Faculty of Engineering and Physical Sciences
Programme Handbook (PGT)

School of Mechanical,
Aerospace & Civil Engineering

Programme Covered

Project Management
Professional Development Programme

2010- 2011

Disclaimer: The information contained in this handbook is correct at the time of your receiving it but the University, while retaining proper regard for the interests of students who have begun their programmes, reserves the right to alter the programmes or the timetable if the need arises.

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PREFACE

The PM PDP programme is coordinated within the School of Mechanical, Aerospace and Civil Engineering, which brings together world-class researchers in the field from across the University of Manchester. The programme provides students with a wide-ranging, thorough and inter-disciplinary education that prepares them to operate at the cutting edge of project management. This handbook provides a detailed description of the programme, its regulations and procedures.

1.1 INTRODUCTION

Project Management is being recognised as a key management activity, essential to organisational effectiveness. Yet the public understanding of projects is poor. The subject is seen as relatively specialised. Not enough is known about the real dynamics of managing projects effectively. Worse, the track record of completing projects successfully is often poor. Too many businesses are under performing in this key area.

The PM PDP MSc course is a text based blended-learning programme in Project Management. PM PDP breaks new ground in the provision of a Practised Based Learning approach to project management development. Its operation has helped pioneer the use of reflective practice, both throughout the core modules and the dissertation phase. It acts as a Community of Practice for delegates to network and communicate with their peers, sharing experiences and practices across a wide array of project environments.

PM PDP is Engineering Construction Industry Training Board (ECITB) accredited and in November 2009 became APM (Association for Project Management) accredited. The MSc is currently undergoing the accreditation process for PMI (Project Management Institute) submitting a Self Study Report to the Global Accreditation Centre (GAC) in July 2010.

PM PDP was originally exclusively provided for an industry consortium (Rolls-Royce, AMEC, Goodrich and EDS) but since becoming ECITB accredited many other companies support delegates on the programme. The programme is essentially changing and becoming more of an open programme due to the nature of the growing number of industries taking an interest. The programme however is not open in the sense that anyone can apply; delegates are required to have an industry background to complete the assessments within the taught modules and the dissertation element.

PM PDP is taught by university staff and subject experts (all staff members are listed in Appendix D).
UNIVERSITY OF MANCHESTER

The University of Manchester (UoM) has been created by bringing together The Victoria University of Manchester and the University of Manchester Institute of Science and Technology (UMIST), two of Britain's most distinguished universities, to create a powerful new force in British higher education.

Manchester has a long tradition of excellence in Higher Education. UMIST can trace its roots back to 1824 and the formation of the Manchester Mechanics' Institute, whilst The Victoria University of Manchester was founded as Owen's College in 1851. After 100 years of working together, these two great institutions are now formally combined to form a single university which came into being on 22 October 2004.

Twenty-three Nobel Prize winners have studied here: Rutherford began his work here on splitting the atom, and the world's first modern computer also came into being at The Victoria University of Manchester. Former students of UMIST and The Victoria University of Manchester include Sir Terry Leahy, the Chief Executive of Tesco; TV newsreader Anna Ford; comedian Ben Elton; pioneer of flight Arthur Whitten-Brown; and novelist Anthony Burgess.

1.1.1 Origins

The University's history is closely linked to Manchester's emergence as the world's first industrial city. Manchester businessmen and industrialists established the Mechanics' Institute to ensure that their workers could learn the basic principles of science. Similarly, John Owens, a Manchester textile merchant, left a bequest of £96,942 in 1851 for the purpose of founding a college for the education of males on non-sectarian lines. Owens College was established and granted a Royal Charter in 1880 to become England's first civic university, The Victoria University of Manchester.

By 1905 the two institutions were a large and active force in the area, with the Mechanics' Institute, the forerunner of the modern UMIST, forming a Faculty of Technology and working alongside The Victoria University of Manchester. This relationship worked to the advantage of all, not least the many students who received a first class education and the employers who benefitted from the knowledge and skills imparted by the two institutions. Although UMIST achieved independent university status in 1955, the two universities continued to work together, true to the vision of their pioneering industrialist founders.

1.1.2 Honours and Rankings amongst other Universities

The results of the 2008 Research Assessment Exercise (RAE) confirm that The University of Manchester has smashed the 'Golden Triangle' of research universities traditionally dominated by Oxford, Cambridge and London, and is well on the way to becoming one of the top universities in the world by 2015.

The RAE measures the quality of research conducted in universities and other higher education institutions in the UK against international standards of excellence and enables the higher education funding bodies to distribute public funds on the basis of quality. These funds will allow The University of Manchester to continue to recruit the best research staff and students, carry on building strong links with industrial and research partners, and sustain investment in essential facilities.
Sixty five percent of research activity, amounting to 1,193 full-time equivalent staff at The University of Manchester, is judged to be ‘world-leading’ (4*) or ‘internationally excellent’ (3*), putting The University of Manchester among only a handful of universities with an internationally significant research profile over a wide range of subject areas.

In the 2009 Shanghai Jiao Tong Ranking of the World’s Top 500 Universities, Manchester is placed 41st in the world.

<table>
<thead>
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<th>Year</th>
<th>World Ranking</th>
<th>European Ranking</th>
<th>UK Ranking</th>
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<td>41</td>
<td>7</td>
<td>5</td>
</tr>
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<td>2008</td>
<td>40</td>
<td>6</td>
<td>5</td>
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<tr>
<td>2007</td>
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<td>6</td>
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<tr>
<td>2004*</td>
<td>78*</td>
<td>24*</td>
<td>9*</td>
</tr>
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*2004 ranking refers to the Victoria University of Manchester prior to the merger

1.1.3 The Future

Institutes Vision and Capabilities

The Mission of the University is to remain a world-leader in the quality of the higher education offered as well as in excellence and impact of the research undertaken, in the value of the contributions made to the economic, social and cultural life and environmental sustainability of the wider society.

University Strategic Plan

The President and Vice-Chancellor of The University of Manchester, Professor Dame Nancy Rothwell (FRS), is leading a bold and exciting plan - the Manchester 2015 Agenda, which aims to make The University of Manchester one of the top 25 universities in the world. The merger of UMIST and The Victoria University of Manchester in October 2004 presented a unique opportunity to rethink the very idea of a modern university and formulate a blueprint for the future.

The Manchester 2015 Agenda identifies goals for all the University's principal activities:

1. High international standing
2. World-class research
3. Exemplary knowledge and technology transfer
4. Excellent teaching and learning
5. The UK's most accessible research intensive institution
6. Empowering collegiality
7. Efficient and effective management
8. Internationally competitive resources
9. Increasingly effective community service

The vision for the University's future is an ambitious one. Its realisation will demand energy and commitment and superb execution.
1.1.4 The School of Mechanical, Aerospace & Civil Engineering

The School of Mechanical, Aerospace and Civil Engineering (MACE) is a school within the Faculty of Engineering and Physical Sciences (one of four faculties at The University of Manchester). It was formed from the Mechanical Aerospace and Manufacturing Department of UMIST, the Manchester School of Engineering at the Victoria University of Manchester and the Manchester Centre for Civil and Construction Engineering at UMIST. Each of the former departments has a long history and each was rated 5 in the last research assessment exercise. Although newly formed, our School has a rich heritage and a tradition of excellence in research and teaching. There are over 80 members of academic staff in the School supported by dedicated administration and technical support groups.

The School of Mechanical Aerospace and Civil Engineering has over 1000 undergraduates, 400 taught full-time and part-time postgraduate students and 200 postgraduate research students.

The graduates obtain a thorough understanding of engineering and project management principles coupled with excellent practical and personal transferable skills. All graduates are held in high regard by industry, finding rewarding work in all engineering sectors and sectors other than engineering such as finance and banking and the law.

1.2 WHO IS THE PROGRAMME FOR?

This programme is designed for employees of the PM PDP consortium lead by Rolls-Royce.

As the course is generic project management, a delegate’s disciplines and experience is not necessarily important as long as delegates satisfy UoM admission requirements. Applicants with no first degree but with additional relevant qualifications/professional experience may be offered a Certificate level registration to start with.

The programme is designed on a "ladder of opportunities" for those wishing to gain a postgraduate qualification but not currently possessing the entry requirements for a Masters Degree.

1.3 ENTRY / OFFER REQUIREMENTS

1.3.1 MSc and Diploma Offer

Each consortium has a pre-vetting process to gauge suitability of the potential candidate/s i.e. they will only approve funding and put forward individuals they feel with benefit from the programme.

For applicants to be made an offer of MSc, delegates must preferably have an Upper Second Class Degree or international equivalent, in a relevant subject.

Delegates with no first degree (or a lower class first degree) but with additional relevant qualifications/professional experience may be offered a Certificate or Diploma level registration to start with.

On successful completion of four modules (60 credits) the delegate will automatically progress to the Diploma level. After successful completion of a total of eight level modules
(120 credits) progression to the dissertation element is then possible, enabling the delegate to achieve the MSc award.

The number of non-graduate entrants would not normally exceed 15% of the total number of students on a particular course.

1.4 PROGRAMME OBJECTIVES

The following objectives arise from the Programmes vision. They were formulated in 1999 in an industry-academic partnership between UoM and the consortium and are reviewed regularly:

- To provide education in project management.
- To improve and maintain the competence profile in the workforce.
- To provide career development in project management.
- To provide professional development in project management.
- To raise the profile of project management in the consortium organisations.
- To create a cadre of project management professionals (Community of Practice).
- To spread the benefits of the programme to many other organisations via those in scope to the ECITB.

1.5 WHAT TIME COMMITMENT DO I NEED TO MAKE?

Becoming a distance learning delegate requires personal reflection on your time management. A good principle is to develop a routine and try to stick to it. At work you will probably need to do a similar time management exercise in order to “ring fence” times to make phone calls and use the email or follow up aspects of coursework.

If you find that you are over-committed on time then please talk to the Module co-ordinator concerned. As a general guide the full MSc programme is rated as 180 credits and an individual module is rated as 15 credits. The Dissertation is rated as 60 credits. Under the National Educational Framework and The University of Manchester framework a credit is deemed to generate 10 hours of delegate effort. This includes residential events, reading, thinking time, coursework and revision.
1.6 HOW IS THIS PROGRAMME ORGANISED?

To be awarded an MSc, a delegate must achieve a pass mark in the taught elements (which comprise 8 Modules, each worth 15 credits) and in the dissertation element (worth 60 credits).

The pass mark for coursework, examinations and dissertation at Masters Level is 50%. For course units (modules) which contain both a coursework component and an examination component, the final mark for that course unit is obtained by combining the marks from each component according to their relative weighting.

The 8 taught Modules for PM PDP are as follows:

1. Foundation.
2. Strategy.
4. Cost and Value Management.
5. Commercial and Procurement.
6. Systems Engineering and Project Management
7. People, Organisation and Culture.

In any 6mth study period delegates can study one or two Modules. Module 1 must be taken first and Module 8 last but Modules 2 - 7 can be taken in any order.

Following successful completion of 4 taught Modules (Module 1 – Foundation plus any other 3 Modules from Modules 2 – 7 incl.) delegates may exit the course with a Post Graduate Certificate in Project Management (60 credits). Successful completion of all 8 taught Modules will give delegates sufficient credits for the Post Graduate Diploma award in Project Management. Successful completion of the 8 taught Modules and a dissertation (which is worth 60 credits) will give delegates an MSc award in Project Management.

The following table gives an overview of the Modules available.
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<th>Certificate Award</th>
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<td>Compulsory</td>
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<td>MACE 60072 – Module 2: Strategy</td>
<td>Compulsory</td>
<td>Compulsory</td>
<td>Optional Module</td>
</tr>
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<td>MACE 60073 – Module 3: Planning &amp; Resource Management</td>
<td>Compulsory</td>
<td>Compulsory</td>
<td>Optional Module</td>
</tr>
<tr>
<td>MACE 60074 – Module 4: Cost &amp; Value Management</td>
<td>Compulsory</td>
<td>Compulsory</td>
<td>Optional Module</td>
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<tr>
<td>MACE 60075 - Module 5: Commercial Management</td>
<td>Compulsory</td>
<td>Compulsory</td>
<td>Optional Module</td>
</tr>
<tr>
<td>MACE 60076 – Module 6: Systems Engineering &amp; Project Management</td>
<td>Compulsory</td>
<td>Compulsory</td>
<td>Optional Module</td>
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<tr>
<td>MACE 60077 – Module 7: People, Organisation &amp; Culture</td>
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<td>Optional Module</td>
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<tr>
<td>MACE 60078 – Module 8: Managing Research Projects</td>
<td>Compulsory</td>
<td>Compulsory</td>
<td>Not Available</td>
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<tr>
<td>MACE 61110 Dissertation</td>
<td>Compulsory</td>
<td>Not Available</td>
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PM PDP Module Overview
1.6.1 Workbooks

Each module is studied using a separate workbook. These workbooks follow a similar structure: containing a short introduction and up to twelve chapters or themes. In some cases the workbooks have been written by a single author and in others two or more authors have been involved.

You will need to read them but also complete a number of exercises and some self-assessment questions and exercises. You should ensure that you understand each chapter before moving on to the next. Electronic copies (in HTML format) of the workbooks are available on Blackboard which will be mentioned later.

1.6.2 Textbooks

In principle each module is accompanied by a set textbook (provided when you start the module). This does not normally cover all aspects of the module. However, it has been selected by the Module co-ordinator to assist understanding on concepts, issues, methods and teachings covered in the Module through directed reading (page numbers in the textbook given in the workbook). Remember that you will be expected to have read and understood the theme readings when taking the examination at the end of the module.

1.6.3 Further Reading

Each Module contains a list of references and sources which the author believes will provide delegates with a useful agenda for further development for understanding the issues raised in the module. The end of module examination does not assume that you have read these readings.

1.6.4 Case Studies

Some of the workbooks contain case studies (some provided by Rolls-Royce and/or consortium partners). These provide useful focus for the application of theories, ideas, issues and techniques addressed in the module workbooks.

1.7 RESENTIAL EVENTS

There are two types of Residential Events

- Plenary Events and
- Mid Term Sessions

1.7.1 PM PDP Plenary Events

The purpose of Plenary Events (2-3 days) is to provide delegates with an opportunity to meet their fellow delegates from Rolls-Royce, AMEC, Goodrich, EDS, ECITB and other guest organisations. At the Initial Plenary Event for new delegates The Programme Director and appropriate Consortium members will explain (through presentations and workshops) the structure of the programme as a whole, teaching and learning processes and assessment procedures. Time will also be allocated for any questions to be answered on whatever issues or concerns delegates may have.
At all Plenary Events delegates will meet with their relevant Module Tutor/s to discuss their chosen module/s and learn in more depth what the module entails.

1.7.2 Mid Term Sessions

During each six month session there will be two Mid Term residential sessions held for delegates. Held usually on a Tuesday, these sessions are designed to assist in the progression of the module content / assignments and help prepare for the examinations.

