Higher Education Certificate in
Professional Sport Management and Administration (Football)

Course Handbook

Contents

Welcome from the course team

It is our pleasure to welcome you to the Certificate in Professional Sport Management and Administration (Football) (CPSMA).

The CPSMA operates as a partnership venture between Southampton Solent University (SSU), the League Managers Association (LMA) and the Institute of Football Management and Administration (IFMA). Since its introduction in the late 1990s the CPSMA has become widely recognised as the 'industry-standard qualification' for professional football administrators. To date, the Certificate has been studied for by representatives from FIFA, the Football Association, the Premier League, the Football League and more than half of the country's professional football clubs.

Teaching takes place over two weekends per unit, with six units being completed over a two-year period. The teaching is provided by football industry experts and University tutors. The Certificate is designed to provide the education and development necessary to support the role of company secretary/administrator or other similar role within the professional football industry. Upon successful completion, the Certificate is worth the equivalent of the first year of a UK university degree.

This course handbook provides you with essential information about the course. It is expected, however, that at times you may have questions about the course or the particular unit of study. In this respect, this handbook also contains contact information that may be useful. The course team want you to enjoy your studies; therefore, please do not hesitate to speak to us if you have a question or require some clarification.

We wish you every success on the course.

Dr Richard Elliott, Course Leader
Paul Bennett, Course Tutor

Welcome from the League Managers Association

The League Managers Association (LMA) and the Institute of Football Management and Administration (IFMA) are very proud to work in partnership with Southampton Solent University and to support the Certificate in Professional Sport Management and Administration (Football) (CPSMA).

The course is the longest running education programme for football administrators within the professional game and there is no doubt that it is now regarded as 'the course' for those seeking to advance their careers in the industry.

We would like to take this opportunity to thank both the Premier League and Miller Insurance for the financial support they provide which enables us to offer the course to our members.

I wish you every success with your studies.

Graham Mackrell
Director
League Managers Association

Aims of the course

The HE Certificate in Professional Sport Management and Administration (Football) aims to:

- Provide a student-centred culture that encourages enthusiasm for learning and an educational opportunity, relevant to employment.

- Engage students with a body of specialist and general theory and knowledge, and foster their understanding of the changing nature of football management and administration.

- Foster a dynamic and reflective interchange between theory and practice appropriate to the football industry.

- Provide a programme of study, through a range of units, that are academically rigorous, coherent, stimulating and challenging, and directly relevant to students' employment.

- Progressively develop students' cognitive, key, transferable, employability and, where applicable, practical skills and facilitate their development as independent learners and reflective practitioners.

Intended course learning outcomes

On successful completion of the course, students should be able to:

Knowledge and Understanding

K1: Define and explain key concepts related to football management and administration.

K2: Locate and organise information and evidence about football management and administration from a wide range of secondary sources.

Cognitive Skills

C1: Interpret information and use it to investigate issues or problems and evidence solutions.

C2: Analyse defined problems in football management and administration.

Practical and Professional Skills

P1: Deploy a range of scholarly, practical and work-related skills at a basic level, with some guidance, using established methods.

Transferable and Key Skills

T1: Communicate effectively.

T2: Identify their own strengths and weaknesses and recognise the need for time management.

T3: Use a range of ICT software at a basic level.

Course unit outline

Unit title

Football Administration
and Regulation

Unit code

LEI493

Unit title

Football and the Law

Unit code

LAW668

Unit title

Information and Communications
Technology (ICT) for Football

Unit code

BIS254

Unit title

Football and the Media

Unit code

LEI492

Unit title

Football Finance

Unit code

ACC359

Unit title

Human Resource Management
(HRM) in Football

Unit code

HRM371

The Football Administration and Regulation (LEI493), ICT for Football (BIS254) and Football Finance (ACC359) units will be taken in one year of the course, with the Football and the Law (LAW668), Football and the Media (LEI492) and HRM in Football (HRM371) units being taken in the other year.

Unit descriptors

Unit title: Football Administration and Regulation
Unit code: LEI493
Credit points: 20

Total student workload
Students are required to attend and participate in all the formal timetabled sessions for the unit. They are also expected to manage their directed learning and independent study in support of the unit.

