MSc Project Management

Course Supplement and Student Handbook

2015-16

School of Engineering
1. **Introduction to the course**

1.1 **Welcome to the course**

Firstly, congratulations on securing your place on our Postgraduate Project Management course: I hope you find your time with us demanding, rewarding and enjoyable. Studying at postgraduate level poses great challenges and it is the aim of the Course team to help you meet these challenges and achieve success through hard work and commitment.

This programme leads to the target award of Master of Science in Project Management by full time or part time study including block mode attendance. Should you wish to leave the programme before completing all of the requisite modules, you may do so and can achieve what is called an ‘exit’ award of a Postgraduate Diploma (six modules) or a Postgraduate Certificate (three modules) in Project Management, subject to the successful completion of the required modules for these awards. The full MSc comprises seven modules.

The MSc programme has been developed following themes implemented upon various professional industrial training and management development courses. These courses relate to companies such as Pochin and GEC Tarmac (formerly Railtrack Rail Maintenance), GEC Alstom, Lancashire Engineering Partnership and Leyland Product Design, with programmes involving a range of training and education aimed at enhancing the skills of qualified engineers and managers. Our MSc formalises this training and education into a full academic qualification, for which there is a strong demand both in the UK and overseas.

May I wish you the very best of luck in your studies and indeed in your career.

Rob Wallace  
Dean of Engineering
1.2 Rationale, aims and learning outcomes of the course

Course Rationale and Overview
The themes of sustainability, enterprise and employability, and internationalisation are central to the programme. The programme has been structured so that there is a final target award of MSc in Project Management and also exit awards - should you wish to leave or take a break from your studies – of a PG Diploma in Project Management and PG Certificate in Project Management. The following overview identifies these three elements in relation to the defined exits awards.

The PG Certificate has been designed with a central compulsory component that includes the modules of Risk Management and Project Team and Leadership Development contributing towards the PG Certificate award. This will provide a common skills set for all candidates. The Risk Management module will help you develop a range of numerical and quantitative skills, enabling you to identify, analyse and manage inherent risks within contemporary projects. The Leadership Development module enables you to practice and develop the interpersonal skills that are prerequisites to the successful management of the project management process. The Project Planning, Control and Analysis module develops the fundamental operational management skills requisite of professional project managers. Progression to the PG Diploma will only be allowed if the candidate has successfully completed all of the required elements of the PG Certificate or the candidate has relevant Accreditation for Prior Learning (APL).

The PG Diploma presents a move to towards specialist knowledge by completion of two modules in Strategic Project Management and Advanced Technology. These modules feature a study of the technical tools and solutions for achieving project success, including studies of typical projects and consideration of current issues relating to the practice and process of project management. For example, the Strategic Project Management module enables candidate to review and develop their strategic project management skills sets. In addition, the Health & Safety Management module identifies the impact of human factors on the success or failure of projects. Progression to the Master’s phase will only be allowed if the candidate has successfully completed all of the required elements of the PG Diploma or the candidate has relevant APL.

The MSc phase of the programme will involve the completion of the dissertation. This triple module will focus upon personal management, research methodology and information management issues for research projects. The dissertation element is the main focus of the MSc and should be seen by students as the final phase of the study skills and philosophical approaches that have been developed in each of the certificate and diploma phase modules. The dissertation module will feature project titles that relate to the practice of project management. The dissertation, which will be approximately 15,000 words in length will be based
upon a related subject area will seek to develop research skills in progression to 
the research methods module, providing evidence of how a project can be 
designed and managed and denote the project findings and recommendations.

The course seeks to develop the skills of post-graduate managers and engineers 
in the following areas:

- A critical awareness of contemporary issues in project management informed 
by leading edge research and practice and the capacity to apply emerging 
principles and project management skills to standard and unpredictable 
workplace scenarios
- A detailed understanding of Project Management knowledge areas and 
control methods which can be applied within the project management and 
engineering process
- Effective use of IT and other innovative tools, techniques and 
methodologies as applied to project management and the research process
- The capacity to undertake and reflect upon strategic and complex decision-
making in the project management process
- Leadership and team skills, personal and interpersonal skills which can be 
 applied to the project management process
- Relevant skills in order to pursue life-long learning and continuous 
development in the context of workplace practice within the subject 
specialism and international project management
- The ability to identify, retrieve and assess the rigour and value of published 
research as the source of alternative perspectives that inform and underpin 
the project management decision making process and investigative 
research
- Creative and innovative approaches to investigative research including the 
review, evaluation and selection with justification of appropriate research 
methodologies and the communication of findings in an objective, coherent 
and professional manner
- Develop the student’s research methods and applications
The following learning outcomes are intended to be met by those students who successfully complete the course programme:

- Comprehensively appraise the principles of project management in the context of contemporary issues and the implementation process in the workplace.
- Critically evaluate contemporary roles and responsibilities of the project manager, together with the leadership and organisation skills essential to the discharge of this function in the workplace.
- Select appropriate decision-making and information management tools for project planning and project control.
- Identify, select and critically evaluate appropriate research methodologies relevant to advanced study in the field of project management.
- Critically appraise strategic techniques and solutions to project management scenarios and provide innovative solutions to workplace problems.
- Pursue a critical research oriented approach to investigate the application of health and safety, environmental and quality management systems within project environments through review and evaluation of external factors and leading edge research.
- Observe and reflect upon group interaction within simulated exercises.
- Select and apply appropriate methods of data analysis to project management scenarios.
- Critically appraise and evaluate concepts of quality, time and financial management to the process of management.
- Apply appropriate theoretical concepts of project management to contemporary projects.
- Employ appropriate IT and other innovative tools and techniques of project management to contemporary project scenarios.
- Review and evaluate methodologies used in a range of research projects and justify the selection of methodologies appropriate to the theoretical perspective or conceptual framework employed in the research.
- Organise tasks to meet priorities and deadlines within a project environment.
• Select appropriate research strategies and tools to undertake an in-depth research project conducted in the field of project management in a workplace situation.

• Apply skills of oral and written communication in the preparation of clear, fully evidenced and referenced reports and case studies in unbiased and objective form

• Appraise and evaluate own performance and capabilities through reflective critical analysis.

1.3 Course Team
The names and details of key members of the team.

Jack Goulding  BSc, MSc, PhD, MCIOB, MBEng, FHEA
Professor of  Project Management & Director of the Centre for Sustainable Development (CSD)
E-mail: jsgoulding@uclan.ac.uk , Ext 4213, Room HB316

Godfaurd John  BEng, MSc, PhD (Construction Management), MStrucE, FHEA
Lecturer in Project Management and Performance of Structures
E-mail: gajohn@uclan.ac.uk , Ext 3227, Room HB240

Champika Liyanage  BSc, PhD (Facilities Management), FHEA
Senior lecturer in Quantity Surveying
E-mail: clliyanage@uclan.ac.uk , Ext 3221, Room HB242

Adebayo Oladapo  BSc, MSc, PhD (Construction Management), MNIQS, FHEA
E-mail: aaoladapo@uclan.ac.uk , Ext 4227, Room HB242
Senior lecturer in Quantity Surveying

Farzad Pour-Rahimian  BArch, MArch, PhD, FHEA
E-mail: Fpour-rahimian@uclan.ac.uk , Ext 3215, Room HB302
Senior Research Fellow in

Andrew Smith  BSc, PhD (Facilities Management), CBIFM, MCMI, FHEA
E-mail: ajsmith3@uclan.ac.uk , Ext 4208, Room HB320
Lecturer in Facilities Management

Campus Admin Services provides academic administration support for students and staff and is located in C and T building and is open from 08:45 until 17:15 Monday to Friday and until 16:00 on Fridays. The Hub can provide general assistance and advice regarding specific processes such as extenuating circumstances, extensions and appeals. Course specific information is also available via School Blackboard sites.

Hub contact details are as follows:
1.4 Academic advisor

An Academic advisor is allocated to each student in their first year. You will retain the same academic advisor for the duration of your study at UCLan. Your academic advisor is your first point of contact if you have any questions or problems while studying at UCLan.

You should meet with your Academic advisor at least once every semester, but they are also available to help with any problems you may have during the year. Feel free to see them at other times should you want to. Your Academic advisor is there to provide you with support and guidance during your course. They will be unable to do so if you do not take the time and effort to meet with them and discuss your progress.

What will your Academic advisor do?

- offer academic advice throughout the year;
- monitor your progress and attainment through the year;
- advise you on your progress and issues such as option choices;
- in some instances, your academic advisor may refer you to the course leader or module leader for clarification of detailed academic problems;
- offer personal support, referring you to relevant University support services where appropriate;
- support you in the context of any disciplinary matters.

What are you expected to do?

- make use of your academic advisor;
- make sure you know where their office is and how to contact them;
- make sure they know you and have your current email address;
- watch out for emails, notices and memos asking you to make appointments or attend meetings with them;
- turn up for meetings and/or respond to requests for information.

Write the name and contact information of your academic advisor below for future reference.

1.5 Communication

The University expects you to use your UCLan e-mail address and check regularly for messages from staff. If you send us e-mail messages from other addresses they risk being filtered out as potential spam and discarded unread.