1.8 HOW WILL I BE ASSESSED?

Most Modules are formally examined using one coursework assignment and a two-hour written examination. Exceptions are Modules 3, 6 & 8 which are 100% coursework assessed. All examination papers and coursework marks are subject to the approval of the External Examiner prior to issue.

1.8.1 Coursework Assignments

Each Module will be subject to a coursework assignment. The assignment brief (containing all necessary instruction and basis for assessment) will be issued to delegates at the Plenary Event.

Essentially the coursework is designed to be work based. It is recognised that delegates are busy people engaged on the professional duties in the consortium organisation.

In principle the coursework brief will request delegates to undertake a piece of coursework which relates directly to their own professional work. The focus will always be on a project management application associated with the module being studied. Delegates will submit the coursework assignment for marking by their tutor. The coursework assignments marks will be communicated as quickly as possible to the delegates.

1.8.2 Presentation

Marks will not normally be awarded for presentation quality. Delegates are expected to submit coursework to a standard expected in their employing organisations. If coursework is not submitted to this standard then the University reserves the right not to accept the submission until the standard of presentation has been improved. This may lead to a reduction of marks for resubmission in line with the regulations.

1.8.3 Written Examinations

Examination papers will normally ask delegates to answer a set number of questions from a small range of questions (usually 3 questions from a choice of 5). Examination papers will normally be for two hours duration. Past examination papers will be issued during the study period to assist delegates in preparing for the examinations and are available on Blackboard.

In some cases material relating to the paper may be issued prior to the examination. The paper will examine delegates on the content of the module including all exercises and specified readings.

Examination papers will be marked quickly and results communicated to the delegates by post following approval by the Programme Examination Board.
For a more detailed description please refer to Appendix H, Policy 7.

1.9 RE-SITTING / RESUBMISSION / CONTINUATION

1.9.1 Coursework Assignments

In the event that delegates do not achieve a pass mark (50%) in the coursework assignment delegates may be allowed to resubmit the assignment at the discretion of the tutor but the mark will be subject to a multiplier of 0.8. This means delegates must achieve a mark of 62% or higher in the resubmitted work but will only be awarded the pass mark of 50%.

1.9.2 Examination Papers

The pass mark for the examinations is 50%. In the event of an unsatisfactory performance in the examination delegates will normally be allowed to retake the paper at the next available time the paper is set (the next plenary session). Again, delegates however, will only be awarded the basic pass mark (50%) regardless of the final mark.

1.9.3 Deferral

Deferrals are allowed as part of the flexibility that The University of Manchester provides arising from the philosophy of this programme. There is a charge for deferrals reflecting a very real extra administrative and academic load that deferrals produce. We have no problem at all in supporting flexibility through deferrals. An individual delegate requesting deferral is expected to have the approval of their company. The Programme Director is always willing to support a request for deferral based on reasonable grounds. This is in the context of the nature of this professional programme and its delegates.

It will only be possible to carry forward the equivalent of one deferred module between cycles, if you wish to pick up a new module. This means two assessments, which could be spread across two Modules (e.g. two exams from two Modules, or one exam and one assignment from two Modules). If you decide to defer an assessment or a whole Module you will generally be advised by the course administrators of your options, for example if you deferred two exams from two Modules you would be advised to choose a module that was a 100% coursework so that you weren’t sitting three exams at any one time as this would not be possible.

If at all unsure, please speak to the course team to discuss.

It has been agreed that for any delegate deferring assessments (coursework and/or examinations) there will be a charge levied at £50 per assessment (e.g. £100 if coursework and examination are deferred for a module).

The criterion for being granted a deferral is that a delegate has reasonable grounds for deferring assessment which are approved by their Company. The dissertation is covered by deferral but the grounds for obtaining approval must be compelling and there must be severe extenuating circumstances.

The procedure for obtaining approval for a deferred assessment is as follows:

- Obtain approval from Company.
• Discuss with the Module Coordinator and agree the deferral in principle.
• Formally request deferral by emailing the Programme administration

The charges to be levied will be confirmed to the delegate by the Programme Administrator (copy to the Company Representative). The charges will be included in the subsequent fee invoice to the Company.

1.9.4 Assessment criteria and progression

Please see Appendix G

1.9.5 Examination Boards

All The University of Manchester programmes have an examination board. The board meets to review and consider the performance of delegates following each examination session. In the case of this programme there will be two boards per year: November and June. All the examiners meet to agree the results and progression of delegates. The External Examiner for the programme attends the board.

1.9.6 MSc Dissertation

After passing all the eight taught Modules, the dissertation element must be completed within a 12 month period and achieve the minimum 50% pass mark. This is a research or reflective project dealing with a work-based problem. Details of the dissertation element of the programme are available when you begin your dissertation study.

1.10 HOW LONG WILL IT TAKE ME TO COMPLETE THE PROGRAMME?

1.10.1 Timetable for the Programme

Each Module is studied over a period of six months. Two Modules may be studied at any one time. Therefore, it takes a period of two years to complete the taught part of the programme. This is followed by researching and writing a Dissertation to gain MSc respectively. However, if the Dissertation forms an integral part of a delegates work there is no reason why the period for undertaking the Dissertation should not be reduced. In any event it would certainly take six months to complete.

1.10.2 Maximum Length of the Course

The maximum permitted time for the MSc is 6 years. This is based on taking one Module per cycle, one year flexibility and one year for the dissertation. The maximum time for the diploma is 4 years and certificate is 2 years.

1.10.3 Timetable for the individual Modules

Individual Modules take six months to complete, starting in either April or October. At the beginning of the first Module (s) to be studied there is a two/three-day residential event. There will be two Mid Term events held in this six month period to aid with the assessments. The coursework assignment for each Module is issued, submitted and marked during the study period. Examinations take place at the end of the 6 month study period.
1.11 TEACHING PHILOSOPHY

1.11.1 Work-based approach

Whilst the Module workbooks are not work-based, the coursework assignments certainly are meant to be. It is a good idea to keep an eye open for opportunities for incorporating your everyday work pattern into the coursework assignments you will be set. This will really help you on time management and subject relevance. The same applies in relation to the Dissertation.

If you are unsure of how to formulate a focus or problem for the work-based assignments you receive then please talk to your module coordinator about this.

1.11.2 Textbooks and Further Reading Lists

A textbook is provided with each Module. This does not necessarily cover every aspect of the Module so supplementary material and case studies are also issued. These materials need to be updated and improved all the time so it is important that you mention needs for improvement on the evaluation questionnaires.

Further reading lists are provided as a guide to deeper and more detailed study. You are encouraged to build a library of your own in relation to the topics and issues studied on the programme.

1.11.3 Self-assessment exercise

Certain Modules may contain self-assessment exercises. These are not formally assessed by your tutors. They are for your own self-paced learning benefit. It is really important that we obtain good feedback on how these are working. Please mention these exercises in your feedback.

1.11.4 Coursework assignments

Each Module has coursework assignments. This is to reinforce experiential learning and act as a practical and relevant way of assessing a delegate’s performance and understanding.

1.11.5 Networking

An important aspect of this programme is that you are able to network with colleagues from your own and other companies in the programme. It is hoped that the design of the residential events facilitates this. Also we are keen for you to maintain contact with your fellow delegates during the study periods and beyond. Any ways of improving the programme in this regard should be mentioned on questionnaires and through various evaluation mechanisms.
2.1 STUDENT DEVELOPMENT

Your Programme Director/Manager and PGT Programme Administrators will help you review your academic progress and development, and provide assistance to resolve problems you may encounter during your period of study in Manchester. Alternatively the University offers impartial information and advice on academic matters via the:

<table>
<thead>
<tr>
<th>Academic Advisory Service</th>
<th>Student Advice &amp; Information Hub, 1st Floor University Place</th>
</tr>
</thead>
<tbody>
<tr>
<td>+ 44 (0) 161 275 3033</td>
<td>Monday-Friday 10.00am - 4.00pm</td>
</tr>
<tr>
<td><a href="http://www.campus.manchester.ac.uk/academicadvisoryservice">www.campus.manchester.ac.uk/academicadvisoryservice</a></td>
<td></td>
</tr>
</tbody>
</table>

2.2 STUDENT SUPPORT

2.2.1 Student Services Centre

The Student Services Centre is a one-stop-shop for all non-academic University related services such as registration; fee collection including hardship fund advice; issue of swipe cards; graduation ceremonies, official transcripts and international advice on visa and immigration enquiries.

<table>
<thead>
<tr>
<th>+44 (0) 161 275 5000</th>
<th>Burlington Street (as you approach John Ryland’s library)</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="http://www.campus.manchester.ac.uk/ssc/">www.campus.manchester.ac.uk/ssc/</a></td>
<td>Monday to Friday 10.00am – 4.00pm</td>
</tr>
</tbody>
</table>

Student Services also has a Satellite Centre on the north campus (no 13 on the campus map) which is open on Monday, Tuesday, Wednesday and Thursday from 10am until 4pm, providing the same services.

2.2.2 University Language Centre

The Language Centre offers English language tuition and writing skills sessions for students from overseas.

<table>
<thead>
<tr>
<th>+ 44 (0) 161 2757960</th>
<th>Samuel Alexander building</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="http://www.langcent.manchester.ac.uk">www.langcent.manchester.ac.uk</a></td>
<td>Monday to Friday 9.00am – 5.00pm</td>
</tr>
</tbody>
</table>
2.2.3 Extra Curricular Activities

The Student Union organises many activities and offers a variety of help and services for students to adjust to social life in Manchester.

+44 (0) 161 275 2930
www.umsu.man.ac.uk
Steve Biko building
Monday to Friday 9.30am – 4.30pm

2.2.4 Disability Support

‘Disability’ is used to cover a broad range of physical and sensory impairments, medical conditions, specific learning difficulties and mental health needs, which has a significant adverse and long-term effect on the person's ability to carry out normal day-to-day activities. This can include:

- A sensory (visual/hearing) impairment
- A mental health difficulty
- A mobility impairment
- A dexterity impairment
- Asperger's Syndrome and other autism spectrum disorders
- Chronic medical conditions (e.g. diabetes, epilepsy, asthma)
- Chronic pain / fatigue
- Specific learning difficulties (e.g. dyslexia, dyspraxia)

The University's Disability Support Office (DSO) can advise students on the support available to them throughout their studies. After the condition has been diagnosed, the DSO will liaise with the PGT Programme Administrator to organise additional help and support for the student during the period of study at the University.

2.2.5 Campus Sport

The University has a comprehensive Sport and Health and Fitness programmes that offer something for everyone around the campus. Please see the link below for further information and details regarding discounts that all students receive for Manchester Sports Centre’s and the Manchester Aquatics Centre.

+44 (0) 161 275 5303
www.sport.manchester.ac.uk
Top floor of William Kay House
Monday to Friday 9.00am – 5.00pm

2.2.6 Careers

The University has a customer-focused Careers Service open to all students providing advice on career options; finding jobs; CVs, applications and interviews. You can seek advice on employment in the UK, discuss work permit issues and specific careers for international students. Keep up to date with industry trends by visiting Manchester Postgraduate Careers blog http://manchesterpgcareers.wordpress.com (as supervisors are not normally equipped to provide adequate careers advice.)
2.3 HEALTH AND SAFETY

2.3.1 Stress and Ill Health

<table>
<thead>
<tr>
<th>Student Health Service</th>
<th>Jackson’s Mill Sackville Street</th>
</tr>
</thead>
<tbody>
<tr>
<td>+44 (0) 161 306 5806</td>
<td><a href="http://www.campus.manchester.ac.uk/">www.campus.manchester.ac.uk/</a> healthandsafety/</td>
</tr>
<tr>
<td></td>
<td>Monday to Friday 9.00am – 5.00pm</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Counselling Service</th>
<th>5th floor, Crawford House Precinct Centre Booth Street East</th>
</tr>
</thead>
<tbody>
<tr>
<td>+44 (0) 161 275 2864</td>
<td><a href="http://www.studentnet.manchester.ac.uk/">www.studentnet.manchester.ac.uk/</a> counselling/</td>
</tr>
<tr>
<td></td>
<td>Monday to Friday 9.00am – 5.00pm</td>
</tr>
</tbody>
</table>

2.3.2 Emergencies

As a delegate on the course you must familiarise yourself with the procedures for dealing with an emergency, including discovery of fire, and with the fire exit points in your building, and elsewhere in the University where you might find yourself working. Do use all the emergency exits in each part of the building when they are nearest for you, and do not use the lift in the building when there is an emergency.

Please see Appendix F for The University of Manchester’s Health and Safety procedures.

2.4 PROGRAMME ROLES

The names of the people undertaking the various roles and their contacts are listed in Appendix D.

Programme Director

The Programme Director manages the programme strategically and is held accountable for academic practices (e.g. assessment, delivery, supervision, etc) processes and the overall delivery of the programme. He also teaches and undertakes curriculum development on the programme. He is responsible for the programme budget and dealing with the industrial consortium.
Programme Manager

This role is supporting the Programme Director and is responsible for the implementation of strategic and key processes. This role deals with all the organisational and logistical issues associated with delivering the programme. This member of staff teaches and undertakes curriculum development activities.

Programme Administration

At School level, the Head of School Administration oversees all provision and manages the Programme Administration team. This member of staff teaches and undertakes curriculum development activities.

The PM PDP Administrators (consisting of one senior administrator and one administrative assistant) look after the Programme and are the key contact in the School for the delegates for their duration of time studying on the course. They carry out administrative and clerical duties on behalf of the programme team look and after the organisation and management of the residential events. This includes arranging the residential events and organising materials for delegates.

Module Coordinator(s)

Each module (or course unit) has a co-ordinator. This person is responsible for the delivery, assessment and continuous improvement of the module. The co-ordinator is the person who delegates should contact with questions about content or problems of understanding. Also, any other issues arising through their involvement in the programme should initially be raised with the co-ordinator. The co-ordinator should ensure that other colleagues are informed or involved as necessary.

The Module co-ordinator will contact all relevant delegates at the residential events and identifies the preferred way to maintain contact (as a general rule it is preferred that delegates use email to contact their module co-ordinators).

Senior E-Leaning Specialist

This person supports the teaching and learning administrators and the academic team via the Programme Director. The role is strategic and developmental.

Student Delegate Representative

The programme has a University of Manchester / Consortium Steering Committee. This Committee will address comments and evaluate results as well as discuss and make changes to the programme content and delivery.

The candidate will present the various challenges faced by all the delegates, as one voice. The log of concerns (which is anonymous) is collected by the representative and then forwarded to the Programme Administrators to minute. They are then presented to the Steering Group which includes the Programme Director and Programme Manager to seek possible solutions to problems which arise during the programme of study.