Where normal timetabled sessions do not take place, directed learning may be provided, and/or students are expected to undertake independent learning.

Prerequisites and co-requisites
None.

Unit description
This unit seeks to introduce students to football administration and regulation.
It explores the application of the laws, rules and regulations that relate to football, the role of the club secretary, and the importance of good and effective administration.

Learning outcomes
On successful completion of the unit, students should be able to:

Knowledge and Understanding
K1: Understand the rules and regulations governing professional football clubs.

Cognitive Skills
C1: Evaluate techniques of football administration and regulation.

Practical and Professional Skills
P1: Deploy a range of skills that enhance the administration and regulation of professional football clubs.

Transferable and Key Skills
T1: Communicate data and ideas effectively.

Areas of study
- Laws, rules and regulations within football.
- The role of the club secretary and the importance of football administration.
- The importance of good and effective administration and its consequent effect on the efficient operation of the club.
- The role of governing organisations in football.

Learning and teaching strategy
This unit will be block-delivered and include lectures and seminars. The lecture programme will be used to deliver underpinning theory, whereas the seminars will allow aspects of theory to be explored in a variety of contexts. A programme of directed reading and information posted on Solent Online Learning will support student learning.

Assessment strategy
The purpose of this unit is to develop the students' understanding of football administration and regulation. For students to demonstrate competence, there are two assessments. The in-class test will assess students' ability to retain key information

from specific reading. The written assignment will assess the ability of students to research, respond to and communicate information on various aspects of football administration and regulation. Formative assessment will be ongoing through discussions and individual and group tasks in seminar sessions.

Assessment
AE1: Weighting: 40%

Assessment type: In-class test
Length/duration: 60 minutes
Online submission: No
Anonymous marking: Yes

AE2: Weighting: 60%

Assessment type: Report
Length/duration: 2,000 words
Online submission: Yes
Anonymous marking: Yes

Aggregation of marks
There is no departure from standard University regulations; all assessment elements of this unit will be aggregated to obtain one coursework mark. Students are required to obtain an aggregate mark of 40% or above to pass the unit.

Re-assessment arrangements
Re-sit assessments will follow the same format as the original assessment.

Indicative reading
ARMOUR, D. (2003). *The ICSA Company Secretary's Handbook*. 5th ed. London: ICSA

BEECH, J. and S. CHADWICK (2010). *Managing Football: An International Perspective*. Oxford: Butterworth-Hienemann

Unit descriptors

Unit title: Information and Communications Technology (ICT) for Football
Unit code: BIS254
Credit points: 20

Total student workload
Students are required to attend and participate in all the formal timetabled sessions for the unit. They are also expected to manage their directed learning and independent study in support of the unit.

Where normal timetabled sessions do not take place, directed learning may be provided, and/or students are expected to undertake independent learning.

Prerequisites and co-requisites
None.

Unit description
This unit seeks to introduce students to information and communications technology (ICT) in professional football clubs. It explores the use of word processing, spreadsheets, presentations and databases in a professional football club environment, and the use of the internet and other communication technology tools.

Learning outcomes
On successful completion of the unit, students should be able to:

Knowledge and Understanding
K1: Understand how ICT may be used in professional football clubs.

Cognitive Skills
C1: Evaluate the suitability of particular ICT packages to practical situations within professional football clubs.

Practical and Professional Skills
P1: Deploy a range of skills that show competence in a range of computer packages.

Transferable and Key Skills
T1: Communicate data and ideas effectively.

Areas of study
- The use and application of word processing, presentations, spreadsheets and databases.
- The effective use of the internet and communication tools.

Learning and teaching strategy
This unit will be block-delivered and include lectures and seminars. The lecture programme will be used to deliver underpinning theory, whereas the seminars will allow aspects of theory to be explored in a variety of contexts. A programme of directed reading and information posted on Solent Online Learning will support student learning.

Assessment strategy
The purpose of this unit is to develop the students' understanding of ICT in a professional football club environment. For students to demonstrate competence, there is one assessment. The portfolio will

assess the ability of students to research, respond to and communicate information on various aspects of ICT and sport. Formative assessment will be ongoing through discussions and individual and group tasks in seminar sessions.