There is a Blackboard course level space where you will find documentation relating to your course – for example student handbooks, support and advice regarding student placements and job hunting, along with other useful information.

It is important to keep all your contact details up to date as you may be contacted by post, e-mail, or telephone.
1.6 External Examiner
The University has appointed an External Examiner to your course who helps to ensure that the standards of your course are comparable to those provided at other higher education institutions in the UK. The name of this person, their position and home institution can be found below. If you wish to make contact with your External Examiner, you should do this through your Course Leader and not directly.

Professor David Boyd
Birmingham School of the Built Environment
Birmingham City University.

The current External Examiner’s report is available to view on Blackboard.

2. Structure of the course

2.1 Overall structure
The course exists as part of the Modular Credit Accumulation and Transfer Scheme (MODCATS). The award requires that the student pass 180 credits for MSc in Project Management. Students wishing to follow a part-time study route are counselled by a member of staff to develop a suitable programme of study.

<table>
<thead>
<tr>
<th>Module code and title</th>
<th>Credits</th>
<th>Award</th>
</tr>
</thead>
<tbody>
<tr>
<td>BN4609 Dissertation</td>
<td>60</td>
<td>Masters of Science in Project Management with pass/merit/distinction</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Final award</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Requires 180 credits</td>
</tr>
<tr>
<td>BN4420 Quality and environmental management systems</td>
<td>20</td>
<td>Postgraduate Diploma in Project Management with pass/merit/distinction</td>
</tr>
<tr>
<td>BN4410 Health &amp; safety management</td>
<td>20</td>
<td>(Exit award)</td>
</tr>
<tr>
<td>BN4440 Strategic project management</td>
<td>20</td>
<td>Requires 120 credits</td>
</tr>
<tr>
<td>BN4430 Project team &amp; leadership development</td>
<td>20</td>
<td>Postgraduate Certificate in Project Management</td>
</tr>
</tbody>
</table>
2.2 Modules available
The following modules are compulsory on the course.

BN4010 - Project Planning, Control and Analysis
This module is concerned with developing the planning, control and analysis skills of the student in the context of scheduling resources in complex projects. It presents a holistic view of planning complex projects, and focuses on the selection and application of internationally accepted tools, technologies, and techniques requisite for sustainable planning. This module includes computerised planning utilising industry standard applications such as Microsoft Project/Primavera P6, and includes advanced simulation and nD planning methodologies. The skills developed within this module are directly transferable into the international workplace.

BN4206 - Risk and Value Management
This module is intended to build upon, and add to, the student's knowledge gained in the study of other units in order to develop a co-ordinated professional approach to the assessment and management of risk and value in relation to engineering and management processes, security and insurance.

BN4410 - Health and Safety Management
This module will consider the requirements and applications of health, welfare and safety legislation relevant to industry. The module will seek to analyse and appraise the development of systems and cultures in the management and control of safety and health with particular emphasis upon human factors and continuous improvement processes.

BN4420 - Quality and Environmental Management Systems
The module considers the issues of international quality and environmental assurance management standards and procedures. It introduces the principles of quality and environmental management for projects and operations within the wider context of sustainable development, and identifies the requirements common to such management systems - especially cognisant of international nuances e.g. culture, perceptions, adoption, application etc. The module offers students an opportunity to review the role, scope and context of the auditor and manager.

BN4430 - Project Team and Leadership Development
This module will provide the opportunity for students to evaluate the role of the Project Manager regarding human aspects of project management, including team skills and leadership. The module incorporates reflective learning for personal,
educational and career development where students are supported in developing their understanding of the contribution that reflective review and action planning may make to their learning and personal development, with emphasis placed upon transferability into the workplace.

**BN4440-Strategic Project Management**

This module aims to develop generic and specific advanced project management skills covering both the production and business management remits. It provides a basis for critical thinking and analysis, cognisant of the three core drivers of: sustainable development, internationalisation, enterprise and employability. In this respect, a series of project-driven simulated exercises are used to critique extant production and project management theories and concepts in order to not only procure strategic and financial awareness, but also holistically evaluate outcomes against conventional thinking.

**BN4609-Dissertation**

The aims of the module are to develop research skills. Students will be required to carry out an in-depth study, on an individual basis, which includes theoretical, experimental or investigative analysis or a combination of these. Part of this study requires the preparation of a research proposal that sets out the aim and objectives, and formulates a research problem or hypothesis related to the programme’s subject specialism. The work should: be based on proven research/investigative techniques; make an original contribution to knowledge; and demonstrate advanced scholarship of the research discipline.

**2.2.1 Progression**

Discussions about your progression through the course normally take place in February, June, and October each year. It is an opportunity for you to make plans for your study over the next academic year. The course team will tell you about the various modules / combinations available and you will both agree on the most appropriate (and legal) course of study for you.

**2.3 Study Time**

**2.3.1 Weekly timetable**

UCLan has an online timetabling system that provides students with a personalised timetable that only shows the teaching events you are registered on. We try to avoid making changes to your timetable, but sometimes we have to. If a change is made, such as a room change or the event is cancelled, your online timetable will be updated.

Therefore, we ask that you do not print your timetable but try to check it on a regular basis - ideally before you come to University each day. Checking your timetable each week will be necessary as some modules will be roomed in different locations each week. If changes are made to your timetable, you will also receive an email to your UCLan email account or if we are able to give less than 24 hours notice, we may even be able to send you a text to alert you of the change, so please ensure UCLan has your correct mobile number. [Click here to go to the Student Portal and your timetable.](#)
2.3.2 Expected hours of study
The normal amount of work involved in achieving a successful outcome to your studies is to study for 10 hours per each credit you need to achieve – this includes attendance at UCLan and time spent in private study.

2.3.3 Attendance Requirements
You are required to attend all timetabled learning activities for each module. Notification of illness or exceptional requests for leave of absence must be made to the hub.

For international students, you have additional responsibilities under the UK Border Agency (UKBA), Points Based System (PBS) – in that you MUST attend your course of study regularly; under PBS, UCLan is obliged to tell UKBA if you withdraw from a course, defer or suspend your studies, or if you fail to attend the course regularly.

If you have not gained the required authorisation for leave of absence, do not respond to communications from the University and if you are absent for four weeks or more, you may be deemed to have withdrawn from the course. If this is the case, then the date of withdrawal will be recorded as the last day of attendance.

Your attendance is being monitored through SAM where you can check your attendance record through myUCLan.

Each time you are asked to enter your details on SAM you must remember that the University has a responsibility to keep information up to date and that you must only enter your own details on the system. To enter any other names would result in inaccurate records and be dishonest. Any student who is found to make false entries can be disciplined under the student guide to regulations.

You are encouraged to seek the advice of your Academic advisor and/or Course Leader if your personal circumstances make it difficult to meet your study obligations.

2.3.4 Learning and Teaching Methods
The MSc Project Management programme uses a number of different assessment techniques that will allow you to demonstrate your understanding of concepts and issues covered. These may be broadly categorised as ‘coursework’, which may be in the form of individual or group assignments, practical problem-solving exercises and presentations.

It should be emphasised that the purpose of assessment is to not only grade you, and provide information to facilitate management of the course, but also to provide feedback to you. In this manage it accordingly.

You should keep all the returned assessment work in a file as you may have to submit this at the end of the year for the external examiners to assess.

Individual module leaders will distribute information on the methods of assessment used, and their weighting, at the start of each module.
2.4 Data Protection
All of the personal information obtained from you and other sources in connection with your studies at the University will be held securely and will be used by the University both during your course and after you leave the University for a variety of purposes. These are all explained during the enrolment process at the commencement of your studies. If you would like a more detailed explanation of the University’s policy on the use and disclosure of personal information, please contact the Data Protection Liaison Officer, Strategic Development Service, University of Central Lancashire, Preston, PR1 2HE.

3. Assessment

Please note that all modules will be assessed. You are expected to attempt all required assessments for each module for which you are registered, and to do so at the times scheduled unless authorised extensions, special arrangements for disability, or extenuating circumstances allow you to defer your assessment.

3.1 Assessment Strategy
The assessment strategy for each module will be outlined within the module. The modules will be assessed as coursework. Each of the assessments that you complete will assess a series of learning outcomes defined in the modules. Note that within some modules you may complete assessments that do not carry marks, these are termed formative and are an opportunity for you to gain feedback on your progress that will help you in your summative (mark carrying) assessments.

3.2 Notification of Assignments and Examination Arrangements
You will be notified of assessments by your module tutors. They will advise you of the requirements, the marking criteria and of the respective submission dates during one or more of the timetabled sessions.
Submission of coursework assignments is typically by one of two methods. Paper submissions are made to the assignment boxes located in specified rooms in Harris Building (Each assignment must have a signed ‘Assignment Submission Form’ attached. Electronic submissions are made through the Blackboard site for the module, using the Turnitin software.

3.3 Referencing
For most of your assignments you will be expected to do some further reading, and you are required to think and produce increasingly original work around the work of others. Do not fall into the ‘plagiarism trap’ either deliberately or by accident. You need to give suitable credit to those that have produced the work that you are using.