The position of Delegate Representative is usually held for a period of 12 months.
When a new Delegate Representative is required delegates are asked to advise the programme administration of anyone they wish to nominate to act as Delegate Representative (self nomination is possible). The nominated delegates must have completed at least 4 modules so that they are fully aware of how the programme is managed.

Nominations are then discussed with all the members of the Steering Group and a representative chosen

2.5 INDIVIDUAL DELEGATE SUPPORT

Module Coordinator

Always contact your Module co-ordinator in the first instance whatever the question is you may have.

How Should I keep in Contact with the Programme Team?

Mailing Address

If you need to send material or correspondence please send to either: Jenny O’Mara or Lauren Sanderson, Programme Administration, PM PDP, School of Mechanical, Aerospace and Civil Engineering, The University of Manchester, Pariser Building, Sackville Street, Manchester, M13 9PL. They will then pass on any letters/correspondence to the relevant academic member of staff.

Academic matters to do with the module(s) you are taking

Contact your Module co-ordinator who will pass your question to the Programme Director or to an appropriate University of Manchester expert.

Administrative matters, time-tabling and deadlines

Contact either of the programme administration team.

Personal, confidential and career development matters

You should contact your line manger. If you would like independent advice The University of Manchester has trained counselors and a Careers Service. You should contact your co-ordinator for assistance initially.

The University of Manchester Library

All delegates have access to the Joule Library (Sackville Street Building E Floor) and the renowned John Rylands Library on Oxford Road. You will need your student ID card to enter all Manchester University Libraries.

As member of The University of Manchester you have access to all the facilities at The University of Manchester. Please see The University of Manchester home page on the web for further details: http://www.library.manchester.ac.uk/
**The SCONUL Scheme**

The SCONUL Scheme is particularly useful for delegates who are not based within the Manchester area. The scheme allows you to use other local University libraries as if you were a student there. You need to fill out an application form and submit it to PM PDP administrative staff who will then take it to the Manchester Library for processing. You will then be sent/given an additional SCONUL card.

If you then wish to visit a local University Library, for example, Derby or Bristol you would need to take this SCONUL card along with your Manchester University ID card and then would be allowed to enter the library and loan books/journals as if you were a student studying at that University.

The application form and more information will be in your welcome pack and additionally is available on Blackboard.
Appendix A: Structure of the Programme

MSc

Dissertation

Certificate
4 modules

CPD
or
Module
Credits

Internal Company Training

Diploma
8 modules

1 2 3 4 5 6 7 8
# Appendix B: Progression through the Programme

<table>
<thead>
<tr>
<th>Entry Requirements</th>
<th>Credits at MSc level</th>
</tr>
</thead>
<tbody>
<tr>
<td>None *</td>
<td>30 60 90 120 150 180</td>
</tr>
<tr>
<td>CPD</td>
<td></td>
</tr>
<tr>
<td>Sub-Degree *</td>
<td>SINGLE MODULE</td>
</tr>
<tr>
<td>Degree *</td>
<td>CERTIFICATE</td>
</tr>
<tr>
<td>Hons Degree</td>
<td>DIPLOMA</td>
</tr>
<tr>
<td>II-2 Degree</td>
<td>MSc</td>
</tr>
<tr>
<td>Diploma = 8 modules</td>
<td>MSc = 8 modules + Dissertation</td>
</tr>
</tbody>
</table>

* Entry qualification requirements regulations for Continuing Professional Development, single module and certificate level are subject to final approval or The University of Manchester Academic Studies Committee

## Credits Ratings

<table>
<thead>
<tr>
<th>Module 1</th>
<th>15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 2</td>
<td>15</td>
</tr>
<tr>
<td>Module 3</td>
<td>15</td>
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<tr>
<td>Module 4</td>
<td>15</td>
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<tr>
<td>Module 5</td>
<td>15</td>
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<tr>
<td>Module 6</td>
<td>15</td>
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<tr>
<td>Module 7</td>
<td>15</td>
</tr>
<tr>
<td>Module 8</td>
<td>15</td>
</tr>
</tbody>
</table>

Therefore a Certificate = 60 credits
Diploma = 120 credits
MSc = 180 credits
Appendix C: Module Topic Matrix

Introduction

The modules and topics listed represent the current contents, the programme, module and topic contents are under constant review and will be altered and updated as and when appropriate.

There are areas of overlap between chapters in different modules. The intention is that these will be managed to ensure clarity.

<table>
<thead>
<tr>
<th>Module No.</th>
<th>Module Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Foundation</td>
</tr>
<tr>
<td>2</td>
<td>Strategy</td>
</tr>
<tr>
<td>3</td>
<td>Planning &amp; Resource Management</td>
</tr>
<tr>
<td>4</td>
<td>Cost &amp; Value Management</td>
</tr>
<tr>
<td>5</td>
<td>Commercial &amp; Procurement</td>
</tr>
<tr>
<td>6</td>
<td>Systems Engineering &amp; Project Management</td>
</tr>
<tr>
<td>7</td>
<td>People, Organisation &amp; Culture</td>
</tr>
<tr>
<td>8</td>
<td>Managing Research Projects</td>
</tr>
</tbody>
</table>
Module 1 - Foundation
The University of Manchester Co-ordinator: Callum Kidd

<table>
<thead>
<tr>
<th>Topic No.</th>
<th>Topic Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Foundations of Project Management</td>
</tr>
<tr>
<td>2</td>
<td>Project Strategy, Stakeholder Management, and Selection</td>
</tr>
<tr>
<td>3</td>
<td>Life Cycle Management</td>
</tr>
<tr>
<td>4</td>
<td>Bodies of Knowledge and Project Management Maturity</td>
</tr>
<tr>
<td>5</td>
<td>Case Study</td>
</tr>
<tr>
<td>6</td>
<td>Project Planning I (Scope and Risk Management)</td>
</tr>
<tr>
<td>7</td>
<td>Introduction to Project Scheduling (Activity Networks)</td>
</tr>
<tr>
<td>8</td>
<td>Commercial Law and Project Procurement Practice</td>
</tr>
<tr>
<td>9</td>
<td>The Human Side of Project Management</td>
</tr>
<tr>
<td>10</td>
<td>Organisations</td>
</tr>
<tr>
<td>11</td>
<td>Cost and Value Management</td>
</tr>
<tr>
<td>12</td>
<td>The Management of Projects</td>
</tr>
</tbody>
</table>

PURPOSE OF MODULE

The Foundation Module provides an overview of the project management discipline, its origins and how it has evolved. It provides an introduction to the principle aspects of the project management process together with an outline of the specific techniques that have been devised to bring about the successful conclusion of projects. The importance of information flow, information technology and information management is covered. It provides a basis for further study of the entire process of managing projects as well as foundation for those wishing to sit the Professional examinations (APM or PMI). The Module is intended as a foundation for the PM PDP MSc programme modules and therefore should be studied first, alone or with one other module.

Assessment:

50% coursework and 50% examination (2hr exam – answering 3 questions from 5)
Module 2 – Strategy
The University of Manchester Co-ordinator: Richard Kirkham

<table>
<thead>
<tr>
<th>Topic No.</th>
<th>Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>What is strategy?</td>
</tr>
<tr>
<td>2</td>
<td>Current thinking on corporate strategy</td>
</tr>
<tr>
<td>3</td>
<td>Operationalising corporate strategy through projects</td>
</tr>
<tr>
<td>4</td>
<td>Portfolio and programme management</td>
</tr>
<tr>
<td>5</td>
<td>Project management and the delivery of strategic objectives</td>
</tr>
<tr>
<td>6</td>
<td>Organisational culture and individual behaviour</td>
</tr>
<tr>
<td>7</td>
<td>Uncertainty management</td>
</tr>
<tr>
<td>8</td>
<td>Resource management</td>
</tr>
<tr>
<td>9</td>
<td>Value management</td>
</tr>
<tr>
<td>10</td>
<td>Health, safety, and the environment</td>
</tr>
</tbody>
</table>

PURPOSE OF MODULE

The Strategy Module places projects in the context of corporate and business strategies, to illustrate their interdependencies, and to show the importance of developing an effective Project Management Plan or project execution strategy. Topics covered include: current thinking on corporate strategy, portfolio and programme management, project management and the delivery of strategic objectives.

Assessment:

50% coursework and 50% exam (2hr exam – answering 3 questions from 5)

Please note: For October 2010 delivery the majority of the topics will be remaining the same. However, one or two topics will be amended and the content will differ slightly. You will be notified of any changes when starting the module at the introductory lecture.

An updated matrix will be available on Blackboard from October 2010 for all 8 modules.
Module 3 - Planning & Resource Management

The University of Manchester Co-ordinator: Therese Lawlor-Wright

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The Nature of Project Management</td>
</tr>
<tr>
<td>2</td>
<td>Aligning Project Plans with Project Strategy</td>
</tr>
<tr>
<td>3</td>
<td>Overview of Project Planning and Control</td>
</tr>
<tr>
<td>4</td>
<td>Project Planning and Control Techniques</td>
</tr>
<tr>
<td>5</td>
<td>Project Scope and WBS</td>
</tr>
<tr>
<td>6</td>
<td>Network Analysis</td>
</tr>
<tr>
<td>7</td>
<td>Reducing Project Duration</td>
</tr>
<tr>
<td>8</td>
<td>Scheduling Resources</td>
</tr>
<tr>
<td>9</td>
<td>Project Evaluation I</td>
</tr>
<tr>
<td>10</td>
<td>Project Evaluation II</td>
</tr>
<tr>
<td>11</td>
<td>Project Planning and Risk Management</td>
</tr>
<tr>
<td>12</td>
<td>Information Systems for Planning and Control</td>
</tr>
</tbody>
</table>

PURPOSE OF MODULE

The Planning & Resource Management Module provides an overview of planning and resource management and aims to develop understanding of how principles, methods, and tools in planning and resource management apply to real-world projects. The purpose of this Module is to place project controls, particularly in respect of time, at the centre of the Project Management process and ensure that delegates understand and can specify and apply appropriate techniques to control the overall project. Topics covered include: the nature of Project Management, an overview of project planning and control, project planning and control techniques, scheduling resources, project planning and risk management. In each topic, we will introduce basic tools and methods for analysing and managing planning problems and opportunities, as well as provide a strategic view of using those tools and methods.

Assessment:

2 x Midterm Presentations (worth 10% each – total 20%)
1 x coursework submission worth 80%
### Module 4 - Cost & Value Management
The University of Manchester Co-ordinator: Taha Elhag

<table>
<thead>
<tr>
<th>Topic No.</th>
<th>Topic Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Project Uncertainty and Risk</td>
</tr>
<tr>
<td>2</td>
<td>Cost and Budget Estimating</td>
</tr>
<tr>
<td>3</td>
<td>Cash Flow Management</td>
</tr>
<tr>
<td>4</td>
<td>Investment Appraisal - Case Materials</td>
</tr>
<tr>
<td>5</td>
<td>Controls in the Project Financial Process</td>
</tr>
<tr>
<td>6</td>
<td>Value Management</td>
</tr>
<tr>
<td>7 &amp; 8</td>
<td>Budget Estimates and Cost Centre Management</td>
</tr>
<tr>
<td>9</td>
<td>S curves and Earned Value Performance Measurement</td>
</tr>
<tr>
<td>10</td>
<td>Change and Configuration control</td>
</tr>
<tr>
<td>11</td>
<td>Forecasting Methods</td>
</tr>
<tr>
<td>12</td>
<td>Program Stability and Instability</td>
</tr>
</tbody>
</table>

**PURPOSE OF MODULE**

The Cost and Value Management Module places project and product controls, particularly in respect of cost, at the centre of the Project Management process and ensure that delegates understand and can specify and apply appropriate techniques to control the overall project. Topics covered include: project uncertainty and risk, cost and budget estimating, cash flow management and controls in the project financial process, value management, change and configuration control.

**Assessment:**

50% coursework and 50% examination (2hr exam – answering 3 questions from 5)
Module 5 – Commercial & Procurement
The University of Manchester Co-ordinator: Alan Comish & David Wright

<table>
<thead>
<tr>
<th>Topic No</th>
<th>Topic Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The Business Case / General Introduction</td>
</tr>
<tr>
<td>2</td>
<td>Procurement Strategy &amp; Supply Chains</td>
</tr>
<tr>
<td>3</td>
<td>The Bidding Process</td>
</tr>
<tr>
<td>4</td>
<td>Money &amp; Time</td>
</tr>
<tr>
<td>5</td>
<td>The Types of Contract</td>
</tr>
<tr>
<td>6</td>
<td>Where Law Comes From</td>
</tr>
<tr>
<td>7</td>
<td>European Union Law</td>
</tr>
<tr>
<td>8</td>
<td>The Law of Contract</td>
</tr>
<tr>
<td>9</td>
<td>Law and Commercial Relationships</td>
</tr>
<tr>
<td>10</td>
<td>Problem Areas, exclusion clauses and breach</td>
</tr>
<tr>
<td>11</td>
<td>Liability Law</td>
</tr>
<tr>
<td>12</td>
<td>Dispute Resolution</td>
</tr>
</tbody>
</table>

**PURPOSE OF MODULE**

The Commercial & Procurement Module aims to give an understanding of the commercial interests and relationships between companies involved at different levels in projects. It looks at how these relationships are developing to meet the needs of projects and the ways in which these relationships are shaped by legal and other restraints. Lessons and choices in strategies for the procurement of goods and services are also discussed, and the consequences for managers of projects. Topics covered include: types of contract, the law of contract, law and commercial relationships, liability law and dispute resolution.

**Assessment:**

50% coursework and 50% examination (2hr exam – answering 3 questions from 5)
Module 6 – Systems Engineering & Project Management
The University of Manchester Co-ordinator: Callum Kidd

<table>
<thead>
<tr>
<th>Topic No.</th>
<th>Topic Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to Systems Engineering and Relationship with Managing Projects</td>
</tr>
<tr>
<td>2</td>
<td>Systems Thinking, Systems Practice</td>
</tr>
<tr>
<td>3</td>
<td>Soft Systems Methodologies and Modeling</td>
</tr>
<tr>
<td>4</td>
<td>Critical Thinking and Situation Analysis</td>
</tr>
<tr>
<td>5</td>
<td>Requirements Management</td>
</tr>
<tr>
<td>6</td>
<td>Interface Management</td>
</tr>
<tr>
<td>7</td>
<td>Configuration Management</td>
</tr>
<tr>
<td>8</td>
<td>Maturity Models</td>
</tr>
<tr>
<td>9</td>
<td>System Architecting</td>
</tr>
<tr>
<td>10</td>
<td>Life Cycle Costing</td>
</tr>
<tr>
<td>11</td>
<td>In Service Support of Systems</td>
</tr>
<tr>
<td>12</td>
<td>Systems Integration – Process and People</td>
</tr>
</tbody>
</table>

PURPOSE OF MODULE

The Systems Engineering (SE) Module introduces delegates to the concepts of Systems Engineering, and demonstrates how it facilitates the management of projects. It covers a broad spectrum of Systems Engineering topics, across both a hard systems and soft systems perspective. Much of the value of SE to project professionals is in the way that practitioners think about and visualise a project. The first four topics deal specifically with those soft systems issues. The remaining eight topics break down SE into more recognisable core, hard system and elements. The principal learning outcome of the module is for delegates to think of a project as a system, and provide the basis for critical thinking in their professional roles.