Assessment
AE1: Weighting: 100%
Assessment type: Portfolio
Length/duration: 4,000 words
Online submission: Yes
Anonymous marking: Yes

Aggregation of marks
There is no departure from standard University regulations; all assessment elements of this unit will be aggregated to obtain one coursework mark. Students are required to obtain an aggregate mark of 40% or above to pass the unit.

Re-assessment arrangements
Re-sit assessments will follow the same format as the original assessment.

Indicative reading
COTTRELL, S. and N. MORRIS (2012). *Study Skills Connected: Using Technology to Support Your Studies*. London: Palgrave Macmillan

HUTCHINS, B. and D. ROWE (2012). *Sport Beyond Television: The Internet, Digital Media and the Rise of Networked Media Sport*. London: Routledge

MAHONEY, S. (2012). *The Rough Guide to Social Media for Beginners: Getting Started with Facebook, Twitter and Google+*. London: Rough Guides

NARSESIAN, S. (2010). *Football Fans, their Information, the Web and the Personal Home Page*. Newcastle Upon Tyne: Cambridge Scholars Publishing

Unit descriptors

Unit title: Football Finance
Unit code: ACC359
Credit points: 20

Total student workload
Students are required to attend and participate in all the formal timetabled sessions for the unit. They are also expected to manage their directed learning and independent study in support of the unit.

Where normal timetabled sessions do not take place, directed learning may be provided, and/or students are expected to undertake independent learning.

Prerequisites and co-requisites
None.

Unit description
This unit introduces the student to the role of finance in the administration of football clubs and organisations. Appropriate financial statements will be created, critically examined and interpreted. The inherent difficulties of producing 'true and fair' financial statements within football will be identified within the current UK accounting regulatory context.

Learning outcomes
On successful completion of the unit, students should be able to:

Knowledge and Understanding
K1: Explain the role that financial reporting and control plays in the effective management of a football organisation.

Cognitive Skills
C1: Evaluate techniques of financial management.

Practical and Professional Skills
P1: Deploy a range of skills that enhance the financial decision-making process.

Transferable and Key Skills
T1: Communicate data and ideas effectively.

Areas of study
- Prepare, understand and analyse: balance sheet, profit and loss trading account, cash-flow statements.
- Perform techniques of financial management including budgeting and budgetary control.
- Introductory knowledge of UK taxation issues.

Learning and teaching strategy
This unit will be block-delivered and include lectures and seminars. The lecture programme will be used to deliver underpinning theory, whereas the seminars will allow aspects of theory to be explored in a variety of contexts. A programme of directed reading and information posted on Solent Online Learning will support student learning.

Assessment strategy
The purpose of this unit is to develop the students' understanding of football finance. For students to demonstrate competence,

there are two assessments. The in-class test will assess students' ability to retain key information from specific reading. The written assignment will assess the ability of students to research, respond to and communicate information on various aspects of football finance. Formative assessment will be ongoing through discussions and individual and group tasks in seminar sessions.

Assessment

AE1: Weighting: 40%
Assessment type: In-class test
Length/duration: 60 minutes
Online submission: No
Anonymous marking: Yes

AE2: Weighting: 60%
Assessment type: Report
Length/duration: 2,000 words
Online submission: Yes
Anonymous marking: Yes

Aggregation of marks

There is no departure from standard University regulations; all assessment elements of this unit will be aggregated to obtain one coursework mark. Students are required to obtain an aggregate mark of 40% or above to pass the unit.

Re-assessment arrangements

Re-sit assessments will follow the same format as the original assessment.

Indicative reading

GOWTHORPE, G. (2005). *Financial Accounting for Non-specialists*. 2nd ed. London: Thomson Learning

HOLMES, G., A. SUGDEN and P. GEE (2009). *Interpreting Company Reports and Accounts*. 10th ed. Harlow: FT Prentice Hall

MCLANEY, E.J. (2009). *Business Finance Theory and Practice*. 8th ed. Harlow: Financial Times Prentice Hall

MCLANEY, E. and P. ATRILL (2010). *Accounting: An Introduction*. 5th ed. Harlow: Pearson Education Limited

Unit descriptors

Unit title: Football and the Law
Unit code: LAW668
Credit points: 20

Total student workload
Students are required to attend and participate in all the formal timetabled sessions for the unit. They are also expected to manage their directed learning and independent study in support of the unit.