The default referencing is the Harvard referencing system (a guide to this system can be found on the course space, accessed through the student portal). Please use this unless you are directed differently within your assignment brief.
3.4 Feedback Following Assessments

You will be provided with generic feedback for in-module formative and summative elements of assessment which contribute to a module within 15 working days of the scheduled submission date. Generic feedback on end of module assessment and dissertations will be made available within 15 days of publication of results. Feedback may be oral, written, posted on a website or other.

The module tutors have a variety of methods for helping you to improve your performance. They will often give you direction prior to the deadline in the form of feed-forward pointers based on their experiences of delivering similar learning and assessment in previous years, use this to gain a better understanding of what is expected of you.

4. Student Support, Guidance and Conduct

The following section outlines any course specific support that is available whilst studying at UCLan.

4.1 Academic advisors

Academic advisors provide help for students with problems and are responsible for overseeing the progress of students, their welfare, academic counselling and guidance. Your Academic advisor is allocated when you enrol. You must see your Academic advisor when requested and meet at least once per semester. Ensure they know you and have your current email address.

Please seek help relating to lecture material and practical classes from the module tutor in the first instance. If necessary make an appointment to seek additional support. Please remember that academic staff are busy people and may not be able to give you instant help.

Although Academic advisors and Course Leaders will deal with most of the day-to-day questions which arise, the Head of School is always willing to see students and an appointment can be made through the Student Hub. Advice relating to administrative issues may be obtained from the Student Hub.

4.2 Students with Disabilities

Students with disabilities are supported on the course with a member of staff available should you require further information. Please contact the course leader in the first instance who will be able to give you contact details.

5. Course regulations

5.1 Course requirements

The course is designed to be completed in one calendar year by full-time study or two years by part time study.
A module board takes place at the end of each semester, and an assessment board takes place at the end of each of the three years.

If you fail a component of assessment, and are required to be reassessed in that component, the maximum mark you can be awarded for any reassessed component is the minimum pass mark of 50% and this mark will contribute to the overall aggregate mark for the module.

A module, or a component within it, may be reassessed only once, whether that is in-module reassessment or at the end of the module.

### 5.2 Classification of Awards

To be eligible for the award of MSc you must normally:

(i) Pass a total of nine modules with an overall APM of 50% or better.

(ii) Obtain a percentage mark of 50% or better in the Masters Dissertation module.

The award will be an MSc in Project Management.

The APM is calculated using a rather complicated formula as stated in academic regulations.

\[
APM = \frac{m_1l_1c_1 + m_2l_2c_2 + \ldots + m_nc_n}{l_1c_1 + l_2c_2 + \ldots + l_nc_n}
\]

Put simply, the APM calculation takes into account the mark you got in a module \(m\), the size or credit of the module \(c\) and also the level of the module \(l\).

Your APM is calculated using all seven modules you studied.

Candidates who are considered by the Board of Examiners to have shown exceptional levels of performance may be awarded an **MSc with Distinction**. Normally this would require:

(i) Pass a total of seven modules with an overall APM of 70% or better.

(ii) Obtain a percentage mark of 70% or better in the Masters Dissertation module

If the above is not achieved, the award of an **MSc with Merit** may be considered by the Board of Examiners. Normally this would require:

(i) Pass a total of nine modules with an overall APM of 60% or better

(ii) Obtain a percentage mark of 60% or better in the Masters Dissertation module.

The following exit awards are available:
<table>
<thead>
<tr>
<th>Award</th>
<th>Credits/levels required</th>
</tr>
</thead>
<tbody>
<tr>
<td>PGDip Project Management</td>
<td>120 credits (6 modules) at level 7</td>
</tr>
<tr>
<td>PGCert Project Management</td>
<td>60 credits (3 modules) at level 7</td>
</tr>
</tbody>
</table>

**6. Student Voice**

You can play an important part in the process of improving the quality of this course through the feedback you give. In addition to the ongoing discussion with the course team throughout the year, there are a range of mechanisms for you to feedback about your experience of teaching and learning. We aim to respond to your feedback and let you know of our plans for improvement.

One of the influences in the title and content of modules has been due to student feedback both directly and through MEQs (module evaluation questionnaires). The Students’ Union can support you in voicing your opinion, provide on-going advice and support, and encourage your involvement in all feedback opportunities. They will be asking that you complete the National Student Survey (during semester 2 for students in their final year of study) or the UCLan Student Survey (all other students).

The Students’ Union and University work closely together to ensure that the student voice is heard in all matters of student-life. We encourage students to provide constructive feedback throughout their time at university, through course reps, surveys and any other appropriate means.

The Union’s Student Affairs Committee (SAC), and members of Students’ Council each have particular representative responsibilities, and are involved with decision making committees as high as the University Board. Therefore it is very important students engage with the democratic processes of the Students’ Union and elect the students they see as most able to represent them.

The Course Team or Management Committee consists of the Course Leader (Chair), the Heads of Department or their nominees, and the academic staff involved in the teaching or pastoral care of students on the course. The Course Management Committee is responsible for the operation and the development of the course, for determining the policies of the course and resolving the issues from the Staff/Student Liaison Committee and considering the overall results during the examination board every June.

**6.1 Course Representatives**

A course representative is a student who represents their fellow students' views and opinions to the course team, school, university and students’ union. Course representatives work proactively and diplomatically to improve the academic and non-academic experiences of students.
The role of a course representative is extremely beneficial to both students on your course and the university. It enables students to have ownership of their student experience and voice their opinions and share positive practice with the course team, primarily the Student Staff Liaison Committee Meetings (see below).

Course representatives will be elected every year either in April or September. Alongside receiving recognition, support and respect being a course representative is a great opportunity to enhance your employability skills. If you are interested in becoming a course representative and wish to find out more about the role simply contact the Students’ Union Advice and Representation Centre by emailing: coursereps@uclan.ac.uk.
7. Appendices

UNIVERSITY OF CENTRAL LANCASHIRE

Programme Specification

This Programme Specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if he/she takes full advantage of the learning opportunities that are provided.