Assessment: 100% coursework

Please note: For October 2010 delivery the majority of the topics will be remaining the same. However, one or two topics will be amended and the content will differ slightly. You will be notified of any changes when starting the module at the introductory lecture. An updated matrix will be available on Blackboard from October 2010 for all 8 modules.
Module 7 – People, Organisation & Culture

The University of Manchester Co-ordinator: Andrew Gale & Paul Chan

<table>
<thead>
<tr>
<th>Topic No.</th>
<th>Topic Title</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction</td>
</tr>
<tr>
<td>2</td>
<td>Organisation</td>
</tr>
<tr>
<td>3</td>
<td>Teams</td>
</tr>
<tr>
<td>4</td>
<td>Leadership</td>
</tr>
<tr>
<td>5</td>
<td>Motivation</td>
</tr>
<tr>
<td>6</td>
<td>Organisation Culture and Cross-Cultural Aspects</td>
</tr>
<tr>
<td>7</td>
<td>Cross-cultural Case Studies</td>
</tr>
<tr>
<td>8</td>
<td>People and Safety</td>
</tr>
<tr>
<td>9</td>
<td>Conflict and Negotiation</td>
</tr>
<tr>
<td>10</td>
<td>People Problems in Organisations</td>
</tr>
<tr>
<td>11</td>
<td>Communication</td>
</tr>
<tr>
<td>12</td>
<td>Human Resources Management in Project Management</td>
</tr>
</tbody>
</table>

PURPOSE OF MODULE

The People, Organisation & Culture Module is dealt with in an integrated way, with a number of key threads such as communication and culture running throughout. At the end of the module delegates should have a sound knowledge of key issues and theoretical models relating to people in project management. The approach to learning in this module is one of reflective practice. This encouraged in several ways. Delegates are asked, in their coursework, to reflect on a real problem they have knowledge of in their work context. They then formulate the problem and analyse the situation. Also, in each Topic (section) of the workbook delegates are asked reflective questions to try to ensure that the theoretical concepts addressed are contextualised. A number of activities and approaches are introduced over the 6 month delivery period for this module based using reflective practice strategies.

Assessment:
50% coursework and 50% examination (2hr exam – answering 3 questions from 5)
**Module 8 – Managing Research Projects**

The University of Manchester Co-ordinators: Margaret Emsley & Mark Winter

<table>
<thead>
<tr>
<th>Topic No.</th>
<th>Topic Title</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction</td>
</tr>
<tr>
<td>2</td>
<td>Starting Your Research Project</td>
</tr>
<tr>
<td>3</td>
<td>Literature Review and Use of the Library</td>
</tr>
<tr>
<td>4</td>
<td>Research Methodologies</td>
</tr>
<tr>
<td>5</td>
<td>Data Analysis and Simple Statistical Methods</td>
</tr>
<tr>
<td>6</td>
<td>Writing Your Dissertation</td>
</tr>
</tbody>
</table>

**PURPOSE OF MODULE**

The Managing Research Projects Module develops delegates’ ability to conduct a research or reflective assignment within the domain of project management and to prepare delegates to successfully carry out the dissertation component of the programme. The module introduces the principles of research design and illustrates the application of alternative research methods to research problems in the domain of project management. In addition, emphasis will be given to carrying out a literature review, including searching for relevant literature, writing a well structured and coherent review including an element of critical and reflective review.

**Assessment:** 100% coursework
**Dissertation Module (MACE 61110)**

The Dissertation Module involves delegates being able to complete an extensive research or reflective project dealing with a work-based problem.

The research dissertation is based on the traditional approach to researching a problem whereby a number of hypotheses questions / aims / objectives are formulated from a specific research question or problem. Delegates must then collate information from published literature pertinent to the stated aims and objectives. Investigation of these questions by following relevant quantitative and analytical techniques is then undertaken, data is collected, analysed and reported. Delegates must then critically integrate and evaluate the data in the light of other published work and make reasonable conclusions from the data and background information that is relevant to the original aims and objectives.

The reflective dissertation follows a different approach as delegates are encouraged to focus on developing their project management knowledge by critically reflecting on and thinking about their own abilities and their own individual learning and personal development as project managers.
Appendix D: Administrative and academic team

Administrative Team

At School level, the Teaching & Learning Administrator oversee all provision and manages the Programme Administration team. Your Postgraduate Taught (PGT) Programme Administrator is part of this team who looks after the MSc Project Management Professional Development Programme, and will be your key contact in the School for the duration of your course.

Course Administrators

Jenny O'Mara  Email: j.o'mara@manchester.ac.uk  Tel: 0161 306 8779  
Lauren Sanderson  Email: lauren.sanderson@manchester.ac.uk  Tel: 0161 306 8965

Academic Team

Academically your programme is overseen by the Programme Director, who is ultimately responsible for the management of the programme. He works closely with the Programme Manager and the administration team to ensure that all aspects of your programme run smoothly. PM PDP Staff members participate in twice annual Steering Groups where issues relating to the programme are discussed. At School level Professor Andrew Gale is involved in the Postgraduate Programmes Committee, discussing wider issues of programme development with Programme Directors from across the School.

In order for your programme to run smoothly it is essential that you maintain good communication with the administrative and academic team throughout your programme of study.

Programme Director
Prof. Andrew Gale  Email: andrew.gale@manchester.ac.uk  Tel: 0161 306 4236

Programme Manager
Mr. Callum Kidd  Email: c.kidd@manchester.ac.uk  Tel: 0161 306 4616
| MACE 60071 | Foundation | Mr Callum Kidd | Room E2, Pariser building | Email: c.kidd@manchester.ac.uk | Tel: 0161 306 4616 |
| MACE 60072 | Strategy | Dr. Richard Kirkham | Room E14, Pariser building | Email: Richard.Kirkham@manchester.ac.uk | Tel: 0161 306 4634 |
| MACE 60073 | Planning & Resource Management | Dr. Therese Lawlor-Wright | Room B14, Pariser building | Email: therese.lawlor-wright@manchester.ac.uk | Tel: 0161 275 4411 |
| MACE 60074 | Cost & Value Management | Dr. Taha Elhag | UCL, Department: The Bartlett School of Construction and Project Management | Email: t.elhag@ucl.ac.uk | Tel: 0207 679 4594 |
| MACE 60075 | Commercial & Procurement | Mr. Alan Comish | Room B45, Pariser building | Email: alan.comish@manchester.ac.uk | Tel: 0161 306 4246 |
| MACE 60075 | | Mr. David Wright | Visiting Lecturer | Email: dwright.consult@btinternet.com |
| MACE 60076 | Systems Engineering & Project Management | Mr Callum Kidd | Room E2, Pariser building | Email: c.kidd@manchester.ac.uk | Tel: 0161 306 4616 |
| MACE 60077 | People, Organisation & Culture | Professor Andrew W Gale | Room E12, Pariser building | Email: andrew.gale@manchester.ac.uk | Tel: 0161 306 4236 |
| MACE 60077 | | Dr. Paul Chan | Room E17, Pariser building | Email: Paul.Chan@manchester.ac.uk | Tel: 0161 275 4319 |
| MACE 60078 | Managing Research Projects | Dr Margaret W Emsley | Room E24, Pariser building | Email: Margaret.Emsley@manchester.ac.uk | Tel: 0161 306 4234 |
| MACE 60078 | | Dr Mark Winter | Room F27, Manchester Business School | Email: m.winter@manchester.ac.uk | Tel: 0161 306 5796 |
| MACE 61110 | Dissertation | Dr Margaret W Emsley (Research) | Room E24, Pariser building | Email: Margaret.Emsley@manchester.ac.uk | Tel: 0161 306 4234 |
| MACE 61110 | | Dr Mark Winter (Reflective) | Room F27, Manchester Business School | Email: m.winter@manchester.ac.uk | Tel: 0161 306 5796 |
| MACE 61110 | | Dr. Richard Kirkham (Reflective) | Room E14, Pariser building | Email: Richard.Kirkham@manchester.ac.uk | Tel: 0161 306 4634 |

You will be able to communicate with the Module Tutors via the email and discussion boards for each unit in Blackboard.
Appendix E: Communication and Information Points

The **Student Intranet** is the one reference point for information about the School:

http://www.mace.manchester.ac.uk/

**University Student Portal**

The Student Portal is a single place where you can access many online services via one log in - your university username and password. It acts as your personalised university homepage, bringing many different online facilities in one place.

https://www.portal.manchester.ac.uk

It is used to **view a summary of your university account e-mails, view your library account & access your Blackboard account**. The portal also links through to all University policies and procedures, some of which are referred to in this handbook. **Please read ‘A Guide to IT services’ issued as a separate handbook** for a comprehensive look at the University’s IT layout.

As a distance learning course, all of the information sent out by administrators and academics will come via your work or personal email accounts as per your application form. Some general University of Manchester messages will come via your University of Manchester **e-mail address** which you are allocated upon arrival (e.g. John.Smith@postgrad.manchester.ac.uk) also accessed via:

https://webmail.manchester.ac.uk

However ALL important and key programme emails will be sent to your work / home email address.

You can set up your University e-mail to be diverted to your personal e-mail account. **It is your responsibility to ensure that you regularly check your e-mail accounts.**

**Self Service Registration**

It is your responsibility to **keep all your contact details up-to-date** via the Student System:

http://www.studentnet.manchester.ac.uk/selfservice/newstudents/

If you change your mobile number, land line or address during the course of the academic year, you must update this system accordingly. On successful completion of the programme, you will be able to register for your graduation ceremony through this site.
Blackboard

Blackboard is a web-based system that you can use to view course material for any units that you are taking that have an online space. You can potentially complete and submit coursework and monitor your progress using quizzes and assignments. You can communicate and collaborate with your lecturer or other students using discussions, chat or email.

https://www.manchester.ac.uk/blackboard

A full guide on Blackboard will have been sent to you prior to starting your course at The University of Manchester (attached in the welcome pack).
Appendix F: Safety Notes for Postgraduates

These notes are issued by the School Safety Committee to Postgraduate students for information and guidance. Please read them carefully and retain them for future reference.

Safety depends first and foremost on common sense; use that sense and make sure all areas of the School are a safe place to work in. Most injuries are caused by carelessness and need never happen. Safety equipment is provided in the appropriate places and must be used.

First Aid

There are several fully qualified First Aiders working in the School of MACE. A list of these people is shown below.

<table>
<thead>
<tr>
<th>Name</th>
<th>Building</th>
<th>Phone no.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jane Acres</td>
<td>George Begg</td>
<td>63757</td>
</tr>
<tr>
<td>Chris Collins</td>
<td>George Begg</td>
<td>64242</td>
</tr>
<tr>
<td>Jonathan Dewsbury</td>
<td>Pariser</td>
<td>64259</td>
</tr>
<tr>
<td>Dave Earl</td>
<td>Pariser</td>
<td>54414</td>
</tr>
<tr>
<td>Christine Jinks</td>
<td>Pariser</td>
<td>64254</td>
</tr>
<tr>
<td>Dave Jones</td>
<td>Pariser</td>
<td>54377</td>
</tr>
<tr>
<td>Stuart McIntyre</td>
<td>Pariser</td>
<td>54447</td>
</tr>
<tr>
<td>John Smith</td>
<td>Pariser</td>
<td>54412</td>
</tr>
<tr>
<td>Ian Williams</td>
<td>Pariser</td>
<td>62795</td>
</tr>
</tbody>
</table>

First aid is available within the School from Monday to Friday. Outside normal working hours first aid may be obtained from any security officer, phone 69966.

Emergencies

In the event of an emergency whether it is an accident, fire or if police assistance is required, the following procedures should be followed;

Dial 9999 on any internal telephone accessible within the School and state: Service required, the precise location i.e. Building, Floor, Room Number or Area and the nature of the emergency including any casualties finally state your name.

Should an ambulance be required it can then be directed to the most appropriate access point.

Lifts

If trapped in a lift, DO NOT PANIC. Hold down the alarm button which will bring assistance during normal hours. There could be delays in releasing people from defective lifts after 4.30 p.m.

Passenger lifts should not be used for carrying heavy or bulky objects. Where available, a goods lift should be used for this purpose.

NO LIFTS SHOULD BE USED IN THE EVENT OF A FIRE
Fire Alarms

If the fire alarm bell sounds:

Evacuate the building immediately and comply with instructions given by staff or members of the emergency services.

Walk – do not run- to the nearest Fire Exit.
Do not use the lifts, as you may become trapped in them.

Assemble as follows;
Pariser Building. On the lawn outside the front entrance.
George Begg Building. Outside the main entrance on the concourse.
Sackville Street Building. On Granby Row lawns

Do not re-enter until given permission by the Fire Officer or Safety Advisor.

The Fire Alarms are tested as follows,
Pariser Building. Wednesdays at 3-30pm
George Begg Building. Wednesdays at 1-45 pm
Sackville Street Building. Wednesdays at 9-00am

Fire
If a fire is discovered

a. Sound the Alarm - break glass at the nearest fire point.
b. Tackle the fire with equipment provided. Do not take risks.
c. Telephone 999 with details.

Any incident involving fire must be reported immediately to the Safety Advisor or any Staff member. It may be necessary for the Fire Service to check that the fire is completely extinguished. Once the Fire Service has been summoned the Senior Fire Officer will advise when access to the building is allowed. Under no circumstances may the building be re-entered after an evacuation until the School Safety Advisor or the member of academic staff in charge of the incident gives permission.

Fire Extinguishers

**Foam** Red extinguishers with a cream panel, or all cream. These are for use on paper, wood, textile and fabrics (Type A), and flammable liquid fires, (Type B). They should not be used near sources of electrical power.

**CO2** Red with a black panel, or all black. These are for use on Electrical fires, flammable gasses (Type C) and flammable liquids (Type B).

**Water** Red. These are for use on paper, wood, textile and fabrics (Type A) only. They should not be used near sources of electrical power.
Appendix G: Academic Progression

University ordinances and regulations for Masters degrees

The University Ordinances and Regulations for Masters Degrees can be found under Policy 8. These rules govern the award of your degree and it is your responsibility to ensure that you are fully aware of the regulations. If you are unclear regarding any aspect of the regulations then seek advice from your Programme Administrator or Programme Director. There is a complete electronic copy of the Regulations available on Blackboard.

Coursework, Examinations and Dissertation

Across the Modules you will undertake, you will encounter various types of assessment such as written coursework, oral presentations, reports, and examinations.