Where normal timetabled sessions do not take place, directed learning may be provided, and/or students are expected to undertake independent learning.

Prerequisites and co-requisites
None.

Unit description
This unit seeks to introduce students to aspects of football and the law. It provides a basic introduction to the principles of civil and criminal law as applied to professional football clubs and the application of legal principles with specific reference to health and safety.

Learning outcomes
On successful completion of the unit, students should be able to:

Knowledge and Understanding
K1: Understand basic principles of law as they relate to professional football clubs.

Cognitive Skills
C1: Evaluate the application of legal principles as they relate to professional football clubs.

Practical and Professional Skills
P1: Deploy a range of skills that enhance the lawful running of professional football clubs.

Transferable and Key Skills
T1: Communicate data and ideas effectively.

Areas of study
- An introduction to basic principles to include both civil and criminal law.
- The application of legal principles, in particular related to employment and health and safety.

Learning and teaching strategy
This unit will be block-delivered and include lectures and seminars. The lecture programme will be used to deliver underpinning theory, whereas the seminars will allow aspects of theory to be explored in a variety of contexts. A programme of directed reading and information posted on Solent Online Learning will support student learning.

Assessment strategy
The purpose of this unit is to develop the students' understanding of sport and the law. For students to demonstrate competence, there are two assessments. The in-class test will assess students' ability to retain key information from specific reading. The written assignment will assess the ability of students to research, respond to and communicate information on various aspects of football

and the law. Formative assessment will be ongoing through discussions and individual and group tasks in seminar sessions.

Assessment

AE1: Weighting: 40%
Assessment type: In-class test
Length/duration: 60 minutes
Online submission: No
Anonymous marking: Yes

AE2: Weighting: 60%
Assessment type: Report
Length/duration: 2,000 words
Online submission: Yes
Anonymous marking: Yes

Aggregation of marks

There is no departure from standard University regulations; all assessment elements of this unit will be aggregated to obtain one coursework mark. Students are required to obtain an aggregate mark of 40% or above to pass the unit.

Re-assessment arrangements

Re-sit assessments will follow the same format as the original assessment.

Indicative reading

ADAMS, A. (2008). *Law for Business Students*. Harlow: Pearson Longman

GARDINER, S. et al. (2005). *Sports Law*. London: Cavendish

GIULIANOTTI, R. et al. (2007). *Sport, Civil Liberties and Human Rights*. London: Routledge

GRAYSON, E. (2000). *Sport and the Law*. 3rd ed. Haywards Heath: Tottel Publishing

LEWIS, A. et al. (2008). *Sport Law and Practice*. Haywards Heath: Tottel Publishing

MCARDLE, D. et al. (2000). *Football, Society and the Law*. London: Routledge-Cavendish

Unit descriptors

Unit title: Football and the Media
Unit code: LEI492
Credit points: 20

Total student workload
Students are required to attend and participate in all the formal timetabled sessions for the unit. They are also expected to manage their directed learning and independent study in support of the unit.

Where normal timetabled sessions do not take place, directed learning may be provided, and/or students are expected to undertake independent learning.

Prerequisites and co-requisites
None.

Unit description
This unit seeks to introduce students to various aspects of football and the media. It explores the relationship between football and the traditional media in the UK, including television, radio and press. The unit also examines a range of new media that includes online and social media.

Learning outcomes
On successful completion of the unit, students should be able to:

Knowledge and Understanding
K1: Understand the relationships between football and the media.

Cognitive Skills
C1: Evaluate the suitability of media and practices to given sporting contexts and environments.

Practical and Professional Skills
P1: Deploy a range of skills that enhance the relationship between professional football clubs and the media.

Transferable and Key Skills
T1: Communicate data and ideas effectively.

Areas of study
- Football and the traditional media in the UK, to include TV, radio and press.
- Football and new media, to include online and social media.