*Sources of information on the programme can be found in Section 17*

<table>
<thead>
<tr>
<th>1. Awarding Institution / Body</th>
<th>UNIVERSITY OF CENTRAL LANCASHIRE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Teaching Institution and Location of Delivery</td>
<td>University of Central Lancashire</td>
</tr>
<tr>
<td></td>
<td>Harris Building</td>
</tr>
<tr>
<td></td>
<td>Preston</td>
</tr>
<tr>
<td></td>
<td>PR1 2HE</td>
</tr>
<tr>
<td>3. University School/Centre</td>
<td>The Grenfell-Baines School of Architecture, Construction and Environment</td>
</tr>
<tr>
<td>4. External Accreditation</td>
<td>APM to be applied for academic year 2014/15</td>
</tr>
<tr>
<td>5. Title of Final Award</td>
<td>MSc in Project Management</td>
</tr>
</tbody>
</table>
6. **Modes of Attendance offered** | Full-time & Part-time  
---|---  
7. **UCAS Code** | NA  
---|---  
8. **Relevant Subject Benchmarking Group(s)** | NA  
---|---  
---|---  
10. **Date of production/revision of this form** | Jan 2015 (PCR)  
---|---  
11. **Aims of the Programme**  
**The aims of the programme are to establish and develop:**  
- A critical awareness of contemporary issues in project management informed by leading edge research and practice and the capacity to apply emerging principles and project management skills to standard and unpredictable workplace scenarios  
- A detailed understanding of Project Management knowledge areas and control methods which can be applied within the project management and engineering process  
- Effective use of IT and other innovative tools, techniques and methodologies as applied to project management and the research process  
- The capacity to undertake and reflect upon strategic and complex decision-making in the project management process  
- Leadership and team skills, personal and interpersonal skills which can be applied to the project management process  
- Relevant skills in order to pursue life-long learning and continuous development in the context of workplace practice within the subject specialism and international project management  
- The ability to identify, retrieve and assess the rigour and value of published research as the source of alternative perspectives that inform and underpin the project management decision making process and investigative research  
- Creative and innovative approaches to investigative research including the review, evaluation and selection with justification of appropriate research methodologies and the communication of findings in an objective, coherent and professional manner  
- Develop the student’s research methods and applications
<table>
<thead>
<tr>
<th>12. Learning Outcomes, Teaching, Learning and Assessment Methods</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Knowledge and Understanding</strong></td>
</tr>
<tr>
<td>A1. Comprehensively appraise the principles of project management in the context of contemporary issues and the implementation process in the workplace.</td>
</tr>
<tr>
<td>A2. Critically evaluate contemporary roles and responsibilities of the project manager, together with the leadership and organisation skills essential to the discharge of this function in the workplace.</td>
</tr>
<tr>
<td>A3. Select appropriate decision-making and information management tools for project planning and project control.</td>
</tr>
<tr>
<td>A4. Identify, select and critically evaluate appropriate research methodologies relevant to advanced study in the field of project management.</td>
</tr>
<tr>
<td><strong>Teaching and Learning Methods</strong></td>
</tr>
<tr>
<td>The teaching methods employed will involve lectures, tutorials and the use of ICT workshops. Case study work will be undertaken together with practical tasks contained within project simulation exercises.</td>
</tr>
<tr>
<td><strong>Assessment methods</strong></td>
</tr>
<tr>
<td>By completion of written coursework submissions, Learning Logs, online quizzes using the WebCT platform, oral presentation and defence of papers, and using a variety of scenarios and example applications. Peer assessment will additionally be incorporated into the assessment of some modules. The student will be assessed on an individual and group basis.</td>
</tr>
<tr>
<td><strong>B. Subject-specific skills</strong></td>
</tr>
<tr>
<td>B1. Critically appraise strategic techniques and solutions to project management scenarios and provide innovative solutions to workplace problems</td>
</tr>
<tr>
<td>B2. Pursue a critical research oriented approach to investigate the application of health and safety, environmental and quality management systems within project environments through review and evaluation of external factors and leading edge research.</td>
</tr>
<tr>
<td>B3. Observe and reflect upon group interaction within simulated exercises.</td>
</tr>
<tr>
<td>B4. Select and apply appropriate methods of data analysis to project management scenarios</td>
</tr>
<tr>
<td><strong>Teaching and Learning Methods</strong></td>
</tr>
<tr>
<td>----------------------------------</td>
</tr>
<tr>
<td>The teaching methods employed will involve lectures, tutorials and the use of ICT workshops. Case study work will be undertaken together with practical tasks contained within project simulation exercises.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Assessment methods</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>By completion of written coursework submissions, Learning Logs, oral presentation and defence of papers, and using a variety of scenarios and example applications. Peer assessment will additionally be incorporated into the assessment of some modules. The student will be assessed on an individual and group basis.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>C. Thinking Skills</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>C1. Critically appraise and evaluate concepts of quality, time and financial management to the process of management.</td>
</tr>
<tr>
<td>C2. Apply appropriate theoretical concepts of project management to contemporary projects.</td>
</tr>
<tr>
<td>C3. Employ appropriate IT and other innovative tools and techniques of project management to contemporary project scenarios</td>
</tr>
<tr>
<td>C4. Review and evaluate methodologies used in a range of research projects and justify the selection of methodologies appropriate to the theoretical perspective or conceptual framework employed in the research</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Teaching and Learning Methods</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>The teaching methods employed will involve lectures, tutorials and the use of ICT workshops. Case study work will be undertaken together with practical tasks contained within project simulation exercises.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Assessment methods</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>By completion of written coursework submissions, Learning Logs, oral presentation and defence of papers, and using a variety of scenarios and example applications. Peer assessment will additionally be incorporated into the assessment of some modules. The student will be assessed on an individual and group basis.</td>
</tr>
</tbody>
</table>
D. **Other skills relevant to employability and personal development**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>D1.</strong></td>
<td>Organise tasks to meet priorities and deadlines within a project environment.</td>
</tr>
<tr>
<td><strong>D2.</strong></td>
<td>Select appropriate research strategies and tools to undertake an in-depth research project conducted in the field of project management in a workplace situation.</td>
</tr>
<tr>
<td><strong>D3.</strong></td>
<td>Apply skills of oral and written communication in the preparation of clear, fully evidenced and referenced reports and case studies in unbiased and objective form</td>
</tr>
<tr>
<td><strong>D4.</strong></td>
<td>Appraise and evaluate own performance and capabilities through reflective critical analysis.</td>
</tr>
</tbody>
</table>

**Teaching and Learning Methods**

The teaching methods employed will involve lectures, tutorials and the use of ICT workshops. Case study work will be undertaken together with practical tasks contained within project simulation exercises. Further use of research skills within the research methods module will enable high-level research skills and information management and processing to be developed and applied to the subject area.

**Assessment methods**

By completion of written coursework submissions, learning logs, oral presentation and defence of papers, and using a variety of scenarios and example applications. Peer assessment will additionally be incorporated into the assessment of some modules.
<table>
<thead>
<tr>
<th>Level</th>
<th>Module Code</th>
<th>Module Title</th>
<th>Credit rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 7</td>
<td>BN4609</td>
<td>Dissertation</td>
<td>60</td>
</tr>
<tr>
<td></td>
<td>BN4420</td>
<td>Quality and environmental management systems</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>BN4410</td>
<td>Health and safety management</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>BN4440</td>
<td>Strategic project management</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>BN4430</td>
<td>Risk and value management</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>BN4206</td>
<td>Project planning, control and analysis</td>
<td>20</td>
</tr>
</tbody>
</table>

Masters of Science in Project Management with pass/merit/distinction

Final award

Requires 180 credits at Level 7

Postgraduate Diploma in Project Management with pass/merit/distinction

(Exit award)

Requires 120 credits at Level 7

Postgraduate Certificate in Project Management with pass/merit/distinction

(Exit award)

Requires 60 credits at Level 7

15. Personal Development Planning
The programme features defined PDP elements, these being:

- Alignment with the Association of Project Management knowledge areas (edition 5). Each module contributes to the APM Evidence Map. This enables candidates to contribute to the attainment of the APM’s project management competencies for APM membership.
- Module BN4430, Team Leadership and Development, requires the student to candidates complete a self-reflective analysis of their leadership and team working skills from which transferable skills can be identified. This analysis is reviewed with tutors in workshop and tutorial sessions and action planning is used to drive the development process.
16. Admissions criteria

General

The minimum entry requirement for the course is a recognised British honours degree or its equivalent.

Applicants who do not satisfy the standard minimum entry requirement can be admitted on the basis of equivalent prior experience or learning details of which can be found at: http://www.uclan.ac.uk/information/services/sss/accreditation/index.php

The course is subject to the University’s Admissions Policy & Code of Practice which can be accessed at the following link: http://www.uclan.ac.uk/information/services/sss/admissions/index.php

Applicants must be able to provide evidence of English Language competence and an IELTS score of 6.5 (or equivalent). Students who do not meet minimum language entry requirements may be offered a place on an UCLan preparatory English programme, for which the minimum level required is IELTS 3.5.

Selection Procedure

Notwithstanding the foregoing requirements the Course Leader will normally interview non-standard applicants. This will provide the opportunity to applicants to visit the School and speak to staff. In each case, account will be taken of such factors as motivation, enthusiasm and overall suitability for the course.

17. Key sources of information about the programme

- The Grenfell-Baines School of Architecture, Construction and Environment’s current website: http://www.uclan.ac.uk/scitech/built_natural_environment/course_information/cpm.php
- UCLan’s Postgraduate course prospectus
- Course Leader: CHRIS O’FLAHERTY
  - Tel 01772 893238
  - email cjo-flaherty@uclan.ac.uk
## 18. Curriculum Skills Map

Please tick in the relevant boxes where individual Programme Learning Outcomes are being assessed

<table>
<thead>
<tr>
<th>Level</th>
<th>Module Code</th>
<th>Module Title</th>
<th>Core (C), Compulsory (COMP) or Option (O)</th>
<th>Programme Learning Outcomes</th>
<th>Other skills relevant to employability and personal development</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Knowledge and understanding</td>
<td>Subject-specific Skills</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>A1</td>
<td>A2</td>
</tr>
<tr>
<td>LEVEL 7</td>
<td>BN4609</td>
<td>DISSERTATION</td>
<td>COMP</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>BN4420</td>
<td>QUALITY &amp; ENVIRONMENTAL MANAGEMENT SYSTEMS</td>
<td>COMP</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>BN4410</td>
<td>HEALTH &amp; SAFETY MANAGEMENT</td>
<td>COMP</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>BN4440</td>
<td>STRATEGIC PROJECT MANAGEMENT</td>
<td>COMP</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>BN4430</td>
<td>PROJECT TEAM &amp; LEADERSHIP DEVELOPMENT</td>
<td>COMP</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>BN4206</td>
<td>RISK &amp; VALUE MANAGEMENT</td>
<td>COMP</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>BN4010</td>
<td>PROJECT PLANNING, CONTROL AND ANALYSIS</td>
<td>COMP</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

**Note:** Mapping to other external frameworks, e.g. professional/statutory bodies, will be included within Student Course Handbooks
Student Handbook
School of Engineering
2015-16

Please read this handbook alongside your course specific supplement found on the course Blackboard area.

All course materials, including lecture notes and other additional materials related to your course and provided to you, whether electronically or in hard copy, as part of your study, are the property of (or licensed to) UCLan and MUST not be distributed, sold, published, made available to others or copied other than for your personal study use unless you have gained written permission to do so from the Dean of School. This applies to the materials in their entirety and to any part of the materials.

UCLan Mission statement

WE PROMOTE ACCESS TO EXCELLENCE ENABLING YOU TO DEVELOP YOUR POTENTIAL
We value and practise equality of opportunity, transparency and tolerance.
We strive for excellence in all we do: locally regionally, nationally and internationally.
We work in partnership with business, the community and other educators.
We encourage and promote research innovation and creativity.

