

Programme Specification 2019/20

5100 MSc Human Resource Management

This 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 s/he takes full advantage of the learning opportunities that are provided.

Awarding Institution	University of Southampton
Teaching Institution	University of Southampton
Mode of study	Full time
Duration in years	1 full year (12 months) following standard progression for a FT student
Accreditation details	Chartered Institute of Personnel and Development
Final award	Master of Science
Name of award	Human Resource Management
Interim Exit awards	Postgraduate Certificate and Postgraduate Diploma
FHEQ level of final award	7
UCAS code	N/A
QAA Subject Benchmark or other external reference	Masters awards in Business and Management
Programme Lead	Dr Guy Vernon
Date specification was written	15 November 2011
Date Programme was validated	18/09/2018
Date specification last updated	21/09/2018

Programme overview

Brief outline of the programme

The programme offers a foundation for critical, evidence-based, practice, and personal resilience, in people management. Its reference to international evidence on the conduct, and apparent best conduct, of people management sits alongside its emphasis on developing a reflective practitioner and on action learning to render it distinctive. The programme is accredited by the UK practitioner body, the Chartered Institute of Personnel and Development.

The programme provides an analytical, rigorous Masters level education in HRM which makes extensive reference to international evidence, carefully considering its appropriate interpretation. Although the emphasis is principally on HRM in the countries of the European Union, there is attention beyond to other nations of the established OECD including the USA and Japan but also to newly industrialised and indeed developing nations. Simultaneously, the programme emphasises the development of a reflective practitioner, in part via action learning sets and group work, which form a key element of the programme more generally.

Our students, who come to us from across the world, have typically gone on to work in general and specialist people management roles in the UK, Europe and in their (other) home countries, e.g. China. In some cases students go on to further study, either of further Masters programmes in other areas or to PhD level study of HRM in the UK, Europe or their (other) home countries, e.g. China.

Special features of the programme

Action Learning Sets and Group Work on the Programme

A key component of the programme is the use of action learning sets and group work, both formative and summative. This is a particular type of educational process where students are placed into a specific group alongside other colleagues on the programme and where they meet on a regular basis to jointly and collaboratively examine their own experiences and actions as a result of participating on the programme with a view to improving performance. Students acquire new knowledge on their own performance, abilities and skills with the aim of improving their own personal and professional competence as a HR practitioner. Students are placed into their action sets as soon as they commence the programme (usually during induction week) and they remain in the same action learning sets throughout the programme. According to the requirements of each module, students will participate in group work in classes in their action learning sets as well as meet outside classes in their action learning sets when engaging in directed formative (i.e. non-assessed) group work and when preparing for group assignments. In addition, students are required to meet outside class times in their action learning sets during semester one to reflect on how they manage interpersonal relationships, engage in

leadership and manage themselves more effectively within group and professional situations.. Students are given initial guidance on the appropriate focus and conduct of group work or action learning set meetings.

Learning and teaching

- Lectures and large group discussion to critically evaluate the use of HR theory in practice in an international context.
- Engaging students in small group work to develop skills in critical analysis learning from other viewpoints and perspectives
- Engaging students in presentations that analyse and evaluate current thinking in HR theory and practice.
- The use of case studies in class drawn from a wide range of industrial and international contexts.
- Supported independent learning through the use of action learning sets.
- Supported independent learning through the use of guided reading lists.
- The use of action learning sets and learning logs on the programme are designed to equip students with leadership, group work and reflective learning skills.

Assessment

In order to meet the learning outcomes set for the programme a range of more or less conventional assessment methods have been identified with a balance reflecting both the analytical and self-reflective learning outcomes that underpin the programme. An element of assessment is that students draw from their learning logs, which will record structured reflection on key skills and knowledge gained on the programme and its linkages with students' understanding of their own past and current organisational problems and experiences. This helps the programme to meet the key aim of becoming a self-reflective HR practitioner that underpins the CIPD standards framework. Examinations will assess knowledge and understanding of the subject area. The use of assignments will assess the ability to synthesise key HR theoretical concepts and consider their practical application in more depth. In line with CIPD requirements, the dissertation features a component that requires students to consider the cost-benefits of the practical implementation of recommendations arising from research and also elements of personal reflection. Aside from summative assessment, we undertake formative assessment through reflective engagement in class exercises and exploration of teamwork in class.