Learning and teaching strategy
This unit will be block-delivered and include lectures, seminars and practical workshops. The lecture programme will be used to deliver underpinning theory, whereas the seminars will allow aspects of theory to be explored in a variety of contexts. A programme of directed reading and information posted on Solent Online Learning will support student learning.

Assessment strategy
The purpose of this unit is to develop the students' understanding of the relationship between football and the media. For students to demonstrate competence, there are two assessments. The group presentation will assess students' ability to present information from a range of sources. Groups will normally be awarded a single group mark. However, at the discretion of the assessor, individual marks can be awarded, if necessary.

The portfolio will assess the ability of students to research, respond to and communicate information on various aspects of football and the media. Formative assessment will be ongoing through discussions and individual and group tasks in seminar sessions.

Assessment

AE1: Weighting: 50%
Assessment type: Group presentation
Length/duration: 30 minutes
Online submission: No
Anonymous marking: No

AE2: Weighting: 50%
Assessment type: Individual portfolio
Length/duration: 2,000 words
Online submission: Yes
Anonymous marking: No

Aggregation of marks

There is no departure from standard University regulations; all assessment elements of this unit will be aggregated to obtain one coursework mark. Students are required to obtain an aggregate mark of 40% or above to pass the unit.

Re-assessment arrangements

Re-assessment of the presentation will require individual students to submit printed Powerpoint slides for a five-minute presentation and to produce 500 words of notes to support the slides. Re-assessment of the portfolio will follow the same format as the original assessment.

Indicative reading

BOYD, A. (2001). *Broadcast Journalism: Techniques of Radio and TV News*. Oxford: Focal Press

BRANSTON, G. and R. STAFFORD. (1999). *The Media Student's Book*. London: Routledge

FLEMING, C. (2002). *The Radio Handbook*. London: Routledge

HUDSON, G. and S. ROWLANDS (2007). *The Broadcast Journalism Handbook*. Harlow: Pearson Longman

KERWIN, A. (1997). *Sports Writing*. London: A&C Black

SCHULTZ, B. (2001). *Sports Broadcasting*. London: Focal Press

WATSON, J. (2003). *Media Communication: An Introduction to Theory and Practice*. London: Palgrave Macmillan

Unit descriptors

Unit title: Human Resource Management (HRM) in Football
Unit code: HRM371
Credit points: 20

Total student workload

Students are required to attend and participate in all the formal timetabled sessions for the unit. They are also expected to manage their directed learning and independent study in support of the unit.

Where normal timetabled sessions do not take place, directed learning may be provided, and/or students are expected to undertake independent learning.

Prerequisites and co-requisites

None.

Unit description

This unit seeks to introduce students to human resource management (HRM) and its importance in professional football clubs. It explores the structures and cultures within football organisations, the importance of teamwork and effective communication, and aspects of recruitment and management.

Learning outcomes

On successful completion of the unit, students should be able to:

Knowledge and Understanding

K1: Understand how HRM is applied in a professional football club environment.

Cognitive Skills

C1: Evaluate the various theoretical approaches to the management of people at a professional football club.

Practical and Professional Skills

P1: Deploy a range of skills that enhance the HRM process at a professional football club.

Transferable and Key Skills

T1: Communicate data and ideas effectively.

Areas of study

- The structures of and cultures within football organisations.
- Working in teams, including the importance of effective communication, teamwork and motivation.

Learning and teaching strategy

This unit will be block-delivered and include lectures and seminars. The lecture programme will be used to deliver underpinning theory, whereas the seminars will allow aspects of theory to be explored in a variety of contexts. A programme of directed reading and information posted on Solent Online Learning will support student learning.

Assessment strategy

The purpose of this unit is to develop the students' understanding of HRM in professional football clubs. For students to demonstrate competence, there are two assessments. The in-class test will assess students' ability

to retain key information from specific reading. The written assignment will assess the ability of students to research, respond to and communicate information on various aspects of HRM as applied to professional football clubs. Formative assessment will be ongoing through discussions and individual and group tasks in seminar sessions.

Assessment

AE1: Weighting: 40%
Assessment type: In-class test
Length/duration: 60 minutes
Online submission: No
Anonymous marking: Yes

AE2: Weighting: 60%
Assessment type: Report
Length/duration: 2,000 words
Online submission: Yes
Anonymous marking: Yes

Aggregation of marks

There is no departure from standard University regulations; all assessment elements of this unit will be aggregated to obtain one coursework mark. Students are required to obtain an aggregate mark of 40% or above to pass the unit.

