your programme is available Desk from the Niels Brock Student office and Help, who can be contacted by telephone or e-mail or in person.

You can get a wide range of support, advice and information direct from the student website 24-7(MITNIELSBROCK) where you can also find the telephone numbers and email addresses of student/programme support team staff.

Do not hesitate to approach the Student office by telephone, email or in person for support services including:

- Changes to your personal record: address, name, etc.
- Programme regulations advice

- Revising or recording module registrations
- Submission of coursework
- Assessment deferral requests
- Recording extenuating circumstances
- Recording reasons for unavoidably being absent
- Arranging to interrupt your studies, change or withdraw from your programme
- Advice on where to make a suggestion or a complaint
- Personal Counselling

Link tutors

As stated on the front of this handbook the link tutor at Niels Brock for this programme Charlotte Forsberg (cfo@nielsbrock.dk) and the link tutor at Middlesex is Kirit Patel (K.Patel@mdx.ac.uk) Both tutors are jointly responsible for ensuring the programme is delivered according to the arrangements agreed when it was approved. Both link tutors normally attend the Programme Voice Group meetings where they hear the views of students on the programme, however you can contact either if you have a query or suggestion.

Support services at Niels Brock

Student Office

In short, the Student Office should be your first port of call if they require any help or advice; if we are not able to help the student we will know who can.

Here you can get assistance on practical-administrative matters related to your studies. You can hand in forms and applications, get prints of your exam results and help on registration for courses and exams.

You are always welcome to contact the Student Office if you have questions or are in need of assistance. Opening hours by appointment.

The student office is located at the Niels Brock Faculty. Skt. Petri Passage 1, DK 1165 Copenhagen K. The best means of communication is via email. Contact details are stated as follows:

Institution Link tutor	Mrs. Charlotte Forsberg	✉ cfo@nielsbrock.dk ☎ +45 2321 4554
Programme Manager Student counsellor	Mrs Julie Rasvig	✉ jkr@nielsbrock.dk ☎ +45 2321 4686

Counselling

We can arrange for academic counselling and we have a separate room available should your problem be of a private or confidential nature. You can meet the counsellor outside office hours as well but will need to send an email and set up an appointment. The best means of communication is via email jkr@nielsbrock.dk.

Tuition Fee Payment

Niels Brock has a strict policy on fee payment.

The instalment plan consists of one or two payment(s) for the Part-time programme:

Failure to comply with the policy, may result in you being de-registered i.e. cancellation of your enrolment.

Withdrawal, Interruption or Transfer

Tuition fee charges are determined on the basis of enrolment and not actual attendance. Charges will be incurred until such time as an official notification of withdrawal, interruption or transfer to another institution has been received from you and submitted to your MBA programme Manager.

Employability

Employability and your programme

The development of employability skills – for example, team work, self-management, business and customer awareness, communication, literacy and numeracy – are all integral parts of the MBA programme.

In each module in the programme, learning is through case studies, which gives a real world context to theory. Also, most modules have a real life project as the final assessed component, which helps students in gaining multiple employability competencies. Finally, the MBA Capstone Project, which is the largest component of the MBA with 60 credits requires each student to work independently on a real business problem either as consultants or entrepreneurs. This brings about a significant enhancement in their skills, capabilities and confidence, useful for employment purposes.

Careers Service and Student Counselling Services

The Student Counselling Service offers short-term counselling to all registered students of Niels Brock. It is free and confidential. The student counsellors assist you during the entire programme, e.g. through dialogs about the student's academic progress, study activities, how to complete the program in a successful way, as well as personal matters.

A student counsellor is subject to student confidentiality when in contact with both other people and authorities. Appointments can be made via email.

Students' Union Membership

As you do not attend a Middlesex University London campus you are, unfortunately, not a member of Middlesex University Students' Union (MdxSU).