Coursework

Submission dates for assessed coursework

The deadline is clearly stated on the assignment brief and each Module Tutor will confirm the exact date for the submission of the assessed coursework at the Module Introductory lecture. Coursework MUST be submitted by post, on or before the deadline expires. You must attach the relevant coursework feedback sheet each time for each piece of work that you submit.

Late submissions will not be tolerated and University Regulations state that a delegate failing to notify their tutor of late submission may be marked at zero, unless you are subsequently able to prove mitigating circumstances (see Policy 2). Delegates with a disability must register with the Disability Support Office, so that it can inform the course unit tutor or personal tutor if flexibility is required.

Rare exceptions may be made to submission deadline times for those struggling with work commitments. Delegates must request an extension as soon as possible and at the very least ONE week before the deadline. As a rule a maximum of a TWO week extension will be granted.

Although every attempt is made to work within these guidelines, changes may need to be implemented across the year due to administrative requirements. The School has a commitment to inform delegates about these changes well in advance of the submission date.

Marking and Feedback

Delegates may expect the return of marked coursework within 20 - 25 working days of the date on which it was submitted. In cases where it is not possible to return work within this timescale, Module Tutors will notify delegates of the expected return date.

Remember, all marks given to you over the academic year are provisional and a subject to reconciliation by the examination board.
Examinations

Please read Policy 7 - Guidance for students on examinations.

Past Papers can be found on Blackboard or requested at the appropriate Mid Term session for examination preparation.

Timing

Exams will be held in April and October (after the 6 month period for the module has ended). You will be informed of the exact date at least 4 weeks in advance of the examination. The School makes no contribution in the way in which examination timetables are generated and cannot deal with any complaints on the scheduling of exams.

Remember, all marks given to you over the academic year are provisional and a subject to reconciliation by the exam board.

Dissertations

All delegates who wish to graduate with an MSc will be required to prepare an original adequate dissertation on a topic which can be suitably supervised by the School’s academic staff. All delegates must have completed the taught element successfully to proceed to writing up the dissertation. If you face any resit exams, you may proceed to writing the dissertation (at the discretion of the Exam Board), but you will be asked to sign a disclaimer stating that you are doing the dissertation work at your own risk until the taught element has been successfully completed. The dissertation will have to be submitted at the stipulated date, but will not be marked until the taught element has been completed and all tuition fees have been processed.

Delegates are given advice on how to plan and produce their dissertation during the MACE 61110 Dissertation unit (Information given at the Plenary event when starting your dissertation).

Two A4 paper copies are expected to be submitted unbound, with a CD containing the dissertation title and Abstract and a cheque to cover the cost of binding. The binding costs currently (as of April 2010) stand at £4.50 per dissertation (£3 for the binding and £1.50 for the spine writing). Therefore the two copies will cost a total of £9 and the cheque is to be made payable to: The University of Manchester. Should you wish to get a personal copy bound please submit an extra copy along with the associated fee for binding.

Dissertations should be sent by recorded post to the Course Administrator.

These procedures may be subject to change over the academic year for which you will be given appropriate guidance nearer to the time.

Dissertation Supervisor

All delegates will be allocated a dissertation supervisor after they have decided what route to take i.e. Research or Reflective. Generally all Reflective Dissertations are supervised by Dr. Mark Winter or Dr. Richard Kirkham. A Research Dissertation supervisor will be a Project Management academic and will be allocated depended on your chosen topic. This academic will offer you advice and guidance through the dissertation period and also try to help you to deal with any problems affecting your work.

It is the responsibility of delegates to maintain contact with your dissertation supervisor and you must attend all meetings arranged with your supervisor. If you do agree to meet your supervisor,
then you are expected to respect that arrangement and make every effort to prepare in advance for
the meeting and to turn up on the allocated date and time. If for some reason circumstances have
changed and you foresee yourself as not being able to meet with your supervisor, then you must
inform your supervisor via email or telephone at the earliest opportunity as most have other
academic commitments besides supervising dissertations.

**You should not expect your supervisor to correct errors in the use of English; if you need
some help in this regard you should make other arrangements for assistance, such as
attending the English Language Support classes provided by the University Language
Centre, that are free to all students.**

You must let your supervisor know if you envisage any difficulty in completing the dissertation by
the deadline.

**Results**

The marks given to you for coursework and exams are provisional. They are subject to
reconciliation by the programme’s examination board that will meet twice a year after the taught
element and dissertations have been marked. Both examination boards are chaired by an
independent academic, and are attended by the Module Tutors and at least one independent
external examiner.

Once the final marks for each student have been approved by the exam board, **they will be
published by the PGT Programme Administrators (approximately 3-5 days after the exam
board) and sent out via post. Please be patient during this time and do not contact your
Personal Tutor/ Dissertation Supervisor or any member of staff as you will be delaying the
process for your marks.**

**Delegates will not be given their final result and will not be able to graduate if they owe the
University money** in the form of tuition fees or library fines. Proof that the debt has been paid off
will be needed before the results can be released.

**Classification of awards**

Delegates may be awarded a *Pass* if they achieve an average at first assessment of 50% or more
in the taught element of the programme (with no mark for any unit below 50%), and a mark of 50%
or more for the dissertation, which must be submitted by the stipulated deadline.

Delegates may be awarded a *Merit* if they achieve an average at first assessment of 60% or more
in the taught element of the programme (with no mark for any unit below 50%), and a mark of 60%
or more for the dissertation, which must be submitted by the stipulated deadline.

Delegates may be awarded a *Distinction* if they achieve an average at first assessment of 70% or
more in the taught element of the programme (with no mark for any unit below 50%), and a mark of
70% or more for the dissertation, which must be submitted by the stipulated deadline.

**Mitigating circumstances**

It is essential that if your studies are affected by personal or medical circumstances, that you notify
the School. In the first instance you can seek advice from your Programme Manager / Programme
Director or PGT Programme Administrators. They will be able to talk you through the process of
submitting a ‘*Mitigating Circumstances*’ form.
It is the sole responsibility of the delegate to submit a mitigating circumstances form as soon as an incident occurs. Mitigation will not be considered after the exam boards have taken place (after the period of study has ended for the unit or dissertation). Please read Policy 2 for circumstances that will not be considered as grounds for mitigation.

All reported mitigating circumstances will be considered by the School’s mitigating circumstances panel that will make recommendations to the Board of Examiners.

**Interruption**

If you decide to take a break from your studies (interruption) because of mitigation, please speak to the Programme Director or PGT Programme Administrator immediately. Interrupting your studies will need approval by your Company and the PM PDP Course Director or Administrator.

Once an interruption has been approved you will be contacted by the PGT Programme Administrator, with details of the terms of interruption and the return date. **It is your responsibility to ensure you keep in contact with the Programme Director and PGT Programme Administrator throughout the period of interruption and update them with any details which may affect your return.**

**Withdrawal**

If you are considering leaving (withdrawing) from your programme, please speak to the Programme Director/ Programme Manager immediately. They may be able to present you an alternative perspective on your situation and will certainly be able to offer advice on how to proceed.

**Progression in coursework and examinations**

To be awarded an MSc, a delegate must achieve a pass mark in:
- the taught element, which comprises 8 Modules each worth 15 credits (120 credits in total); and
- the dissertation element, which is worth 60 credits. Delegates must normally have passed the taught element of the programme before they can proceed to the dissertation.

**The pass mark for coursework, examinations and dissertation at Masters level is 50%.** For Modules which contain both a coursework component and an examination component, the final mark for that Module is obtained by combining the marks from each component according to their relative weighting, which typically is 50% coursework and 50% examination (with the exception of Module 2 which is 25% coursework and 75% examination. Modules 3, 6 and 8 are 100% coursework).

It is possible for a delegate to fail 30 credits (2 Modules) of the taught element and still meet the standard required for the Masters providing that the mark in any failed Module is between 40-49% and their overall average mark is at least 50%. This is referred to as a compensated pass.

The maximum allowable cumulative failure of course Modules in a Masters programme at the first attempt is 45 credits (3 Modules) of the taught element of the programme. A delegate whose failures in modules at the first attempt exceed 45 credits will be deemed to have failed the programme but may eligible to receive a Diploma or Certificate. **If a delegate fails 45 credits (3 Modules) or achieves any mark below 40% in one or more Modules of the taught element, they will be required to resubmit the assessment or retake the examination.** Normally, the examination can only be taken the next time it is due, in the following cohort. For
modules which contain both a coursework component and an examination component, it may not be necessary to both resubmit the coursework and retake the examination and students will be advised about what they are required to do. The maximum mark which can be awarded for resubmitted coursework or a re-taken examination is normally 50%.

Delegates who receive a dissertation mark between 40-49% may either accept the award of a Postgraduate Diploma or, at the discretion of the Examination Board, re-submit the dissertation on one further occasion. The maximum mark for a re-submitted dissertation is normally 50%.

Delegates may be awarded a Postgraduate Certificate if they complete 60 credits (4 Modules) with no mark below 40%, or a compensated pass for a Postgraduate Certificate if they gain a mark between 30-39% for 15 credits (1 Module) and their overall average mark is at least 40%. There is no requirement to complete a dissertation.

Delegates may be awarded a Postgraduate Diploma if they complete 120 credits (8 Modules) with no mark below 40%, or a compensated pass for a Postgraduate Diploma if they gain a mark between 30-39% for 30 credits (2 Modules) and their overall average mark is at least 40%. There is no requirement to complete a dissertation.

Delegates are strongly advised to read the Ordinances and Regulations: Degree of Master, Postgraduate Diploma and Postgraduate Certificate (Policy 8) for full details of the regulations appertaining to Progression and Assessment, Dissertations and Recommendation for Award. Delegates who wish to clarify any of the above should seek advice from their Programme Administrator.

Graduation ceremony & reception

When the deadline date for dissertation submission has been met, and all assessment requirements fulfilled, delegates graduate in either July or December of each year. The graduation date and ceremony is organised via the Student Services Centre, and not through your PGT Programme Administrator. You will have to visit the website below for updated information on ceremony dates, registration, robe hire costs and further instructions to graduants:

http://www.campus.manchester.ac.uk/ssc/graduation/

As you are only allocated two guest tickets for the graduation ceremony, requests for more tickets (subject to availability) for your extended family and friends can be made via this website, when registering for the ceremony. Family and friends are still able to see the graduation ceremony live, through this website if extra tickets are not issued.

If you are unable to attend the graduation ceremony the University will arrange for your certificate to be posted to you at your home address as proof of attainment, as soon as your ceremony has taken place, even if you decide to defer your attendance of the ceremony to a later cohort. For further assistance, please get in touch with the Student Services Centre.
Policy 1
Guidance for students on work and attendance

Note: the set of units, practical work and projects required for a degree or other award of the University is referred to as a programme of study (the ‘Programme’). Each such Programme is normally the responsibility of a School (which may also be acting on behalf of a group of Schools), which appoints a body to organise the syllabus, and the teaching and assessment of students. In this Regulation, this body is designated by the term ‘Programme Committee,’ recognising that the exact form and title will vary across the University.

1. The following scheme has been approved by the Senate to determine, subject to the provisions of Regulation XII.9, whether or not a student is working on and attending a Programme satisfactorily for the purposes of Statute XXI.4, and to set out the penalties for failure to work and attend satisfactorily.

2. Individual Schools shall determine the requirements for the work and attendance of students on the Programme to be judged satisfactory. A clear statement of the specific and compulsory requirements for satisfactory work and attendance on the Programme must appear in the Programme Handbook for students, accompanied by a statement of the consequences of failing to meet such requirements.

3. Requirements for work and attendance may include attending lectures, seminars, laboratory classes, field trips, academic and personal tutorials, and other events or meetings concerned with the conduct of the course and progress of students, as well as meeting the specified due dates for the submission of work for comment or assessment, and attending examinations, tests, or other forms of assessment. Schools may rule that students who are late for lectures, seminars, tutorials, practical and other classes may be refused admission to those classes, and that persistent lateness may be deemed to be unsatisfactory attendance.

4. Absence from compulsory classes must be authorised by the appropriate School authority and students are required to provide appropriate certification for absence caused by illness.

5. The Programme Committee shall keep under continuous review throughout the academic year the work and attendance of students for whom it has responsibility under this Regulation.

6. As part of this review, the Programme Committees shall:
   a) obtain evidence on the progress of students by means of examinations, tests, coursework, reports or such other means of assessment as it considers appropriate; and
   b) monitor the attendance of the students by such means that it considers to be appropriate.

7. If at any time a Programme Committee has reason to believe that a student’s work and attendance does not at that stage meet the specified requirements, or that he or she may not meet them unless there is an improvement, it shall issue a formal written warning to the student stating the actions he or she is required to take in order to effect the necessary improvement. The warning shall state that unless the student complies with the actions specified, a decision may be taken by the Committee to refuse the student permission to take the examinations or other assessments for the element(s) of the Programme concerned, with the consequence that he or she may be excluded from the Programme.

8. A student who receives due warning in writing that his or her work and attendance is unsatisfactory shall be offered the opportunity to appear in person before the Programme Committee to explain the reasons for non-compliance. A written note of the meeting, stating any modifications to the actions he or she is required to take, shall then be issued to the student.

9. If the student fails to comply with such requirements, the Programme Committee may decide to refuse the student permission to take the relevant examinations or other assessments, with the consequence that he or she will be excluded from the Programme. The Programme Committee shall send notification of decision forthwith to the student’s registered home and study time addresses. A copy of the notification shall also be
sent to the Registrar and Secretary. **Note:** In instances where the Programme Committee is satisfied that circumstances which show good cause for the student’s failure to comply with the work and attendance requirements, alternative action may be determined, such as interruption from the programme of study for a specified period of time.

10. No student shall be refused permission to take an examination or other form of assessment on the grounds of unsatisfactory work and attendance unless the warning referred to in paragraph 7 above has been issued.

11. A student who has been refused permission to take an examination or other form of assessment on the grounds of unsatisfactory work and attendance may submit an appeal against that decision within ten working days of the notification of the decision in accordance with the provisions of Regulation XIX [Academic Appeals].

12. In order to allow sufficient time for completion of the procedure described in paragraph 11 above, the latest date upon which notification of a refusal may be issued is the last teaching day of the second semester prior to the Easter vacation.

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**Policy 2**

**Guidance for students on mitigating circumstances**

**What is mitigation?**

1. Sometimes circumstances or events beyond your control may adversely affect your ability to perform in an assessment to your full potential or to complete an assignment by the set deadline. In such cases mitigation may be applied, i.e. treating marks or results in a way that recognizes the adverse impact that may have resulted from those circumstances or events, or waiving penalties that would arise from late submission.

2. Mitigation **will not result in the changing of any marks**, unless penalties for late submission are waived after an assignment has already been marked. Instead, mitigation may result in some marks being disregarded and the assessment being excused because it was adversely affected. You may also be given a mark for a whole unit based on your performance in the parts that were not adversely affected. Mitigation may also mean treating your overall performance as borderline even though the marks you obtained would not normally be high enough, and so considering you for a more favourable result such as a higher degree class.