Re-assessment arrangements

Re-sit assessments will follow the same format as the original assessment.

Indicative reading

ARMOUR, D. (2003). *The ICSA Company Secretary's Handbook*. 5th ed. London: ICSA

BEECH, J. and S. CHADWICK (2005). *The Business of Sport Management*. Harlow: Prentice Hall

HEIZER, J. and B. RENDER (2004). *Operations Management*. Upper Saddle River, NJ: Pearson Education

McMAHON-BEATIE, U. and I. YEOMAN (2004). *Sport and Leisure Operations Management*. London: Thompson

SLACK, N. et al. (2004). *Operations Management*. London: Pitman Publishing

TORKILDSEN, G. (2005). *Leisure and Recreation Management*. 5th ed. Abingdon: Routledge

TORRINGTON, D., L. HALL and S. TAYLOR (2005). *Human Resource Management*. 6th ed. Harlow: Pearson Education

Using Solent Online Learning

What is Solent Online Learning?

Solent Online Learning provides access to online course materials as part of your interactive learning experience at Southampton Solent University. You can participate in forums, create your own blog, access course materials and communicate with your course mates and lecturers. You will also use Solent Online Learning for submitting online assessments.

Through Solent Online Learning you can gain access to many useful resources, such as Succeed@Solent which gives you advice and guidance on achieving the most from your studies. You will be able to use *my*Portfolio to create online CVs and portfolios, as well as webpages.

There are many tools available on Solent Online Learning, all designed to assist and enhance your learning experience.

Logging in

1. Go to **learn.solent.ac.uk** and log in using your University log-in and password.

2. After logging in, you will then see your Solent Online Learning homepage. This page displays the sites that you are subscribed to. The first time you log in, you should be automatically subscribed to some of your units – just click on the titles to access.

3. Your lecturer may also give you an address for your online course homepage – enter this in the address bar and click 'yes' when asked if you wish to subscribe.

4. To find other sites of interest, use the Search Sites option. Any sites that you subscribe to from here will then appear on your homepage.

5. If you are asked to enter an enrolment key for a unit, the site has been locked and you will need to ask your lecturer for the password. Sites that require a password are shown with a key icon.

Navigation and structure

Solent Online Learning has been structured to allow you to navigate easily between your units and courses. Solent Online Learning consists of programme, course and unit pages.

Programme and course pages are spaces where general course and programme information can be displayed. This can include course structures, links to units, course meeting notes, news relating to exam timetables, assessment guidelines and a space for communication between all students and staff involved in a particular programme or course.