**Student Charter**
The Student Charter has been developed by the University and the Students’ Union so that students gain the maximum from their UCLan experience. It is a two-way commitment or ‘contract’ between the University and each individual student. It acts as a means of establishing in black and white what students can expect from the University and the Union in terms of support, and in return what we expect from our students. [Read the full Student Charter](#)

**Supporting Diversity at UCLan**
UCLan recognises and values individual difference and has a public duty to promote equality and remove discrimination in relation to race, gender, disability, religion or belief, sexual orientation and age. During your time at UCLan we expect you to be able to

- experience "an integrated community based on mutual respect and tolerance where all staff and students can feel safe, valued and supported."
- contribute to creating a positive environment where discriminatory practices and discrimination no longer happen.

Please review the UCLan [Equality and Diversity Policy](#) for further information.
# Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>UCLan Mission statement</td>
<td>28</td>
</tr>
<tr>
<td>Student Charter</td>
<td>29</td>
</tr>
<tr>
<td>Supporting Diversity at UCLan</td>
<td>29</td>
</tr>
<tr>
<td>Contents</td>
<td>30</td>
</tr>
<tr>
<td>1. Introduction to the course</td>
<td>32</td>
</tr>
<tr>
<td>1.1 Welcome to the school</td>
<td>32</td>
</tr>
<tr>
<td>1.2 Administration details</td>
<td>32</td>
</tr>
<tr>
<td>1.3 Communication</td>
<td>32</td>
</tr>
<tr>
<td>2. Structure of the course</td>
<td>33</td>
</tr>
<tr>
<td>2.1 Study Time</td>
<td>33</td>
</tr>
<tr>
<td>2.1.1 Expected hours of study</td>
<td>33</td>
</tr>
<tr>
<td>2.1.2 Attendance Requirements</td>
<td>33</td>
</tr>
<tr>
<td>2.3 Data Protection</td>
<td>33</td>
</tr>
<tr>
<td>3. Approaches to teaching and learning</td>
<td>34</td>
</tr>
<tr>
<td>3.1 Expertise of staff</td>
<td>34</td>
</tr>
<tr>
<td>3.2 Learning and teaching methods</td>
<td>34</td>
</tr>
<tr>
<td>3.3 Study skills</td>
<td>34</td>
</tr>
<tr>
<td>3.4 Learning resources</td>
<td>34</td>
</tr>
<tr>
<td>3.4.1 Learning Information Services (LIS)</td>
<td>34</td>
</tr>
<tr>
<td>3.4.2 Electronic Resources</td>
<td>34</td>
</tr>
<tr>
<td>3.5 Personal development planning</td>
<td>35</td>
</tr>
<tr>
<td>3.6 Preparing for your career</td>
<td>35</td>
</tr>
<tr>
<td>4. Student support, guidance and conduct</td>
<td>35</td>
</tr>
<tr>
<td>4.1 Academic advisors</td>
<td>35</td>
</tr>
<tr>
<td>4.2 Student Support</td>
<td>36</td>
</tr>
<tr>
<td>4.3 Students with disabilities</td>
<td>36</td>
</tr>
</tbody>
</table>
1. Introduction to the course

1.1 Welcome to the school
We are delighted to welcome you to the School of Engineering at the University of Central Lancashire (UCLan) and to the School Handbook for engineering.

We hope you will find lots of useful and interesting information here to guide you through the coming academic years with us, please read this in conjunction with your course supplement.

Good luck and every success with your course!

Robert Wallace - Dean of Engineering

1.2 Administration details
Campus Admin Services provides academic administration support for students and staff and are located at within the Computing and Technology Building and is open from 8.45am until 5.15pm Monday to Thursday and until 4.00pm on Fridays. The hub can provide general assistance and advice regarding specific processes such as extenuating circumstances, extensions and appeals. Course specific information is also available via school Blackboard sites.

Hub contact information is below

Email: CandThub@uclan.ac.uk

Telephone: +44(0)1772 891994 or +44(0)1772 891995

1.3 Communication
The University expects you to use your UCLan email address and check regularly for messages from staff. If you send us email messages from other addresses they risk being filtered out as potential spam and discarded unread.

The key mode of contact will be via email and blackboard announcements.

The University has appointed an External Examiner to your course who helps to ensure that the standards of your course are comparable to those provided at other higher education institutions in the UK. If you wish to make contact with your External Examiner, you should do this through your Course Leader and not directly. External Examiner reports will be made available to you electronically. The School will also send a sample of student coursework to the external examiner(s) for external moderation purposes, once it has been marked and internally moderated by the course tutors. The sample will include work awarded the highest and lowest marks and awarded marks in the middle range. The name of this person, their position and home institution can be found in your course supplement handbook which will also detail how you can access the examiners reports for your course. If you wish to make contact with your External Examiner, you should do this through your Course Leader and not directly.
2. Structure of the course
The school of engineering has a wide and diverse number of courses based within the various disciplines of engineering. Your course supplement that should be read in conjunction with this document provides valuable information on your specific mode of study.

2.1 Study Time
Each course has a specific timetable that shows the day, time and duration of your contact time with staff, the generic UCLan timetabling website can be found at:

https://www.uclan.ac.uk/students/study/timetabling.php

Please ensure that you check your timetable on a regular basis for any changes that may occur.

Ensure that you familiarise yourself with the locations of your lessons and give yourself sufficient time to arrive prior to the start time, this will minimise delays in starting the session and avoid any disruption to the session.

2.1.1 Expected hours of study
The normal amount of work involved in achieving a successful outcome to your studies is to study for 10 hours per each credit you need to achieve – this includes attendance at UCLan and time spent in private study.

2.1.2 Attendance Requirements
You are required to attend all timetabled learning activities for each module. Notification of illness or exceptional requests for leave of absence must be made to your course leader, their contact information can be found within the course supplement documentation.

If you have not gained the required authorisation for leave of absence, do not respond to communications from the University and if you are absent for four weeks or more, you may be deemed to have withdrawn from the course. If this is the case, then the date of withdrawal will be recorded as the last day of attendance.

Each time you are asked to enter your details on SAM you must remember that the University has a responsibility to keep information up to date and that you must only enter your own details on the system. To enter any other names would result in inaccurate records and be dishonest. Any student who is found to make false entries can be disciplined under the student guide to regulations.

Please refer to the course supplement for more detailed information and additional requirements (where applicable), such as minimum requirements for external bodies.

Please note, if you are an international student it is your responsibility under the Visas and Immigration (UKVI) Points Based System (PBS) - you MUST attend your course of study regularly; under PBS, UCLan is obliged to tell UKVI if you withdraw from a course, defer or suspend your studies, or if you fail to attend the course regularly.

2.3 Data Protection
All of the personal information obtained from you and other sources in connection with your studies at the University will be held securely and will be used by the University both during your course and after you leave the University for a variety of purposes. These are all
explained during the enrolment process at the commencement of your studies. If you would like a more detailed explanation of the University’s policy on the use and disclosure of personal information, please contact the Information Governance Officer, Clerk to the Board Service, University of Central Lancashire, Preston, PR1 2HE or email DPFOIA@uclan.ac.uk.

3. Approaches to teaching and learning

3.1 Expertise of staff
Each member of staff that will be teaching you has excellent theoretical and practical knowledge of the area. This has been attained by studying the subject, research into the area and/or with practical expertise gained within industry.

3.2 Learning and teaching methods
Within your time at UCLan you be exposed to a wide variety of methods appropriate to the module you will be studying. These may include lecturers, laboratory sessions, tutorials, seminars and field trips.

3.3 Study skills
In addition to the skills that you will gain on your course the university offers a variety of services designed to aid you in developing study skills. Details of these can be found on the following:

WISER https://portal.uclan.ac.uk/webapps/portal/frameset.jsp?tab_tab_group_id=_33_1
LIS https://portal.uclan.ac.uk/webapps/portal/frameset.jsp?tab_tab_group_id=_25_1

3.4 Learning resources
The university provides various resources to support your learning. These include general computing facilitates, the library, and study areas to name a few. In addition to the general resources available you also have access to specialist facilities that are specific to the School of Engineering.

3.4.1 Learning Information Services (LIS)
Extensive resources are available to support your studies provided by LIS – library and IT staff. Take advantage of the free training sessions designed to enable you to gain all the skills you need for your research and study. Library opening times can be found at the following link:

https://www.uclan.ac.uk/students/study/library/opening_hours.php

3.4.2 Electronic Resources
LIS provide access to a huge range of electronic resources – e-journals and databases, e-books, images and texts.

Blackboard (our virtual learning environment) will be used on this course, here you will find notes and other important resources for your course. It is important that you check your blackboard areas on a regular basis for updates.
3.5 Personal development planning
Within your course you will develop skills outside of the core technical skills. These include personal development where you will reflect on your performance and actively engage to improve your skills.

3.6 Preparing for your career
Your future is important to us, so to make sure that you achieve your full potential whilst at university and beyond, your course has been designed with employability learning integrated into it. This is not extra to your degree, but an important part of it which will help you to show future employers just how valuable your degree is. These “Employability Essentials” take you on a journey of development that will help you to write your own personal story of your time at university:

- To begin with, you will explore your identity, your likes and dislikes, the things that are important to you and what you want to get out of life.
- Later, you will investigate a range of options including jobs and work experience, postgraduate study and self-employment,
- You will then be ready to learn how to successfully tackle the recruitment process.