**Approaching your School**

3. Your School will consider granting an extension for self-certified illness within two weeks before a submission deadline. You should approach the appropriate officer in your School as soon as possible if you consider that some serious illness or misfortune has adversely affected your ability to complete one or more assignments even within the extended deadline, or if you believe that the results you might obtain from one or more assessments will be adversely affected.

4. You should first seek advice from the officer as to whether the adverse circumstances are sufficient to warrant consideration by your School’s Mitigating Circumstances Panel. You should also seek advice as to whether it is in your interest to consider alternative remedies such as a deadline extension, re-scheduling of an assessment within a current assessment period, or sitting an examination at the next available opportunity. In very serious cases, you might even be best advised to interrupt your studies for a period.

**Nature of mitigating circumstances**

5. It is important to remember that, in order to qualify for consideration, the adverse circumstances or events must be unforeseeable or unpreventable as far as you are concerned, and sufficiently disruptive to have a significant adverse effect on your academic performance or your ability to complete assignments by the due date.
6. **Circumstances or events that merit consideration** may include: suffering a serious illness or injury; the death or critical illness of a close family member; a significant family crisis leading to acute stress; and unplanned absence arises from such things as jury service or maternity, paternity or adoption leave.

7. **Circumstances or events that would not normally merit consideration** include: holidays or other events that were planned or could reasonably have been expected; assessments that are scheduled close together or on the same day; misreading the timetable for examinations or otherwise misunderstanding the requirements for assessment; inadequate planning or time management; failure, loss or theft of a computer or other equipment, including inability to print off work for whatever reason; consequences of paid employment (except in some special cases for part-time students); exam stress or panic attacks not diagnosed as illness; and minor disruption in an examination room during the course of an assessment.

**Claiming mitigation**

8. If the programme staff confirms that your circumstances merit consideration by the School Mitigating Circumstances Panel, you should complete the **Mitigating Circumstances** form. This should be handed in to the School as soon as possible, together with independent third-party supporting or corroborative documentation. The nature of such documentation will vary according to the nature of the circumstances, but it must sufficiently independent to confirm the veracity of the case you are making (e.g. a letter or medical certificate signed by a medical practitioner, a document from an outside agency etc.). Information of a confidential nature should be included in a sealed envelope.

9. You must submit the form **as soon as possible and always before the beginning of an examination period** (except for circumstances arising during the course of that assessment period, in which case the application must be made in time for consideration before the relevant meeting of the Board of Examiners). **Late requests for mitigation** will not be considered without a credible and compelling explanation as to why the application was not made at the appropriate time. Requests made after the publication of results will be treated as appeals under Regulation XIX, but again there should be a credible and compelling explanation as to why you did not bring the circumstances to the attention of your School at an earlier stage.

10. The School Mitigating Circumstances Panel will need to agree that your circumstances were **unforeseeable and unpreventable** and that the effect on your academic performance would have been significant. If so, it will advise the Board of Examiners how serious it judges the effect was, and the Board will then decide how to apply mitigation, on the evidence available on your performance (coursework marks and examination marks either for individual course units or for the assessment period as a whole, as appropriate). Mitigation will depend on how serious the adverse circumstances were and how far you are from any borderline on the basis of the existing mark, or profile of marks: the farther you are from a borderline, the more serious the adverse circumstances need to be to change the Board’s overall decision.

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**Policy 3**

**Guidance for students on religious observation**

**Policy**

1. The University will make every effort to avoid timetabling assessments or other compulsory activities on religious days or festivals for those students whose commitment to the observance of their faith would otherwise cause them to miss the assessment or other activity. However, we are able to accommodate the needs of students only if their requirement for particular religious observance is strict. We will not take any notice of casual preferences or of social or domestic reasons.

2. The University’s policy covers only aspects of religious observance that occur at times known in advance. Other aspects that are unforeseeable or unpreventable (such as the death of a close relative when specified forms of mourning are required) should be handled under the arrangements for considering mitigating circumstances.
Guidance for students

3. If religious observance affects your attendance at normal teaching and learning activities in ways that will cause problems, you should discuss the issue with your School. The School will give sympathetic consideration to your problems and will try to make reasonable adjustments. However, adjustments can only be made provided they maintain the standard of your degree (e.g. you will not simply be excused from parts of the programme affected by your religious observance or from satisfying overall attendance requirements). You should also understand that adjustments may not always be possible (e.g. a programme that runs at weekends specifically for part-time students who work on weekdays cannot be changed to accommodate the needs of students committed to religious observance at weekends or the needs of students who work at weekends).

4. If religious observance means that you miss a lecture or other class, the lecturer will provide you with a copy of any handouts issued. However, if you want notes from the lecture you must make your own arrangements to copy them from another student.

5. Similar principles apply if religious observance affects your attendance at assessments organized by your School (e.g. presentations or practical tests). You should discuss the issue with your School well before the assessment date, and the School will use its best efforts to reschedule the assessment to accommodate your needs (e.g. by changing your scheduled slot in a programme of assessed presentations). Because assessments for the semester are often scheduled in advance at the beginning, you should notify the School of your requirements for religious observance by the Thursday before the start of teaching.

6. Deadlines for handing in assessed work will not normally be extended to allow for religious observance, and you must therefore schedule your work accordingly.

7. If you have strict religious requirements that may affect your attendance at examinations arranged centrally, you must complete the Examination and Religious Observance form obtainable from the Student Services Centre in person or online. (Note that the major Christian festivals occur during vacations and hence are avoided automatically by examination periods.) You should then return the form to the Student Services Centre by dates that are published annually for each examination period. If you fail to submit a completed form to the Student Services Centre by the published date, we cannot accept responsibility if you are timetabled for an examination at a time when your religious requirements make it impossible for you to be present. The information about your faith is not given to anyone else, or used for any other purpose, or stored on computer.

8. Every effort will be made to accommodate your legitimate religious requirements, including discussing with your School whether it could make an alternative arrangement for the examination if you give adequate notice. However, if no reasonable alternative can be found, the University reserves the right to hold examinations on any days and times during examination periods. If that means you have to miss the examination, you will be required to take it when it is next held. This may involve an interruption of your programme and an extension to your period of study.

Policy 4
Guidance for students on harassment, discrimination & bullying (HDB)

You have a right to study in an environment free from harassment, discrimination or bullying. If you witness behaviour which is offensive to you in these terms, you may complain in your own right, even if you were not the victim of the behaviour. This also applies to any more general discriminatory behaviour, e.g. public unfounded criticism of a particular group.

Any reported incident of harassment, discrimination or bullying will be regarded very seriously, will be thoroughly investigated and may, if proven, lead to disciplinary action up to and including exclusion or dismissal. We may also take disciplinary action against anyone who is shown to have acted maliciously in claiming to have experienced harassment, discrimination or bullying.
Harassment

Harassment can be defined as behaviour which is unwanted and which results in the creation of a stressful or intimidating environment for the recipient. This can include unwelcome physical, verbal or non-verbal conduct. It is unacceptable if it is unwanted and offensive to the recipient. The University is committed to providing a study, learning and working environment which is free from all forms of unacceptable behaviour. Harassment creates an intimidating, hostile and humiliating environment for those affected and can have a devastating effect on health, confidence, performance and morale.

Bullying

Bullying can include intimidating, threatening, demeaning or insulting behaviour that is normally, though not exclusively, based on power, position or knowledge. It can manifest itself as shouting, sarcasm, constant criticism and belittling or derogatory remarks, ignoring or patronising attitudes and is intended to humiliate, degrade, undermine or injure the subject.

Discrimination

Discrimination is behaviour which, directly or indirectly, treats a person less favourably on grounds of:

- sex or marital status
- gender reassignment
- race
- religion or belief
- sexual orientation
- union membership
- disability
- age

Examples of unacceptable behaviour:

Unacceptable behaviour can take place physically, or in conversation, written communications, telephone calls and emails. The following series of examples is not intended to be exhaustive:

- Unnecessary and unwanted physical contact
- Excessive and unwanted contact of any kind
- Shouting or sarcasm
- Personal insults or name-calling
- Public humiliation, derogatory or belittling remarks concerning performance, opinions or beliefs
- Constant non-constructive criticism
- Sexual innuendo
- Suggestive and unwelcome comments or attitudes, insulting behaviour or obscene or offensive gestures
- Coercion, including promises of rewards in exchange for sexual or other favours
- Unwelcome comments on the effects of a disability on someone’s personal life
- Offensive or derogatory comments relating to someone’s gender, sexual orientation, colour, ethnic or national origin, age, disability, religious or political beliefs
- Intrusion by pestering, spying, following, stalking, etc.
- Persistently ignoring, patronising or excluding
- Displaying, transmitting or offering access to degrading, indecent, pornographic or racist material including posters, graffiti, websites and emblems.
Policy 5
Prevention of smoking on campus

As an educational establishment and a good employer, The University of Manchester aims to provide a clean, comfortable and healthy environment for staff and students. Under the provisions of the Health Act 2006 the University has a legal duty to ensure that the working environment is smoke-free. Therefore all University work places and vehicles are designated as non-smoking. The following exceptions to the above exist:-

- Designated and signed single-occupancy bedrooms in student halls of residence (except where certain corridors are let as non-smoking accommodation)
- Designated and signed single-occupancy bedrooms in University “hotel” accommodation (except where certain corridors are let as non-smoking accommodation).

Guidance from the HSE is that the University is obliged to give priority to non-smokers who do not wish to breathe tobacco smoke. To this end, smokers will not be permitted to smoke within a five metre radius of the entrance to a building. Disciplinary action may be taken in the event of contravention of this policy by staff or students.

The University will provide assistance to those who wish to stop smoking through the Occupational Health Service and Counselling facilities.

Policy 6
Guidance to students on plagiarism and other forms of academic malpractice

Introduction

1. As a student, you are expected to cooperate in the learning process throughout your programme of study by completing assignments of various kinds that are the product of your own study or research. For most students this does not present a problem, but occasionally, whether unwittingly or otherwise, a student may commit what is known as plagiarism or some other form of academic malpractice when carrying out an assignment. This may come about because students have been used to different conventions in their prior educational experience or through general ignorance of what is expected of them.

2. This guidance is designed to help you understand what we regard as academic malpractice and hence to help you to avoid committing it. You should read it carefully, because academic malpractice is regarded as a serious offence and students found to have committed it will be penalized. At the very least a mark of only 30% would be awarded for the piece of work in question, but it could be worse; you could be awarded zero (with or without loss of credits), fail the whole unit, be demoted to a lower class of degree, or be excluded from the programme.

3. Academic malpractice includes plagiarism, collusion, fabrication or falsification of results and anything else intended by those committing it to achieve credit that they do not properly deserve. In addition to the advice that follows, your School will give you advice on how to avoid academic malpractice in the context of your discipline. It will also design assessments so as to help you avoid the temptation to commit academic malpractice. Finally, you should take note that work you submit may be screened electronically to check against other material on the web and in other submitted work.

Plagiarism

4. Plagiarism is presenting the ideas, work or words of other people without proper, clear and unambiguous acknowledgement. It also includes self plagiarism’ (which occurs where, for example, you submit work that you have presented for assessment on a previous occasion), and the submission of material from ‘essay banks’ (even if the authors of such material appear to be giving you permission to use it in this way).
Obviously, the most blatant example of plagiarism would be to copy another student’s work. Hence it is essential to make clear in your assignments the distinction between:

- the ideas and work of other people that you may have quite legitimately exploited and developed
- the ideas or material that you have personally contributed.

5. To assist you, here are a few important do’s and don’ts:

- Do get lots of background information on subjects you are writing about to help you form your own view of the subject. The information could be from electronic journals, technical reports, unpublished dissertations, etc. Make a note of the source of every piece of information at the time you record it, even if it is just one sentence.
- Don’t construct a piece of work by cutting and pasting or copying material written by other people, or by you for any other purpose, into something you are submitting as your own work. Sometimes you may need to quote someone else’s exact form of words in order to analyse or criticise them, in which case the quotation must be enclosed in quotation marks to show that it is a direct quote, and it must have the source properly acknowledged at that point. Any omissions from a quotation must be indicated by an ellipsis (…) and any additions for clarity must be enclosed in square brackets, e.g. “[These] results suggest… that the hypothesis is correct.” It may also be appropriate to reproduce a diagram from someone else’s work, but again the source must be explicitly and fully acknowledged there. However, constructing large chunks of documents from a string of quotes, even if they are acknowledged, is another form of plagiarism.
- Do attribute all ideas to their original authors. Written ‘ideas’ are the product that authors produce. You would not appreciate it if other people passed off your ideas as their own, and that is what plagiarism rules are intended to prevent. A good rule of thumb is that each idea or statement that you write should be attributed to a source unless it is your personal idea or it is common knowledge. (If you are unsure if something is common knowledge, ask other students: if they don’t know what you are talking about, then it is not common knowledge!)

6. As you can see, it is most important that you understand what is expected of you when you prepare and produce assignments and that you always observe proper academic conventions for referencing and acknowledgement, whether working by yourself or as part of a team. In practice, there are a number of acceptable styles of referencing depending, for example, on the particular discipline you are studying, so if you are not certain what is appropriate, ask your tutor or the course unit coordinator for advice! This should ensure that you do not lay yourself open to a charge of plagiarism inadvertently, or through ignorance of what is expected. It is also important to remember that you do not absolve yourself from a charge of plagiarism simply by including a reference to a source in a bibliography that you have included with your assignment; you should always be scrupulous about indicating precisely where and to what extent you have made use of such a source.

7. So far, plagiarism has been described as using the words or work of someone else (without proper attribution), but it could also include a close paraphrase of their words, or a minimally adapted version of a computer program, a diagram, a graph, an illustration, etc taken from a variety of sources without proper acknowledgement. These could be lectures, printed material, the Internet or other electronic/AV sources.

8. Remember: no matter what pressure you may be under to complete an assignment, you should never succumb to the temptation to take a ‘short cut’ and use someone else’s material inappropriately. No amount of mitigating circumstances will get you off the hook, and if you persuade other students to let you copy their work, they risk being disciplined as well (see below).

**Collusion**

9. Collusion is any agreement to hide someone else’s individual input to collaborative work with the intention of securing a mark higher than either you or another student might deserve. Where proved, it will be subject to penalties similar to those for plagiarism. Similarly, it is also collusion to allow someone to copy your work when you know that they intend to submit it as though it were their own and that will lay both you and the other student open to a charge of academic malpractice.
10. On the other hand, collaboration is a perfectly legitimate academic activity in which students are required to work in groups as part of their programme of research or in the preparation of projects and similar assignments. If you are asked to carry out such group work and to collaborate in specified activities, it will always be made clear how your individual input to the joint work is to be assessed and graded. Sometimes, for example, all members of a team may receive the same mark for a joint piece of work, whereas on other occasions, team members will receive individual marks that reflect their individual input. If it is not clear on what basis your work is to be assessed, to avoid any risk of unwitting collusion you should always ask for clarification before submitting any assignment.