Part Three - University Policies

Programme Regulations

As a student of Middlesex University there are regulations and policies that you should make yourself aware of before you commence with your studies. These regulations detail the rules around assessment, how grades are awarded, and how assessment is conducted. This includes details on unforeseen circumstances ([Force Majeure](#)), academic integrity and misconduct and what you should do if circumstances mean you cannot complete an assessment. Full details of the regulations for all learners at Middlesex can be found at:

<https://www.mdx.ac.uk/about-us/policies> (scroll to university regulations)

If you have any queries about these regulations that govern your programme please contact the MBA Programme Manager, Julie Keldsbo Rasvig (jkr@nielsbrock.dk).

Research Ethics

An ethical approach to the undertaking of teaching, learning, assessments and research activities is of central importance to Middlesex University. Due consideration should be given to ethics in all aspects of your programme. Ethical process should be followed and/or ethical approval sought, before you carry out any work involving **human participants, human data, animals/products, precious artefacts, materials or data systems**. This applies to students at all levels of their degree.

Research ethics approval seek to ensure all work is designed and undertaken according to certain principles of ethical research. These include:

1. Primary concern must be given to the **safety, welfare and dignity** of participants, researchers, colleagues, the environment and the wider community
2. Consideration of **risks** should be undertaken before research commences with the aim of minimising risks to those involved – i.e. human participants or animal subjects, colleagues, the environment and the wider community, as well as actual or potential risks to those directly or indirectly affected by the research.
3. Respect for the **privacy, confidentiality and anonymity** of participants
4. Consideration of the rights of **people who may be vulnerable** (by virtue of perceived or actual differences in their social status, ethnic origin, gender, mental capacities, or other such characteristics) who may be less competent or able to refuse to give consent to participate

5. Researchers have a responsibility to the general public and to their profession; as such they should balance the anticipated benefits of their research against **potential harm, misuse or abuse** which must be avoided
6. Researchers must demonstrate the highest standards of **ethical conduct and research integrity**. They must work within the limits of their skills, training and experience, and refrain from exploitation, dishonesty, plagiarism, infringement of intellectual property rights and the fabrication of research results. They should declare any actual or potential conflicts of interest, and where necessary take steps to resolve them.
7. Research should **not involve any illegal activity**, and researchers must comply with all relevant laws

Within taught degree programmes ethical approval **may** have been pre-sought for research activities that form part of specific modules. Please check with your module tutor/your module guide. Note however that **all students completing a dissertation or independent project** will be required to undertake an ethical review process.

Data **MUST** not be collected without first obtaining ethical approval for your research or ascertaining if data gathering has been pre-approved for a module. If you submit work that includes data gathered from or about people without ethical approval this may be treated as academic misconduct and could lead to a fail grade being awarded.

*Middlesex University Definition of Research document can be located on this site.

Further information including the “Research Ethics Screening Form” and links to access Ethics Monitor and training videos is given on the MyLearning area “Middlesex Online Research Ethics” accessible at:

<https://mdx.mrooms.net/course/view.php?id=12277>

Assessment

Submission and receipt of coursework

You will find all the deadlines for your assessment in your assessment schedule on MITNIELSBROCK (MNB) Instructions on how to submit your assessment and how you will get a receipt confirming you have submitted it is given in each module handbook, available electronically via MITNIELSBROCK (MNB)
Please refer to these and contact the module tutor if you have any queries.

Marking, second marking and moderation

All assessments are moderated to ensure that grades have been recorded accurately. The sample shall be a minimum of 10% of assessments or 20% where the cohort is less than forty. In addition, all fails are normally second marked. For modules above Level 4

an External Examiner also receives a sample of assessments for a module. All proposition modules and all dissertations are double marked.

The University and College responsibilities for the marking and moderation on this programme are as below.

Coursework set by	Middlesex University
Coursework marked and internally moderated by	Niels Brock
Coursework externally moderated by	Middlesex University

Return of coursework

You are expected to keep an electronic copy of all your coursework and it should be kept somewhere safe (for example on a memory stick). As the marked copy of your work is not normally returned to you it is important you keep a copy so you can understand the feedback you get properly.