You will be able to record your journey using Pebblepad, the university's e-portfolio system, which will leave you with a permanent record of all the fantastic things you have achieved during your time at UCLan.

It’s your future: take charge of it!

Careers offers a range of support for you including:-
- career and employability advice and guidance appointments
- support to find work placements, internships, voluntary opportunities, part-time employment and live projects
- workshops, seminars, modules, certificates and events to develop your skills

Daily drop in service available from 09:00-17:00 for CV checks and initial careers information. For more information come along and visit the team (in Foster building near the main entrance) or access our careers and employability resources via the Student Portal.

4. Student support, guidance and conduct
Support is available within your course of study from your academic advisor and course leader. It is also important to discuss your progress or any issues that you may be having with your teaching team within the modules that you study.

Additional support can be found at the student support website on the following link:

http://www.uclan.ac.uk/study_here/student_support.php

4.1 Academic advisors
Academic advisors are assigned you at the start of the academic year. Academic advisors are there to offer guidance and help where needed on your studies, this may include advice on feedback given form an assignment or suggesting courses to attend to improve your skills.

You will be required to have meetings with your academic advisor which you are required to attend. Further information on the academic advisor can be found in the course supplement.
4.2 Student Support
The 'i' is a central Student Information Centre and your first point of contact. You can obtain information on a wide range of topics including Council Tax Exemption Certificates, Bank and Confirmation of Study Letters, Portable Financial Credits, (continuing students only, Printing and Printer Credit, UCLan Cards, the 'i' shop and UCLan Financial Support Bursary (first year students only).

4.3 Students with disabilities
If you have a disability that may affect your studies, please either contact the Disability Advisory Service - disability@uclan.ac.uk - or let one of the course team know as soon as possible. With your agreement information will be passed on to the Disability Advisory Service. The University will make reasonable adjustments to accommodate your needs and to provide appropriate support for you to complete your study successfully. Where necessary, you will be asked for evidence to help identify appropriate adjustments.

Assessment arrangements for students with a disability
Arrangements are made for students who have a disability/learning difficulty for which valid supporting evidence can be made available. Contact the Disability Adviser for advice and information, disability@uclan.ac.uk

4.4 Health and Safety
As a student of the University you are responsible for the safety of yourself and for that of others around you. You must understand and follow all the regulations and safety codes necessary for a safe campus environment. Please help to keep it safe by reporting any incidents, accidents or potentially unsafe situations to a member of staff as soon as possible.

Safety assessments have been undertaken for each module of your course and you will be advised of all applicable safety codes and any specific safety issues during the induction to your course and modules. You must ensure that you understand and apply all necessary safety codes. These form an essential element of your personal development and contribute to the safety of others.

4.5 Conduct
You will be expected to abide by the Regulations for the Conduct of Students in the University. UCLan expects you to behave in a respectful manner demonstrated by using appropriate language in class, and switching mobile phones / other devices off prior to attending classes.

If your behaviour is considered to be unacceptable, any member of staff is able to issue an informal oral warning and the University will support staff by invoking formal procedures where necessary. You can read more about UCLan expectations in the regulations for the Conduct of Students.

4.6 Students’ Union
The Students’ Union is the representative body for all UCLan students. The organisation exists separately from the University and is led by the elected officers of the Student Affairs Committee (SAC) as well as representatives on the Students' Council. The Students' Union building is located at the heart of the Preston campus, and is the hub for all student activities.

Representation and campaigning for students’ rights is at the core of what we do and is encompassed by our tag line of, Making Life Better for Students. Should you wish to make a change to any aspect of your student experience, whether it be academically related or not, then the Union is where your voice can be heard, actions taken, or campaigns launched.
Your Union is also the home to a fantastic range of student-led societies, sports teams and multitudes of volunteering opportunities. You can also receive help in finding part-time work, whilst you study. Not sure where to go pop into the Opportunities Centre on the ground floor of the Students’ Union building and someone will point you in the right direction.

We hope your time at University is trouble free, but should you come into difficulties around anything from academic appeals, to issues with housing, benefits or debt, then our dedicated staff team in the Advice and Representation Centre are on hand to help. As we are independently run from the university, we can offer truly impartial advice.

More information on all these things, as well as details about all our (not-for-profit) commercial services, including our student supermarket (Essentials) and student-bar (Source) can be found at http://www.uclansu.co.uk/.

The Opportunities Centre is the Union’s One Stop Shop to find employment or volunteering whilst you study. With thousands of jobs and voluntary positions advertised, agency work through the Bridge and information on over 2000 volunteer positions within the Union.

If you are not studying on the main UCLan Preston campus please note the Students Union is still your union, please check http://www.uclansu.co.uk/ for full details on what we may be running in your partner institution.

5. Assessment
Please note that all modules will be assessed. You are expected to attempt all required assessments for each module for which you are registered, and to do so at the times scheduled unless authorised extensions, special arrangements for disability, or extenuating circumstances allow you to defer your assessment.

Your course supplement provides information of the assessment strategy used within your course.

5.1 Notification of assignments and examination arrangements
This information will be provided within your course supplement handbook and in your module information packs.

5.2 Referencing
You will be required to reference within your assignments. Referencing is important in acknowledging where you have gathered information from and to give credit to the authors of the work. Please note that if your work is not referenced correctly then this may be taken as plagiarism. Refer to your course supplement handbook for guidance on the correct referencing style to use.

5.3 Confidential material
Guidance on confidential information and ethical guidelines will be provided by the Dissertation module leader and within the module information pack.

5.4 Dealing with difficulties in meeting assessment deadlines
Assignments must be submitted no later than the date on your assignment instructions / brief. If you anticipate that you will have difficulty in meeting assessment deadlines or you have
missed or are likely to miss in-semester tests you must report this at the earliest possible opportunity to the module leader and the course leader.

**Authorisation of the late submission** of work requires written permission. Your School is authorised to give permission for **one extension period of between 1 and 10 working days** where appropriate evidence of good reason has been accepted and where submission within this timescale would be reasonable taking into account your circumstances (**Academic Regulations**).

You should complete and submit an extension request form, with any supporting evidence, to your School office. Further information is available on the Student Portal at: [https://www.uclan.ac.uk/students/study/examinations_and_awards/extenuating_circumstances.php](https://www.uclan.ac.uk/students/study/examinations_and_awards/extenuating_circumstances.php)

We aim to let you know if the extension has been granted within 1 working day of the receipt of the request.

If you are unable to submit work within 10 working days after the submission date due to verifiable extenuating circumstances, you may submit a case for consideration in accordance with the University’s Policies and Procedures on Extenuating Circumstances (**Academic Regulations** and **Assessment Handbook**).

**5.4.1 Extenuating circumstances**

Some students face significant events in their personal life that occur after their course has started, which have a greater impact on their studies than can be solved by the use of an extension. If this applies to you, the University is ready to support you both with regard to your course and your personal wellbeing through a process called Extenuating Circumstances (see **Academic Regulations** and **Assessment Handbook**).

Normally extenuating circumstances will relate to a change in your circumstances since you commenced your course, which have had a significant, adverse effect on your studies. Everyday occurrences such as colds or known conditions such as hay-fever will not qualify unless the effects are unusually severe and this is corroborated by a medical note. The University does not look sympathetically on absences or delays caused by holiday commitments or by work commitments in the case of full-time students. The normal work commitments of part-time students would not constitute an extenuating circumstance. A disability or learning difficulty does not constitute an extenuating circumstance (see **Academic Regulations**).

Further information is available on the Student Portal at: [https://www.uclan.ac.uk/students/study/examinations_and_awards/extenuating_circumstances.php](https://www.uclan.ac.uk/students/study/examinations_and_awards/extenuating_circumstances.php)

You can apply for extenuating circumstances online via myUCLan. You must apply no later than 3 days after any examination or assessment submission date. Do not wait until you receive your assessment results to submit a claim. It is in your own interests to submit the claim as soon as possible.

You will be expected to re-submit claims for extenuating circumstances for each semester. All evidence that is provided relating to extenuating circumstances will be treated in a sensitive and confidential manner. Supporting evidence will not be kept for longer than is necessary and will be destroyed shortly after the end of the current academic year.
Further information about the submission process is available at: https://www.uclan.ac.uk/students/study/examinations_and_awards/extenuating_circumstances_submission.php

In determining assessment recommendations, Assessment Boards will consider properly submitted claims from students who believe their performance has been adversely affected by extenuating circumstances. N.B. Assessment Boards are not permitted to alter individual assessment marks to take account of extenuating circumstances (Academic Regulations and Assessment Handbook).

5.4.2 Late submissions
If you submit work late and unauthorised, a universal penalty will be applied in relation to your work:

- If you submit work within 5 working days following the published submission date you will obtain the minimum pass mark for that element of assessment.
- Work submitted later than 5 working days after the published submission date will be awarded a mark of 0% for that element of assessment.
- Unauthorised late submission at resubmission will automatically be awarded a mark of 0% for that element of assessment.