Fabrication or falsification of results

11. For many students, a major part of their studies involves laboratory or other forms of practical work, and they often find themselves undertaking such activity without close academic supervision. If you are in this situation, you are expected to behave in a responsible manner, as in other aspects of your academic life, and to show proper integrity in the reporting of results or other data. Hence you should ensure that you always document clearly and fully any research programme or survey that you undertake, whether working by yourself or as part of a group. Results or data that you or your group submit must be capable of verification, so that those assessing the work can follow the processes by which you obtained them. Under no circumstances should you seek to present results or data that were not properly obtained and documented as part of your practical learning experience. Otherwise, you lay yourself open to the charge of fabrication or falsification of results.

Finally...

12. If you commit any form of academic malpractice, teaching staff will not be able to assess your individual abilities objectively or accurately. Any short-term gain you might have hoped to achieve will be cancelled out by the loss of proper feedback you might have received, and in the long run such behaviour is likely to damage your overall intellectual development, to say nothing of your self esteem. You are the one who loses.

Policy 7
7.1 Guidance for students on examinations

Attendance

1. If you have not fulfilled the Work and Attendance regulations prescribed for your programme of study, and you have been formally notified of this, you will not be allowed to sit University examinations.

2. If you are re-sitting an examination you must pay the appropriate re-examination fee.

3. You should arrive at the examination room in good time for the start of the examination; at least 15 minutes beforehand is recommended. If you arrive late, you will be admitted up to 30 minutes after the timed start, but you will not be given any extra time. If you are more than 30 minutes late you will not be admitted, and you should then report immediately to the Student Services Centre for instructions on what to do next. You should not go to your School, or Faculty Office.

4. If you are absent from an examination without a valid excuse, you will be deemed to have failed that examination. Misreading the timetable is not a valid excuse.

5. If you have been given a particular seat number for an examination you must sit in the seat that has been assigned to you, unless an invigilator tells you to move to another seat. Seat numbers are given on your individual student examination timetable.
What to bring to examinations

6. You must bring your University Registration Card and leave it visible for inspection on your desk for the duration of the examination.

7. Since different people are comfortable in different room temperatures, you may find it advisable to wear extra warm clothing when attending January examinations.

8. The University takes no responsibility for the loss of students' belongings from examination rooms. You are therefore strongly advised to take with you into the examination room only those items you need to complete the examination (pens, ruler, etc). If you need to keep your pens and pencils together at the examination desk, they must be in a transparent pencil case or small transparent plastic bag. Any personal property that you do choose to bring into an examination room (coats, bags, other valuables etc.) must be left in a designated area (usually at the front or back of the room).

9. As a general rule you are not allowed to bring food or drink into an examination room, except for a small packet of sweets (or similar) and a small bottle of water or other soft drink.

What not to bring to examinations

10. Electronic calculators must not be used unless specific authorization for their use appears on the examination question paper. Calculators with facilities for storing and retrieving text are not permitted. The University's full policy on the use of calculators in examinations is available online and is on display outside all examination rooms. Electronic organizers, PDAs, portable or palm-top computers and similar devices are not permitted. It is your responsibility to consult the full policy on calculator use and know and observe what it says.

11. It is a serious offence to take to your examination desk any mobile phone, pager or other electronic means of communication or tape/CD/MP3 player. If you are caught in possession of any unauthorized equipment, whether or not you intended to use it, it will be confiscated by invigilators. You will be subject to disciplinary action and will normally find that, as a minimum penalty, your examination paper will be cancelled (that is, given a mark of zero). More severe penalties are available, depending on the circumstances of individual cases.

12. The University has a specific policy on the use of dictionaries in examinations. It is available online and is on display outside all examination rooms. It is your responsibility to consult this policy and know and observe what it says.

13. It is a serious offence to take to your examination desk any books, notes, blank paper, other materials or aids that have not been specifically authorized for use in that examination. If you are caught in possession of any unauthorized material, whether or not you intended to use it, you will be subject to disciplinary action and will normally find that, as a minimum penalty, your examination paper will be cancelled (that is, given a mark of zero). More severe penalties are available, depending on the circumstances of individual cases.

14. No language dictionaries of any sort will be allowed in any examination.

Cheating

15. It is an offence: to copy from the work of another candidate, or allow copying from your own work; to obtain assistance from another candidate, or provide assistance to them, by whatever means; and to impersonate another candidate, or allow yourself to be impersonated.

Conduct during examinations

16. You must write your registration number (the 7 or 8 figure number on the front of your Registration Card) on every examination answer-book you use. Remember to fill in all the other information asked for.
17. You must write all your answers legibly. If your work is deemed illegible by the examiners you will normally be required to pay for it to be converted to typescript. You must write in blue or black ink. Pencil is not allowed, except for graphs and diagrams.

18. Examinations are marked anonymously. At the end of the examination make sure you fold over and seal the gummed edge of the panel on the top corner of each of your answer-books, before they are collected from you.

19. You must write only in the examination answer-books provided (including any rough work). Do not tear pages out of answer books. Any work that you do not wish to submit for marking must be clearly crossed out, but must not be removed from the answer book. You must not remove answer books (used or unused) from examination rooms. Any other materials that have been provided for the examination must not be removed. Students found doing any of these things will be subject to disciplinary action. Question papers may be taken away unless you are specifically told verbally or in writing not to do so.

20. You must maintain silence throughout the time you are in the examination room. You must not cause any kind of disturbance or distraction, or attempt to communicate with other candidates, by any means.

21. You must remain seated at all times. You must raise your hand to summon the attention of an invigilator for whatever purpose. If you wish to leave the examination room temporarily you may only do so if accompanied by an invigilator. If you wish to leave the examination before the allotted finishing time you must remain seated and raise your hand: an invigilator will come to collect your answer book, after which you may leave, silently. You are not permitted to leave during the first 30 minutes or the last 15 minutes of the examination. At the end of the examination you must stop writing immediately you are told to do so and remain seated and silent until all answer books have been collected.

22. If a fire alarm should sound during an examination, follow the instructions given by the invigilator. These will be the standard procedures for evacuating the building. You should leave the room in an orderly way, without talking and without taking anything from your desk, or from the room. Leave the building and assemble in the designated area. You must not leave this designated area. You should return to the examination room immediately when you are instructed to do so. Candidates who are still absent once the examination has re-started, will not be re-admitted. As a general rule, examinations will not re-start after an interruption if more than three-quarters of the examination time has already elapsed.

And finally...

23. If you are at an examination and you realise that you have failed to comply with any of these rules, or have any questions, you should contact an invigilator immediately. Students failing to do this, when knowingly breaking examination regulations, may face disciplinary action.

7.2 Guidance for students on the use of calculators in examinations

1. Examinations may require students to perform simple calculations for which normal practice would be to use a calculator. It is necessary to ensure that students do not bring into the examination room any device that would enable them to obtain an unfair advantage. The following rules are designed to regulate the type of calculator that may be used, and to do so in a way that is enforceable in practice by invigilators. Assessments that require complicated calculations may well be better conducted by means other than formal examinations.

2. Students may bring into the examination room any calculator, provided that it does not have:

   a) Any means of inputting or storing text, alphabetical or other symbolic information, including mathematical expressions (except that hexadecimal keys a to f are allowed);

   b) Any means of transmitting or receiving information, including (but not restricted to) infra-red, microwave and wireless ports and cable connections such as USB ports.
3. In particular, these rules preclude the use of mobile phones, PDAs (personal digital assistants), and portable computers as calculators.

4. Calculators must be silent in operation and must have their own self-contained power supply. No recharging facilities will be available, and candidates must bring their own spare batteries.

5. Invigilators may examine any device a student brings into the examination room. If the device does not comply with these rules, it will be confiscated and returned only at the end of the examination; no replacement will be provided. A form will be completed to record the incident as suspected cheating.

6. A School may specify that no calculator is allowed in any examination for which it is responsible or that it requires students to use only a specified model (or models) of calculator or that it wishes to allow students to use calculators forbidden by the rules of paragraph 1, above. Where this is the case, clear and specific instructions must be notified to the students in advance of the examination, to the invigilators, and on the examination paper.

7. For students with disabilities these rules may be over-ridden in specific, individual cases as agreed by the Disability Support Office.

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Policy 8
Ordinances & Regulations: Degree of Master, Postgraduate, Diploma & Postgraduate Certificate

A. ORDINANCES

1. The University may award the taught degrees of Master, Postgraduate Diplomas and Postgraduate Certificates in accordance with the General Regulation XI.

2. Regulations for the degrees of Master of Enterprise (MEnt), Master of Philosophy (MPhil), Master of Research (MRes), Master of Science (MSc) by Research and Master of Surgery (ChM) are published separately.

3. Regulations for integrated Degree of Master are published with the Regulations for Undergraduate Programmes.

4. Students for the above degrees, postgraduate diplomas and postgraduate certificates will pursue satisfactorily an approved programme of advanced study, as either a full or part-time student.

5. These ordinances and regulations provide a general framework for all taught postgraduate degrees, diplomas and certificates, and should be read in conjunction with detailed notes for guidance and programme specific regulations.

6. Regulations for Conduct and Discipline of Students, Student Complaints Procedures, Academic Appeals, and Work and Attendance of Students are provided in the University’s General Regulations, XVII, XVIII, XIX and XX respectively.
B. REGULATIONS

1. Admission to the Programme

   a) Applicants for admission to the Degree of Master and Postgraduate Diploma will normally have;

      • a first degree (equivalent to a UK Honours Bachelors degree) or equivalent qualification from a recognised institution; or
      • evidence of previous advanced study, research or professional experience, which the University accepts as qualifying the applicant for entry.

   b) Applicants for admission to the Postgraduate Certificate will normally have:

      • evidence of academic qualifications or work experience which meets the approval of the University and allows them to be registered onto a Certificate programme or individual postgraduate course units.

   c) All applicants must meet the minimum English language requirements of their chosen programme, as described by the University’s Postgraduate Admissions Policy.

   d) Students may be registered initially for the Postgraduate Diploma or Postgraduate Certificate. After successfully completing the required assessment, they may be permitted to progress to the Degree of Master or Postgraduate Diploma respectively.

   e) A student awarded the Postgraduate Certificate may subsequently be permitted to use the credits awarded to count towards an appropriate Postgraduate Diploma or a Degree of Master, but only on condition that:

      • The student achieved a pass mark of 40% or more to proceed with the Postgraduate Diploma, or 50% or more to proceed with the Degree of Master;
      • All other requirements for progression as stated in section 5 have been met;
      • The student has not previously been examined for the dissertation (or equivalent) element of the programme;
      • The award of the Postgraduate Certificate is rescinded. In these circumstances, for a Postgraduate Diploma, students will normally be required to complete the programme no more than four academic years after initial registration, or for a Degree of Master, no more than five academic years after initial registration.

   f) A student awarded the Postgraduate Diploma may subsequently be permitted to use the credits awarded to count towards an appropriate Degree of Master, but only on condition that:

      • the student achieved a pass mark of 50% or;
      • all other requirements for progression as stated in section 5 have been met;
      • the student has not previously been examined for the dissertation (or equivalent) element of the programme;
      • the award of the Postgraduate Diploma is rescinded. In these circumstances students will normally be required to complete the programme no more than five academic years after initial registration.

2. Duration of Programme

   a) A Degree of Master will normally be a one-year programme equating to 45 teaching weeks within a 51 week period and the date for the end of the programme and submission of the dissertation (or equivalent) will be published in the programme handbook.

   b) A part-time Degree of Master student will complete the programme over a more extended period of time which will be published in the programme handbook, but will not exceed five academic years.
c) A Postgraduate Diploma will be a full-time or part-time programme that will normally extend over not less than two academic semesters and will not exceed four academic years.

d) A Postgraduate Certificate will be a full-time or part-time programme that will normally extend over not less than one academic semester and will not exceed two academic years.

e) Programmes may be of longer full-time duration where there is an increase in the credit requirements (see 3d).

3. Credits

a) A Degree of Master of one year full-time (or equivalent part time) duration will consist of minimum of 180 credits, of which at least 150 will be at level 4 (M level) with the remainder at level 3.

b) A Postgraduate Diploma will consist of a minimum of 120 credits, of which at least 90 will be at level 4 (M level) with the remainder at level 3.

c) A Postgraduate Certificate will consist of a minimum of 60 credits at level 4 (M level).

d) For longer programmes, the total credit requirements for each award are increased pro rata to the length of the programme.

e) All course units will normally be of 15 credits, or multiples thereof. A Degree of Master will normally include a dissertation or equivalent of at least 60 credits and a Postgraduate Diploma may include a project or extended essay of no more than 30 credits. The Postgraduate Certificate will not normally include a dissertation or project element.

4. Accreditation of Prior Learning (APL)

a) A student may be permitted to receive an award of credits on the basis of demonstrated learning that has occurred at some point in the past and is appropriate to the programme both in content and currency. The award of credits can be based upon learning for which certification has been awarded by an educational institution or another education/training provider or uncertificated learning gained from experience.

b) All APL applications will be approved in line with the University’s overall policy on the award of APL, as follows:

- A Degree of Master will normally allow a maximum of 60 APL credits. APL credits will not count towards the dissertation (or equivalent) or project components.
- A Postgraduate Diploma will normally allow a maximum of 30 APL credits. APL credits will not count towards the dissertation (or equivalent) or project components.
- A Postgraduate Certificate will normally not allow any APL credit.

c) Any unit thus exempted will not be awarded a mark but will be graded pass and hence excluded from the calculation of the overall mark.