External Examiners

External Examiners are one way we assure the academic quality of your programme. They are subject experts who help assure that your Middlesex award is comparable to that at other UK universities by reviewing the programme curriculum, the assessment and the learning resources. Among other things they approve all exam papers before they are taken, attend the assessment board and write a report at the end of the year. You can obtain a copy of this report by contacting your Link Tutor.

IMPORTANT: It is inappropriate for you or any other student to make direct contact with an External Examiner. The appeal and complaints systems exist to allow you to express any concerns you have, including the marks you have been given for your performance.

You can read more about the role of External Examiners:

[https://www.mdx.ac.uk/about-us/policies/academic-quality/handbook \(section 4\)](https://www.mdx.ac.uk/about-us/policies/academic-quality/handbook (section 4))

Assessment Feedback

Feedback on your assessment (both formative and summative) provides the opportunity for you to reflect and to use this feedback as the basis for learning and to improve your work.

Feedback can take many forms and may be informal. For example, it may be given and discussed orally in the classroom, or it may be more formal and delivered in written or audio form from academic staff or fellow students. Understanding your feedback is

very important and to achieve this you are encouraged to discuss feedback with your peers and academic staff.

Receiving feedback on your work is an essential and important part of learning and so we provide regular opportunities for **formative assessment**, the purpose of which is to get detailed feedback on your performance so you get a regular update on how you are developing and to prepare you for any summative assessment.

Feedback on summative assessment will be offered in a variety of forms and all your work will be marked and moderated in line with the Code of Assessment Practice which can be found in the University Regulations: <https://www.mdx.ac.uk/about-us/policies> (scroll to university regulations)

You will normally be provided with feedback within 15-25 working days of the submission date.

IMPORTANT: Notification of Provisional Marks

All marks are provisional until confirmed by moderation and approved by the Middlesex Assessment Board. Once your marks have been confirmed by the Board, Niels Brock will send you an email (please make sure these are up to date).

Progressing on your Programme

Your Grades

Your **module handbooks** will give information on how the marks for different items of summative assessment are combined to give your final grade. Also by looking at the **Grade Criteria** you can understand what standard your work must be to achieve the different grades. The Grade Criteria can be found in Regulations <https://www.mdx.ac.uk/about-us/policies> (scroll to university regulations)

The University has a 1-20 grading scale, **with grade 1 being the highest grade and 20 the lowest, 16 is the minimum required to achieve a pass** as illustrated in the following chart.

Grade	Masters
1 - 4	Distinction
5 - 8	Merit
9-12	Pass
13-16	Pass
17	Fail – marginal Compensation allowed
18	Fail Compensation allowed
19	Fail Compensation not allowed

20	Fail - Incorporating failure to participate in assessment necessary to achieve all learning outcomes. Compensation not allowed
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Further administrative grades are also used to indicate re-assessment, deferrals and academic misconduct etc. The full scale can be found in the Assessment Regulations section in the Assessment sub section of the Study tile on MyMDX.

Please also see Appendix 1 for the 20-Point Grading Scale Percentage Conversion

Please note that in the MBA programme no compensation is allowed. In other words, you will have to pass every module in order to get the MBA degree. Module handbooks provide more details about passing requirements in the respective modules.

The overall grade in a module is obtained by weighting the different components of assessment involved (assessment weightings are given in the respective module handbooks). In each component of assessment, if a student gets grades from 17 to 20, he has the right to be reassessed only once, and which has to be taken at the next available opportunity, unless deferred. A maximum grade of 16 will be applied to the reassessed component.

If you have any questions about what your grades or status mean, then you should look at the Assessment sub section of the Study tile on MyMDX first and then talk to your Link Tutor or MBA Programme Manager at Niels Brock.

Results Confirmation

First Semester: Provisional Grades: At the end of your first semester, you can see your module grades in the Grades and Progress tile within MyMDX. These grades are provisional and not yet confirmed.

Second Semester: Final Grades and Progression: After your second semester, the Programme Assessment Board will confirm your grades. Then, your final module results, progression status, or finalist classification will be posted in the Grades and Progress tile within MyMDX.