5.5 Feedback Following Assessments
UCLan is committed to giving you clear, legible and informative feedback for all your assessments (Academic Regulations). You are expected to review and reflect on your feedback and learn from each experience to improve your performance as you progress through the course.

5.6 Cheating, plagiarism, collusion or re-presentation
You are required to sign a declaration indicating that individual work submitted for an assessment is your own.

If you attempt to influence the standard of the award you obtain through cheating, plagiarism or collusion, it will be considered as a serious academic and disciplinary offence as described within the Academic Regulations and the Assessment Handbook.

- Cheating is any deliberate attempt to deceive and covers a range of offences described in the Assessment Handbook.
- Plagiarism describes copying from the works of another person without suitably attributing the published or unpublished works of others. This means that all quotes, ideas, opinions, music and images should be acknowledged and referenced within your assignments.
- Collusion is an attempt to deceive the examiners by disguising the true authorship of an assignment by copying, or imitating in close detail another student’s work - this includes with the other student’s consent and also when 2 or more students divide the elements of an assignment amongst themselves and copy one another’s answers. It does not include the normal situation in which you learn from your peers and share ideas, as this generates the knowledge and understanding necessary for each individual to independently undertake an assignment; nor should it be confused with group work on an assignment which is specifically authorised in the assignment brief.
- Re-presentation is an attempt to gain credit twice for the same piece of work.

The process of investigation and penalties which will be applied can be reviewed in the Assessment Handbook. If an allegation is found to be proven then the appropriate penalty will be implemented:
In the case of a single offence of cheating, plagiarism, collusion or re-presentation:

- the penalty will be 0% for the element of assessment, and an overall fail for the module.
- the plagiarised element of assessment must be resubmitted to the required standard and the mark for the module following resubmission will be restricted to the minimum pass mark.
- when it is detected for the first time on a resubmission for an already failed module, no further resubmission for the module will be permitted, and the appropriate fail grade will be awarded.

In the event of a repeat offence of cheating, plagiarism, collusion or re-presentation (irrespective of whether the repeat offence involves the same form of unfair means) on the same or any other module within the course:

- the appropriate penalty will be 0% for the module with no opportunity for re-assessment. This penalty does not preclude you being able to retake the module in a subsequent year.

The penalties will apply if you transfer from one UCLan course to another during your period of study and module credits gained on the former course are transferred to the current course.

Contact the Students’ Union Advice and Representation Centre by emailing: suadvice@uclan.ac.uk for support and guidance.

5.7 Appeals against assessment board decisions

If you consider that you have a reason to appeal against an assessment board decision, please bear in mind that your reasons must fall within the grounds specified in the University Academic Regulations: Section I. You cannot appeal simply because you disagree with the mark given. The specified grounds for appeal are:

1. that an Assessment Board has given insufficient weight to extenuating circumstances;
2. that the student’s academic performance has been adversely affected by extenuating circumstances which the student has, for good reason, been unable to make known to the Assessment Board;
3. that there has been a material administrative error at a stage of the examining process, or that some material irregularities have occurred;
4. that the assessment procedure and/or examinations have not been conducted in accordance with the approved regulations.

If you want to appeal, then you must do so within 14 days of your results being published. The onus is on you to find out your results and submit your appeal on time. Contact the Students’ Union Advice and Representation Centre by emailing: suadvice@uclan.ac.uk for support and guidance.

Please refer to the UCLan academic calendar for important dates

6. Course regulations

6.1 Course requirements

Specific course requirements that will affect your final award, core/compulsory and option modules and placements or field trip activities are detailed in your course supplement. Some of these ‘course requirement’ may be set by the professional body that accredits your course and may take precedence over the University’s Academic Regulations, these, where
applicable, can be found in the course supplement – so please familiarise yourself with them and ask your course leader for further clarification if required.

6.2 Classification of Awards
The University publishes the principles underpinning the way in which awards and results are decided in Academic Regulations. Decisions about the overall classification of awards are made by Assessment Boards through the application of the academic and relevant course regulations.

7. Student voice

You can play an important part in the process of improving the quality of this course through the feedback you give. In addition to the on-going discussion with the course team throughout the year, there are a range of mechanisms for you to feedback about your experience of teaching and learning. We aim to respond to your feedback and let you know of our plans for improvement.

The Students Union can support you in voicing your opinion, provide on-going advice and support, and encourage your involvement in all feedback opportunities. They will be requesting that you complete the National Student Survey (during semester 2 for students in their final year of study) or the UCLan Student Survey (all other students).

The Students’ Union and University work closely together to ensure that the student voice is heard in all matters of student-life. We encourage students to provide constructive feedback throughout their time at university, through course reps, surveys and any other appropriate means.

The Union’s Student Affairs Committee (SAC), members of Students’ Council and School Presidents each have particular representative responsibilities, and are involved with decision making committees as high as the University Board. Therefore it is very important students engage with the democratic processes of the Students’ Union and elect the students they see as most able to represent them.

7.1 Course Representatives and School Presidents

A course representative is a student who represents their fellow students’ views and opinions to the course team, school, university and students' union. Course representatives work proactively and diplomatically to improve the academic and non-academic experiences of students.

The role of a course representative is extremely beneficial to both students on your course and the university. It enables students to have ownership of their student experience and voice their opinions and share positive practice with the course team, primarily the Student Staff Liaison Committee Meetings (see below).

Course representatives will be elected every year either in April or September. Alongside receiving recognition, support and respect being a course representative is a great opportunity to enhance your employability skills. If you are interested in becoming a course representative and wish to find out more about the role visit the Students’ Union website or by emailing: coursereps@uclan.ac.uk.
School Presidents meanwhile are annually elected representatives who voice the opinions of students within each school. They communicate and engage with students in their school to gain feedback and work in partnership with senior management to create positive change. They are also trained to support and signpost course representatives where needed. If you wish to find out who is your School President or more about the role visit the Students’ Union website or email: coursereps@uclan.ac.uk

7.2 Student Staff Liaison Committee Meetings (SSLC)

The purpose of a SSLC meeting is to provide the opportunity for course representatives to feedback to staff about the course, the overall student experience and to inform developments which will improve future courses. These meetings are normally scheduled once per semester.

Your Course Leader will facilitate the meetings using guidelines and provide a record of the meeting with any decisions and / or responses made and / or actions taken as a result of the discussions held. The meetings include discussion of items forwarded by course representatives, normally related to the following agenda items (dependent on time of year).

The course team encourage student feedback in all areas and recognise that additional items for discussion may also be raised at the meeting

- Update on actions completed since the last meeting
- Feedback about the previous year – discussion of external examiner’s report; outcomes of National /UCLan student surveys.
- Review of enrolment / induction experience;
- Course organisation and management (from each individual year group, and the course overall);
- Experience of modules - teaching, assessment, feedback;
- Experience of academic support which may include e.g. Personal Development Planning, academic advisor arrangements and The Card;
- Other aspects of University life relevant to student experience e.g. learning resources, IT, library;
- Any other issues raised by students or staff.

7.3 Complaints

The University recognises that there may be occasions when you have cause for complaint about the service you have received, when this happens, the complaints procedure is intended to provide an accessible, fair and straightforward system which ensures as effective, prompt and appropriate response. Click on this link for more information Complaints Procedure.
**Tuition Fee Information**

Your Tuition Fees include:

- Scheduled course tuition, academic, technical and administrative support, use of course equipment and facilities.
- Course related induction activities.
- Course assessment and awards.
- Access to the university’s library and online resources, including on-campus wifi, networked and remote access to the university’s virtual learning environment,
- Use of the university’s estate and resources for scheduled activities and learning support
- Dissertation, project and/or thesis printing and binding where the submission of printed and bound documents is a requirement for assessment of the module.
- Use of the university’s technical equipment and materials identified by the course teaching team as essential for the completion of the course.
- Items identified under your course name in Table One below:

<table>
<thead>
<tr>
<th>Table One: Course</th>
<th>Additional items included in the tuition fees for your course</th>
</tr>
</thead>
<tbody>
<tr>
<td>BSc Architecture Full Time and BSc Architectural Technology Full Time only: Year 1</td>
<td>Residential (UK/European Trip) and Drawing equipment - maximum of £500</td>
</tr>
<tr>
<td>Year 2</td>
<td>Residential (European Trip – maximum of £500)</td>
</tr>
<tr>
<td>Year 3</td>
<td>Residential (European Trip – maximum of £500)</td>
</tr>
<tr>
<td>BSc Architectural Studies (Foundation Entry)</td>
<td>Icebreaker Fieldtrip. Model making and drawing specialist materials.</td>
</tr>
<tr>
<td>BEng Building Services and Sustainable Engineering full time Year 1</td>
<td>Year 1: UK Residential up to maximum value £500</td>
</tr>
<tr>
<td>Year 2/3</td>
<td>Year 2/3: UK Residential (student may choose which year 2/3 they go) up to maximum value £500</td>
</tr>
<tr>
<td></td>
<td>Overseas Options: See Table 3: (Option A:USA or Option B: Hong Kong) attracts an additional £450 to be paid by student</td>
</tr>
<tr>
<td>BSc Building Surveying full time</td>
<td>Residential (maximum of £500 each year)</td>
</tr>
<tr>
<td>BSc Construction Project Management full time</td>
<td>Residential (maximum of £500 each year)</td>
</tr>
<tr>
<td>BSc Environmental Management full time BSc and BA Geography full time Year 1</td>
<td></td>
</tr>
</tbody>
</table>

### Year 1: Icebreaker Fieldtrip, Residential, Day trips (max of £500)

- Year 2/3 day trips (maximum of £300)
- Third year long fieldtrip NT3011 UK option

*Note: School contributes up to maximum value £500 to the Residential. Student may choose which year 2/3 they go up to maximum value £500*

*Overseas Options: See Table 3 (Overseas option attracts an additional cost on top of this £500)*

<table>
<thead>
<tr>
<th>Course</th>
<th>Residential (maximum of £500 each year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>BSc Facilities Management</td>
<td></td>
</tr>
<tr>
<td>full time</td>
<td></td>
</tr>
<tr>
<td>BSc Quantity Surveying</td>
<td></td>
</tr>
<tr>
<td>full time</td>
<td></td>
</tr>
</tbody>
</table>

The items listed in Table Two are required and the costs are **not** included in your tuition fees.