5. Progression and Assessment

a) Regulations for work and attendance are outlined in the University’s General Regulations, XX.

b) Students for the Degree of Master, Postgraduate Diploma or Postgraduate Certificate will present themselves for assessment of their progress as required in the programme handbook.

c) Students will normally successfully complete the taught component of the Degree of Master before they can progress to the dissertation (or equivalent), and must successfully complete the taught component before submission of the dissertation (or equivalent).

d) The pass mark for a Degree of Master will be 50%.
e) The pass mark for a Postgraduate Certificate and a Postgraduate Diploma will be 40%. A pass mark of 50% may be approved by the Faculty where required on discipline-specific grounds or for some professionally accredited programmes.

f) A student who fails to satisfy the Examiners in any assessment of taught units may be permitted to resubmit the assessment or retake the examination on one further occasion, up to a maximum of 45 credits. The student will take this opportunity during the next available University examination period or within a period as published in the programme handbook.

g) The maximum mark to be awarded for resubmitted coursework or retaken examination will normally be 50% for the Degree of Master and 40% for the Postgraduate Diploma (or 50% where the higher pass mark has been approved). This mark will be used in computing the overall mark for the course unit.

h) All Degrees of Master will normally have exit points for the award of a Postgraduate Certificate and a Postgraduate Diploma. These will be clearly defined in terms of level of achievement and will correspond to 60 and 120 credits respectively. Students who do not achieve the required pass mark in the taught element for the Degree of Master, but who do achieve the required pass mark for a Postgraduate Diploma or Certificate, may be awarded a Postgraduate Diploma or Certificate, as appropriate, provided they have successfully completed the requisite number of credits including no more than the maximum number of credits allowed as APL for the exit award under 4b.

i) Students may, in exceptional mitigating circumstances, and with prior permission of the Faculty, be allowed to re-take the entire programme subject to all outstanding fees being paid.

j) Students may be awarded a compensated pass for a Degree of Master when they fail in units of the taught component totalling no more than 30 credits and receive a mark of at least 40% but less than 50% for those failed units. The student must also have gained an overall mark, calculated as an average of the numerical marks awarded for each unit weighted by the credits for that unit (referred to subsequently as “weighted average”), for all taught units of 50% or more in order to be granted the compensated pass.

k) Students may be awarded a compensated pass for a Postgraduate Diploma programme when they fail in units totalling no more than 30 credits and receive a mark of at least 30% but less than 40% for those failed units. The student must also have gained an overall weighted average for all taught units of 40% or more in order to be granted the compensated pass. Where the pass mark is set at 50% the compensatable units must receive a mark of at least 40% but less than 50%.

l) Students may be awarded a compensated pass for a Postgraduate Certificate programme when they fail in units totalling no more than 15 credits and receive a mark of at least 40% but less than 50% for those failed units. The student must also have gained an overall weighted average for all taught units of 40% or more in order to be granted the compensated pass.

m) The maximum allowable cumulative failure of course units in a Masters programme at the first attempt is 45 credits of the taught component of the programme. A student whose failures in units at the first attempt exceed 45 credits will be deemed to have failed the programme.

n) Students who fail in units totalling more than 45 credits at Masters level will be judged against the requirements for a pass on the Postgraduate Diploma programme. If this results in their failing units totalling fewer than or equal to 45 credits at Postgraduate Diploma level, the student may retake those units failed at Postgraduate Diploma level to obtain the award of a Postgraduate Diploma.

o) Faculties may allow Schools on discipline-specific grounds to adopt more stringent requirements, including (but not restricted to):

- specifying core units for which no compensatable fail mark will be available;
• increasing the proportion of the total credit that must reach the pass mark (ultimately to the total credits available, thus allowing no compensatable fails);
• setting a higher pass mark overall.

6. Dissertation (or equivalent)

a) Dissertations should be submitted in accordance with the information set out in the University’s Guidance Notes for the Presentation of Dissertations.

b) Dissertation (or equivalent) submission dates will normally be 51 weeks after the start of the programme and will be published in programme handbooks. Submission dates for part-time students will reflect the length of the programme (pro-rata compared to a full-time programme).

c) At the recommendation of the Board of Examiners, students will normally be allowed one resubmission of a failed dissertation (or equivalent), project or extended essay and this will normally be within four months of the date of the publication of the result. Resubmission will not be allowed if the mark is below 40% (where the pass mark is 50%), or 30% (where the pass mark is 40%).

d) Students who achieve a dissertation (or equivalent) mark of at least 40% but less than 50% may accept the award of Postgraduate Diploma with no further work required or resubmit the dissertation (or equivalent) on one occasion, at the discretion of the Board of Examiners, for the award of the Degree of Master. A student achieving a mark below 50% for a resubmitted dissertation (or equivalent) will be awarded a Postgraduate Diploma.

e) The maximum mark to be awarded for resubmitted dissertation (or equivalent), project or extended essay will normally be 50% for the Degree of Master and 40% (or 50% where the pass mark is 50%) for the Postgraduate Diploma.

f) A student may exceptionally be required to attend an examination, orally or otherwise, in the subject of their dissertation (or equivalent), project or extended essay, or a related matter.

7. Recommendation for Award

a) Pass Marks

• To obtain a pass for a Degree of Master, the student is required to obtain both a weighted average of 50% or more on the taught element (after compensation or reassessment as necessary), and 50% or more on the dissertation (or equivalent) (after reassessment as necessary).

• To obtain a pass for a Postgraduate Diploma or Certificate, the student is required to obtain a weighted average of 40% or more on the taught element (after compensation or reassessment as necessary). If there is a project or extended essay a mark of 40% or more (after reassessment as necessary) on this element is also required to pass. A pass mark of 50% for a Postgraduate Diploma may be approved by the Faculty where required on discipline-specific grounds or for some professionally accredited programmes.

• The Faculty will, on report from the Examiners, recommend to Senate the award of the Degree of Master or Postgraduate Diploma or Postgraduate Certificate for those students who have completed all requirements of the regulations and satisfied the Examiners. The awarding certificate will include the title of the programme.

b) Distinction

• A student on a Degree of Master or Postgraduate Diploma programme who has satisfied all the following criteria will be awarded a distinction:

I. A weighted average at first assessment of 70% or more in the taught component of the programme with no mark below 50% in any course unit.
II. A mark of 70% or more for the dissertation (or equivalent), project or extended essay where this is part of the programme.

III. A Pass at first assessment in components of the programme where only a Pass/Fail is recorded.

- Students who have been reassessed in any unit(s), or individual components of any unit(s), or have been granted a compensated pass will not be eligible for the award of distinction.
- Students on Postgraduate Certificate programmes will not be eligible for the award of distinction.

\[ Written \text{ } \text{c)} \text{ } Merit \]

- A student on a Degree of Master or Postgraduate Diploma programme who has satisfied all the following criteria will be awarded a merit:

  I. A weighted average at first assessment of 60% or more in the taught component of the programme with no mark below 50% in any course units.

  II. A mark of 60% or more on the dissertation (or equivalent), project or extended essay where this is part of the programme.

  III. A Pass at first assessment in components of the programme where a Pass/Fail is recorded.

- Students who have been reassessed in any unit(s), or individual components of any unit(s), or have been granted a compensated pass, will not be eligible for the award of merit
- Students on Postgraduate Certificate programmes will not be eligible for the award of merit.
Appendix I: Information on Dissertation Presentation and Marking Criteria

Information on dissertation presentation

FORMATTING

- Double or 1.5 spacing with a minimum font size of 12 must be used for the main text. Pages may be double-sided.
- To allow for binding, the margin at the binding edge of any page must be not less than 40mm; other margins must be not less than 15mm.
- Page numbering must consist of one single sequence of Arabic numerals (ie 1, 2, 3 … ) throughout the dissertation. Page numbers must be displayed on all pages EXCEPT the title page.
- The pagination sequence will include not only the text of the dissertation but also the preliminary pages, diagrams, tables, figures, illustrations, appendices, references etc, and will extend to cover all volumes in a multi-volume dissertation. Roman numerals must not be used for page numbering.

REQUIRED PAGES

The following items (a-f) must be included as preliminary pages of the dissertation in the order given:

REQUIRED PAGES

3.1 The following items (a-f) must be included as preliminary pages of the dissertation in the order given:

a. TITLE PAGE
   i. the full title of the dissertation;
   ii. a statement as follows: ‘A dissertation submitted to the University of Manchester for the degree of MSc [programme route way] in the Faculty of Engineering and Physical Sciences.’
   iii. the year of submission (not including the month);
   iv. the candidate’s name (the same as the name under which he or she is currently registered, or was last registered, at the University); and
   v. the name of the candidate’s School: School of Mechanical, Aerospace and Civil Engineering

A dissertation which is being submitted for re-examination must bear the year of resubmission on both the spine and the title page (not the year of the original submission); a new Notice of submission form and the appropriate fee are always required (see the Notice of Submission Form for dates & fees)

Example Title Page Layout

<table>
<thead>
<tr>
<th>TITLE OF DISSERTATION</th>
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| A dissertation submitted to the University of Manchester for the degree of MSC…………….
  in the Faculty of Engineering and Physical Sciences |
| (or Year of Resubmission) |
| Student Name |
| (NO ID number) |
| School of Mechanical, Aerospace and Civil Engineering |
b. LIST OF CONTENTS
   A list of contents, giving all relevant sub-divisions of the dissertation and a page number for each item. The final word count, including footnotes and endnotes, must be inserted at the bottom of the contents page.

c. OTHER LISTS
   Lists of tables, figures, diagrams, photographs, abbreviations etc. If a dissertation contains tables it is recommended that a separate list of each item, as appropriate, is provided immediately after the contents page(s). Such lists must give the page number of each item on the list.

d. ABSTRACT
   A short abstract describing the contents of the dissertation (not more than 300 words), with emphasis on major observations and judgement rather than on methods.
   It must be designed to be read independently of the rest of the dissertation and references to the dissertation and other literature will not normally be included.

e. DECLARATION
   A declaration stating:
   EITHER: No portion of the work referred to in the dissertation has been submitted in support of an application for another degree or qualification of this or any other university or other institute of learning (if you are not continuing higher education after the MSc)
   OR: A portion of the work referred to in the dissertation (identify portion) has been submitted in support of an application for another degree or qualification of this or any other university or other institute of learning (if you are pursuing a PhD or a supplementary MSc).

f. COPYRIGHT STATEMENT
   The following three notes on copyright and the ownership of intellectual property rights must be included:
   i. Copyright in text of this dissertation rests with the author. Copies (by any process) either in full, or of extracts, may be made only in accordance with instructions given by the author. Details may be obtained from the appropriate Graduate Office. This page must form part of any such copies made. Further copies (by any process) of copies made in accordance with such instructions may not be made without the permission (in writing) of the author.
   
   ii. The ownership of any intellectual property rights which may be described in this dissertation is vested in the University of Manchester, subject to any prior agreement to the contrary, and may not be made available for use by third parties without the written permission of the University, which will prescribe the terms and conditions of any such agreement.
   
   iii. Further information on the conditions under which disclosures and exploitation may take place is available from the Head of the School of Mechanical, Aerospace and Civil Engineering.

The declaration and copyright statement may appear on the same page.

3.2 OTHER PAGES (not compulsory)
   The preliminary pages may also include the following:
   a. Dedication, acknowledgement, and similar.
   b. It is helpful, particularly to external examiners, if a brief statement is included giving the candidate’s degree(s) and research experience, even if the latter consists only of the work done for this dissertation. This may be untitled or it may be headed ‘Preface’ or ‘The Author’ or similar.
Once examination of the dissertation has been completed and the examiners’ recommendation has been approved, candidates will receive a communication from the appropriate PGT Programme Administrator informing them of the outcome and final degree classification. If the result is not published as successful then the communication will explain the next step to be taken by the candidate.
# Marking Criteria

<table>
<thead>
<tr>
<th>CLASS</th>
<th>MARK RANGE</th>
<th>DESCRIPTIVE EQUIVALENT FOR EXAMS</th>
<th>DESCRIPTIVE EQUIVALENT FOR PROJECTS/ESSAY</th>
<th>DESCRIPTIVE EQUIVALENT FOR DISSERTATIONS</th>
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<td>MSc DISTINCTION</td>
<td>81+</td>
<td>A comprehensive and complete answer that clearly demonstrates a deep understanding of the subject, high intellectual quality and comprehensive knowledge of the facts. As good as could have been expected under examination conditions.</td>
<td>Worthy of retaining for future reference and application to teaching or research. Outstanding work based on a critical appraisal of a good volume of material that makes an original contribution to the subject.</td>
<td>Potentially publishable as a journal paper with editing and minor revision.</td>
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<td>80</td>
<td>Goes beyond simply answering the question. Perceptive focused use of a good depth of material. Original ideas or structure of argument and critical evaluation of the literature.</td>
<td>Wide breadth and intensity of accessed data or literature plus critical contribution or original finding relevant to the topic.</td>
<td>Identification with professional research approach. Full completion of task, achievement of stated objectives and good philosophical review of shortcomings. Clear critical appreciation of subject, study methods and findings.</td>
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<td>70</td>
<td>Perceptive analytical and critical understanding of the issues plus a coherent, well read and good presentation. MUST show evidence of wide background reading around the subject and a deep approach to study that goes beyond reproducing material given in lectures and seminars.</td>
<td>Thorough, clear treatment showing an understanding of arguments, contribution and context. Efficient use of literature. No serious flaws or misconceptions. Engages with the major issues and comes to sound and coherently argued conclusion.</td>
<td>Clear programme of study and worthwhile objectives. Well conceived and executed. A highly satisfactory piece of work but with some unfulfilled potential.</td>
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<td>MSc MERIT</td>
<td>69</td>
<td>A “correct” answer based largely on lecture material. Little detail or originality but presented in an adequate framework. Lacks evidence of significant outside reading and, while sound, does not penetrate the subject sufficiently, nor display much critical evaluation.</td>
<td>Adequate treatment of literature or data but with little spark or critical insight. Efficiently reproduces material covered in lectures/seminars but adds only a little that comes from the student’s own course of personal research and investigation.</td>
<td>Good effort and sound outcome but pedestrian or lacking in imagination and critical insight. Failure to achieve objectives fully. Programme of work not particularly ambitious or innovative. Satisfactory, but not stylish or perceptive.</td>
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<td>60</td>
<td>Overall, concepts are disordered or flawed, factual material is poorly presented and there is only shallow consideration of issues.</td>
<td>Exposes serious flaws in the work, whether in original research or in the analysis of the material given. The concept is roughly understood but not well developed.</td>
<td>Deficient in effort or arguments/discussions poorly resourced. Uncritical use of literature. Little sign of analytical techniques or depth. No clear programme of work and insufficiently clear objectives.</td>
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<td>MSc PASS</td>
<td>59</td>
<td>Engages with question but is a poorly structured answer based entirely on lecture material and containing several important errors of concept and/or fact.</td>
<td>Basic approach to a narrow or misguided selection of material. Lacking in background or flawed in arguments. Lines of thought are not sustained and conclusions are not supported by the text/project analysis.</td>
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<td>55</td>
<td>Overall, concepts are disordered or flawed, factual material is poorly presented and there is only shallow consideration of issues.</td>
<td>Work is shallow and poorly presented. Lacking in sustained lines of thought or reasoning. No conclusions or conclusions incorrect. No evidence or relevant outside reading.</td>
<td>Low input of effort and superficial write-up conveying little of the context or value of the research. Barely adequate effort given the dissertation’s importance.</td>
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<td>Attempts to engage with the question but with significant errors of content and scope, or poor in knowledge, structure and expression. No evidence of relevant outside reading.</td>
<td>Inadequate and without any serious scholarly content.</td>
<td>Insufficient effort to complete a reasonable piece of work. An inadequate thesis.</td>
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<td>DIPLOMA / CERTIFICATE PASS</td>
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<td>Significant inability to engage with the question. Either, an answer to an imaginary question, or mostly irrelevant material to the question posed.</td>
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