Need Help or More **Info?**

- **Regulations:** Check the University regulations for more details.

For more information about results and assessment, for example what you need to do to progress, what happens if you fail a module or what happens if you cannot submit a piece of assessment please contact the MBA Programme Manager.

Certificates and Diploma Information

When you graduate your final qualification certificate will be issued by Middlesex University and will have details of your qualification and include “in collaboration with Niels Brock”.

Your certificate will be sent to Niels Brock by Middlesex within 2 months of the date your qualification is awarded (usually the Assessment Board date). Once it has arrived it will then be forwarded to you at the address we hold for you. It is therefore very important that you keep us informed of your address details if they change at any point.

All students are issued with a diploma supplement verified by Middlesex University which will state Niels Brock as the institution where you studied and Danish as the language of instruction. Your diploma supplement will include the modules you have taken, grades achieved and state your qualification with the classification and title but additionally it will also contain information on the nature, level, context, content and status of your studies undertaken and successfully completed. Diploma supplements are intended to help external parties such as employers or other higher education providers understand more about your programme in addition to your grades.

Academic Integrity and Misconduct

You should be aware of the Universities academic integrity and misconduct policies and procedures. Taking unfair advantage over other students in assessment is considered a serious offence by the University. Action will be taken against any student who contravenes the regulations through negligence, foolishness or deliberate intent. Academic misconduct is a corrosive force in the academic life of the University; it jeopardises the quality of education and devalues the degrees and qualifications of the University. Academic misconduct takes several forms, in particular:

- **Plagiarism** – using extensive unacknowledged quotations from, or direct copying of, another person’s work and presenting it for assessment as if it were your own effort. This includes the use of 3rd party essay writing services.
- **Collusion** – working together with other students (without the tutor’s permission), and presenting similar or identical work for assessment.
- **Infringement of Exam Room Rules** – Communication with another candidate, taking notes to your table in the exam room and/or referring to notes during the examination.
- **Self-Plagiarism** – including any material which is identical or substantially similar to material that has already been submitted by you for another assessment in the University or elsewhere.
- You must be aware that the use of AI text generators is prohibited in connection with exam and assignments.
- Middlesex University is aware of the discussions and debates currently taking place around tools such as ChatGPT and other AI apps.

- **'Purchasing or Commissioning** - This includes the use of third-party essay writing services. Essay mills are now illegal entities and use of them is facilitating an illegal activity '

You may be aware of such tools, but you should be aware that their use could breach **university regulations**. Assessments need to be your own work, based on your own learning. Guidance regarding **Academic Integrity** can be [MyMDX](#).

Your librarians have put together a useful **subject guide for referencing and plagiarism**.

Full details on academic misconduct and the support available can be found at: <https://mymdx.mdx.ac.uk/campusm/home#pgitem/419149/t>

The Academic Integrity and Misconduct policy is available in our Public Policy Statements (under Academic Quality) at: [Our policies | Middlesex University London \(mdx.ac.uk\)](#)

Extenuating circumstances

Extenuating Circumstances are personal circumstances which have affected your ability to meet an assessment deadline or performance in assessment and are brought to the attention of the Assessment Board when considering your academic performance.

For further information, search Extenuating Circumstances in [MyMDX](#)

Your circumstances will be kept confidential and will be assessed by the Faculty's Assessment Officer. They will make a recommendation in regards to the assistance we can provide you with, for example they may grant permission to defer the relevant assessment to the next available opportunity or ask the assessment board to consider your circumstances when determining your progression or final classification if you are a borderline student. It should be noted that this process **cannot be used to change the grade of a module**.

These requests should be submitted online via MyMDX and before the assessment deadline.

If you have any questions about extenuating circumstances, please contact your Link Tutor or MBA Programme Manager at Niels Brock.

Academic Appeals

An Academic Appeal is a formal request that a decision made by an Assessment Board or Programme Progression Board is reconsidered because of special circumstances. Please see our Frequently Asked Questions (FAQs) for more information on reasons for making an appeal by searching 'Appeals' in MyMDX.