<table>
<thead>
<tr>
<th>Course</th>
<th>Estimated costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>BSc Architecture and BSc Architectural Technology part time only: Year 1</td>
<td>£500</td>
</tr>
<tr>
<td>Year 2</td>
<td>£500</td>
</tr>
<tr>
<td>Year 3</td>
<td>£500</td>
</tr>
<tr>
<td>Residential (UK/European Trip)</td>
<td>£1,500</td>
</tr>
<tr>
<td>Year 1/2/3 Residential (Optional A) – USA Residential</td>
<td>£500</td>
</tr>
<tr>
<td>Year 5 Residential (Optional B) – Hong Kong Residential</td>
<td>£950</td>
</tr>
<tr>
<td>(student may choose which year 4/5 they go)</td>
<td></td>
</tr>
<tr>
<td>Total = £1,450 (or £2400 if you choose to undertake the two Options in Years 4 and 5)</td>
<td><strong>£1,450 to £2,400</strong></td>
</tr>
</tbody>
</table>

| BSc Building Surveying part time                                      |                 |

```
<table>
<thead>
<tr>
<th>Course</th>
<th>Optional items which may be offered and which are NOT included in the tuition fees for your course.</th>
<th>Estimated costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>BSc Construction Project Management part time</td>
<td>Residential for land surveying</td>
<td>£450</td>
</tr>
<tr>
<td>BSc Facilities Management part time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BSc Quantity Surveying part time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BSc Environmental Management part time</td>
<td>Day trips in year one: Estimated costs for all trips.</td>
<td>£500</td>
</tr>
<tr>
<td>BSc and BA Geography part time</td>
<td>Optional third year long fieldtrip NT3011 Long haul option A: Estimated costs</td>
<td>£1,200</td>
</tr>
<tr>
<td>Year 1</td>
<td>Optional third year long fieldtrip NT3011 Long haul option B: Estimated costs</td>
<td>£1,400</td>
</tr>
<tr>
<td>Year 2/3</td>
<td>Years 2/3 day trips: estimated costs</td>
<td>£600</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td><strong>£2,300-£2,500</strong></td>
</tr>
</tbody>
</table>

The items listed in Table Three are optional and the costs are not included in your Tuition Fees.

<table>
<thead>
<tr>
<th>Table Three: Course</th>
<th>Optional items which may be offered and which are NOT included in the tuition fees for your course.</th>
<th>Estimated costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>BEng Building Services and Sustainable Engineering full time</td>
<td>Overseas Option (A or B) in Year 2/3: Residential (student may choose which year 2/3 they go) any costs over the maximum value of £500 contributed by the School If student chooses the two options the second Option will be at full cost</td>
<td>£450</td>
</tr>
<tr>
<td>Year 2/3</td>
<td></td>
<td>£950</td>
</tr>
<tr>
<td></td>
<td>Total = if the two options are chosen</td>
<td><strong>£450-£1,450</strong></td>
</tr>
<tr>
<td>BSc Environmental Management full time</td>
<td>Overseas Options:</td>
<td></td>
</tr>
<tr>
<td>BSc and BA Geography full time</td>
<td>Optional third year long fieldtrip NT3011 Long haul option A: Additional estimated costs</td>
<td>£700</td>
</tr>
<tr>
<td>Year 3</td>
<td>Optional third year long fieldtrip NT3011 Long haul option B: Additional estimated costs</td>
<td>£900</td>
</tr>
</tbody>
</table>
Optional third year day trips:. £100
Total £800-£1,000

Certificate in Global Waste Management full time and part time
Optional European Residential: estimated costs £1,500
Total £1,500

**Additional optional costs may be incurred by some students.**

These optional extra costs are NOT included within the Tuition Fees.

<table>
<thead>
<tr>
<th>Optional items – all courses</th>
<th>Estimated costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel to course related work placements, work experience, voluntary work, or site visits (for example costs of petrol, business level motor insurance cover, taxis, train fares, bus fares etc.).</td>
<td>Variable depending on the distance travelled and the method of transport chosen.</td>
</tr>
<tr>
<td>Library fines &amp; charges</td>
<td>On time £0.00 0-8 days overdue £0.10-0.50 per day 9+ days overdue £0.50-£1.00 per day 40+ days replacement cost and administrative charges/account suspension</td>
</tr>
<tr>
<td>Costs of obtaining medical or other evidence to support applications for extenuating circumstance applications relating to assessments.</td>
<td>For example a medical certificate may cost from £10.</td>
</tr>
<tr>
<td>Fees for arranging and invigilating course examination(s) off campus are payable by the student (where permitted by course regulations and approved by course leaders)</td>
<td>£300</td>
</tr>
<tr>
<td>Printing of electronic books, journals etc.</td>
<td>Variable, but recommended academic text books often cost between £15-80 per copy, although some cost outside of this range.</td>
</tr>
<tr>
<td>Printing of reports, course materials and other course documents, which have been supplied or are available electronically or in hard copy in the library.</td>
<td>Estimated £0.10 per copy sheet</td>
</tr>
</tbody>
</table>

**Living costs:**

These are **not** included in tuition fees. You will need to budget for these separately. Below is an indication of some typical living costs, but everyone is different and you are strongly advised to plan your own budget.

<table>
<thead>
<tr>
<th>Typical items</th>
<th>Estimated weekly costs lower range</th>
<th>Estimated weekly costs higher range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodation:</td>
<td>£79.03</td>
<td>£107.83</td>
</tr>
</tbody>
</table>
University Halls of Residence based on a 42 week contract.  
Private Halls of Residence  
(Living at home may reduce your accommodation costs)

<table>
<thead>
<tr>
<th>Category</th>
<th>Typical Cost</th>
<th>Typical Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food</td>
<td>£70 (£0)</td>
<td>£110</td>
</tr>
<tr>
<td>Internet connection</td>
<td>£0</td>
<td>£12</td>
</tr>
<tr>
<td>Toiletries/Laundry</td>
<td>£5</td>
<td>£15</td>
</tr>
<tr>
<td>Gas/electricity/water</td>
<td>£0</td>
<td>£20</td>
</tr>
<tr>
<td>Printing, copying, stationery.</td>
<td>£2.50</td>
<td>£10</td>
</tr>
<tr>
<td>Travel expenses</td>
<td>£0</td>
<td>£40</td>
</tr>
<tr>
<td>Mobile phone or landline</td>
<td>£2.50</td>
<td>£10</td>
</tr>
<tr>
<td>Books</td>
<td>£5</td>
<td>£10</td>
</tr>
<tr>
<td>Leisure</td>
<td>£5</td>
<td>£25</td>
</tr>
<tr>
<td><strong>Total per week</strong></td>
<td><strong>£110</strong></td>
<td><strong>£282</strong></td>
</tr>
<tr>
<td><strong>Total for 42 weeks</strong></td>
<td><strong>£4,620</strong></td>
<td><strong>£11,844</strong></td>
</tr>
<tr>
<td>(typical halls of residence contract)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total for 52 weeks</strong></td>
<td><strong>£5,720</strong></td>
<td><strong>£14,664</strong></td>
</tr>
</tbody>
</table>

You may also need to budget for ‘one off’ or irregular costs

<table>
<thead>
<tr>
<th>Typical items</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bedding</td>
<td>From £20</td>
</tr>
<tr>
<td>Clothes</td>
<td>Costs vary depending on your needs</td>
</tr>
<tr>
<td>TV licence</td>
<td>£145.50 per year</td>
</tr>
<tr>
<td>Insurances</td>
<td>Varies depending on your needs</td>
</tr>
<tr>
<td>Computer/laptop/telephone</td>
<td>Varies depending on model and whether new or second hand</td>
</tr>
<tr>
<td>Furniture, crockery etc.</td>
<td>Furnished accommodation may include all your needs. Check what is included.</td>
</tr>
</tbody>
</table>