Unit pages are spaces for tutors and students to access and post any information about that particular unit. So the information is more specific and tailored. You will also find any assessments on your unit pages.
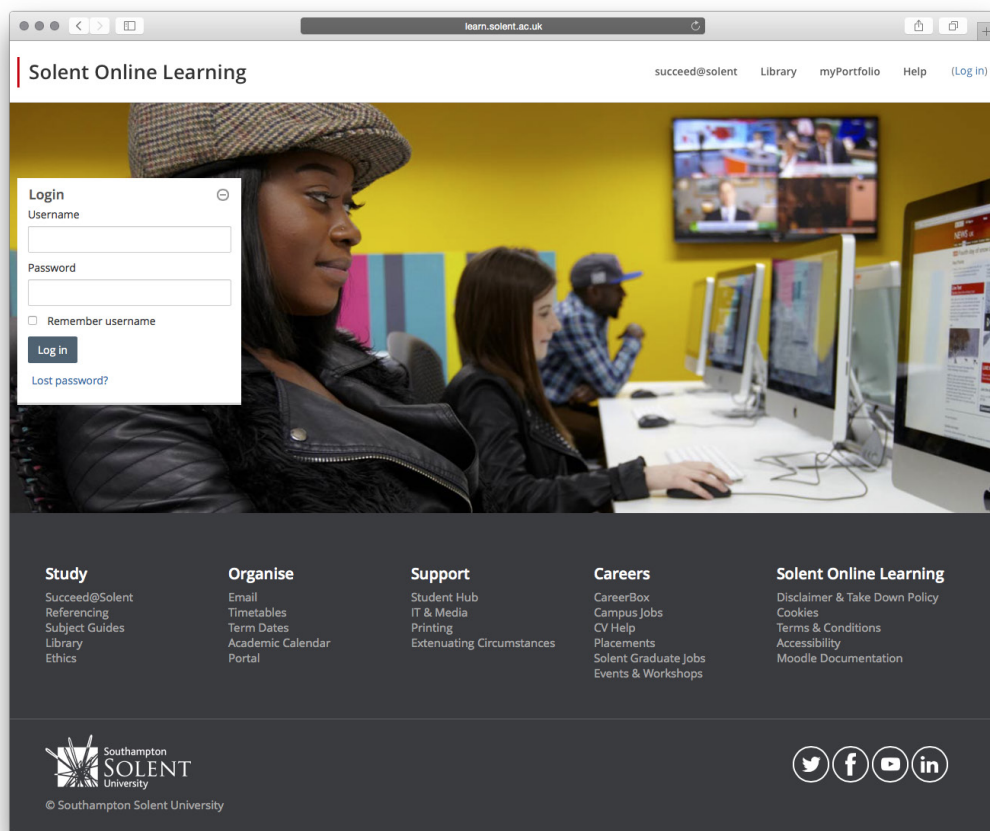
Solent Online Learning site layout

Sites on Solent Online Learning consist of a central area which contains learning materials along with blocks on either side.

In the central area, clicking on the links takes you to various learning materials. Icons by each link tell you what the learning material is.

The blocks that you see will depend on how your lecturer has set out the unit. Some of the main blocks include Messenger, Calendar, Useful Links, Online Users and Activities.

Navigating around Solent Online Learning

Use the breadcrumb trail at the top of the screen to navigate around the site.

Select Solent Online Learning to return to the homepage or the page name to return to the unit or course homepage.

Succeed@Solent

The Succeed@Solent website has been designed to support your studies at Southampton Solent University. You can access a wide range of support materials on writing, referencing, online submission, thinking critically, research, presentation skills, becoming a learner and exams. You can work through a range of online tutorials or just dip in to familiarise yourself with the requirements of academic study.

In a hurry? Downloadable documents and summary sheets of all the key skills covered on the website are also available. Just click on the download icon or the PDF icon on the homepage and you can make a short cut to the information you require. The website also features quizzes designed to help you learn. Simply click on the quiz icon to assess your

understanding of a topic, apply your knowledge in a practical way and correct any misunderstandings.

Finally, please refer to the FAQs icon on the homepage, reflecting the most commonly asked questions by students. We also encourage you to use the student forum and feedback features on the homepage so that we can continue to improve and update the study skills resource for your benefit.

Succeed@Solent can be accessed by logging into the Solent University portal (**portal.solent.ac.uk**) using your University log-in and clicking the Succeed@Solent link at the top of the page.

Additional information

Extenuating circumstances

The University's extenuating circumstances procedures are in place if there are genuine circumstances that may have affected your academic performance. Remember - however - that you need to be 'fit to study'; this means that you can either submit your assessed work or declare extenuating circumstances, but you cannot do both.

Academic misconduct

Any submissions must be your own work and, where facts or ideas have been used from other sources, these sources must be appropriately referenced. The University's Academic Handbook includes the definitions of all practices that will be deemed to constitute academic misconduct.

Ethics policy

The work being carried out by the student must be in compliance with the ethics policy. Where there is an ethical issue, as specified within the ethics policy, then the student will need an ethics release or an ethical approval prior to the start of the project.

Anonymous marking

A copy of the University's policy on anonymous marking, process details and student guidance on submission sheet completion can be found on the student portal.

Grade marking

The University uses a letter grade scale for the marking of assessments. Unless you have been specifically informed otherwise, your marked assignment will be awarded a letter grade. More detailed information on grade marking and the grade scale can be found on Solent Online Learning.

General

If you have any questions relating to University policies or procedures, please contact a member of the course team. Contact details can be found on the back cover.

Course staff contact information

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