Student Complaints and Grievance Procedure

The complaints and grievance procedures of Niels Brock must be followed and have been fully exhausted before you can follow the Middlesex University “Complaints and Grievance Procedures (Appendix A for students of collaborative partners) in relation to collaborative partner institutions” which can be found in the Middlesex University regulations:

<https://www.mdx.ac.uk/about-us/policies> (scroll to university regulations)

We welcome your suggestions on how we might improve even when this takes the form of a complaint.

If you have a suggestion or a complaint about any aspect, please raise it with the person concerned in the first instance. If you are not satisfied with the outcome you can progress the matter through the informal and formal procedures step by step up the management structure of Niels Brock. You should contact the link tutor at Niels Brock Executive in this instance You can also email using the information available at <https://nielsbrock.dk/executive>

Attendance and Engagement

Engaging with online and remote learning and activities is integral to your success. Middlesex University supports students, enabling them to achieve their full potential. We provide this support through a number of strategies, all of which provide our students with a supportive learning environment online, remotely, face-to-face, or blended. Further information on attendance and engaging with your programme will be available at your Induction and by searching ‘Attendance’ in MyMDX.

For further information and support on engaging with your programme, please contact your Niels Brock support teams and Link Tutor.

Policy on late arrival / absence

When students come to class late, it can disrupt the flow of a lecture or discussion, distract other students, impede learning, and generally erode class morale. It is expected that you will attend all classes/module activities. In the case of absence due to illness or any other reason, you should inform your module lecturer. Absence is no reason for late submission of assignments.

Health and Safety

Health

In case you suffer from any medical conditions, allergies etc. please let the MBA Administration know. You are welcome to provide us with the contact details of your next of kind in case we should need to contact them.

Please always remember to update the details of you next of kind on your pages on myUniHub.

Safety

Safety for both students and Employees are of high priority and Niels Brock has therefore a written contingency plan that all employers must read. The purpose of the contingency plan is to ensure that each department is prepared to deal with accidents in the best possible way and to prevent and minimize damage as far as possible.

Safety for students, students and employees is a basic element to ensure a good and safe education institution and workplace. Therefore, it is important that there are established procedures for handling Niels Brock's handling of accidents and critical situations if this should occur. This contingency plan therefore acts as a practical tool that is updated and updated once a year at the respective departments. The contingency plans are therefore adapted to the local conditions of each department, but follow a common overall structure.

The crisis group designated by the management must assume responsibility for knowing the contents of the entire plan. Management is thus responsible for ensuring that employees and students are familiar with the information they have provided for example. via alarm instructions, overview drawings and other relevant instructions.

In case of emergency, please call 1-1-2

In case the building is being evacuated, the meeting place for students and employees is across the street at Ørstedsparken.

In all teaching rooms the alarm plan can be found on the entrance door.

In case you have any concerns or questions regarding safety and evacuation, please contact the Administration.

APPENDIX 1: 20-Point Grading Scale Percentage Conversion

20-point scale	General scale	General scale (full ranges)
1	80% - 100%	79.50% - 100%
2	76% - 79%	75.50% - 79.49%
3	73% - 75%	72.50% - 75.49%
4	70% - 72%	69.50% - 72.49%
5	67% - 69%	66.50% - 69.49%
6	65% - 66%	64.50% - 66.49%
7	62% - 64%	61.50% - 64.49%
8	60% - 61%	59.50% - 61.49%
9	57% - 59%	56.50% - 59.49%
10	55% - 56%	54.50% - 56.49%
11	52% - 54%	51.50% - 54.49%
12	50% - 51%	49.50% - 51.49%
13	47% - 49%	46.50% - 49.49%
14	45% - 46%	44.50% - 46.49%
15	42% - 44%	41.50% - 44.49%
16	40% - 41%	39.50% - 41.49%
17	35% - 39%	34.50% - 39.49%
18	30% - 34%	29.50% - 34.49%
19	0% - 29%	0.01% - 29.49%
20	Non-participation	0%