Educational aims of the programme

The aims of the programme are to:

- Provide an understanding of the complex inter-relationships between the business environment, workplace organisation and HR policies and practices that combine to influence performance in contemporary organisations.
- Develop an understanding of the key areas of human resource management knowledge and theory that underpin effective HRM practice at both national and international levels.
- Develop students' analytical and problem-solving capacities to approach and solve organisational problems where people management issues are involved.
- Develop a breadth and depth of knowledge in both operational and strategic areas of human resource management to help support both line manager and specialist HR roles in organisations.
- Enable students to develop more evidence-based approaches to people management that draws upon contemporary thinking, research and practice within the HRM field.
- Develop students with knowledge and skills in HR policies and practices in areas such as training and development, reward, selection, performance management and employee relations and how these can be utilised for maximising the contribution of HRM for both organisational performance and individual well-being.
- Equip students' with the international knowledge and internationally sensitive skills for managing change and learning within organisations that are necessary for effective people management in the 21st century.
- Develop students' skills in undertaking applied research in the HRM field that can contribute towards a more effective HRM function in organisations.
- Develop students' skills and abilities in critical and independent thinking and capacity for managing their own learning and development.

Programme learning outcomes

A. Knowledge and understanding

Having successfully completed this programme you will be able to demonstrate knowledge and understanding of:

- A1. the key theories and concepts for the effective utilisation of Human Resource Management policies and procedures in contemporary organisations.
- A2. the variety of ways in which HR operates at both operational and strategic levels and its impact on individual, team and organisational performance.

- A3. the relevant theories and concepts from the underpinning social science disciplines that explain and support HR practices within organisations.
- A4. how Human Resource Management practice is changing to meet the new business and work context surrounding today's organisations.

Teaching and learning methods

Learning outcomes A1-A4 will be enabled by a variety of learning and teaching activities as follows:

- Lectures and large group discussion to critically evaluate the use of HR theory in practice.
- Engaging students in small group work to develop skills in critical analysis learning from other viewpoints and perspectives
- Engaging students in presentations that analyse and evaluate current thinking in HR theory and practice.

Assessment methods

In order to meet learning outcomes A1-A4 a range of final or summative assessment methods have been identified reflecting both the analytical and self-reflective learning outcomes that underpin the programme. Whilst exams are important in the programme as a whole, they are thus complemented by other approaches, including coursework assignments (principally individual but also group). Part of the assessment will require students to draw from their learning logs, which will record structured reflection on key skills and knowledge gained on the programme and its linkages with students' understanding of their own past and current organisational problems and experiences. This will also help the programme to meet the key aim of becoming a self-reflective HR practitioner that underpins the CIPD standards framework.

B. Subject specific intellectual and research skills

Having successfully completed this programme you will be able to:

- B1. Critically appraise the impact, implementation and limitations of Human Resource Management theories and models for organisational problem solving.
- B2. Apply a theoretically informed understanding to the evaluation of HR policies and practices in contemporary organisations.
- B3. Undertake considered and deep reflection on the nature of people management issues and challenges a both national and international levels to underpin HR policy implementation.
- B4. Approach organisational problem solving from an integrated and systemic perspective drawing upon appropriate HRM/OB theories and models.
- B5. Operate effectively internationally having gained a greater understanding of cross-national comparative, cross-institutional and cross-cultural people management and international HRM.

Teaching and learning methods

Learning outcomes B1-B5 will be enabled by a variety of learning and teaching activities as follows:

- The use of case studies in class drawn from a wide range of industrial and international contexts.
- Supported independent learning through the use of action learning sets.
- Supported independent learning through the use of guided reading lists.

Assessment methods

To meet learning outcomes B1-B5:

- Examinations will assess in particular knowledge and understanding of the subject area.
- The use of assignments will assess in particular the ability to synthesise key HR theoretical concepts and consider their practical application.
- The dissertation will have a component that requires students to consider the cost-benefits of the practical implementation of recommendations arising from research, and also elements of personal reflection.

C. Transferable and generic skills

Having successfully completed this programme you will be able to:

- C1. Assess and synthesise knowledge in order to put forward a persuasive argument.
- C2. Critically evaluate ideas and concepts from a variety of media in order to judge and evaluate its merits
- C3. Reflect on and consider the nature of problems analytically.
- C4. Communicate ideas and proposals effectively whether in writing or orally.
- C5. Understand and build individual competencies and capabilities drawing (inter alia) on team or group work.
- C6. Motivate and focus individual activities drawing (among other things) on appropriate leadership and followership in team or group work
- C7. Implement time and workload management.

Teaching and learning methods

Learning outcomes C1-C7 will be enabled by a variety of learning and teaching activities as follows:

- The use of group work, action learning sets and learning logs on the programme are designed to equip students with leadership, group work and reflective learning skills
- The development of analytical, argumentation, evaluative and communicative skills in the programme more generally.

Assessment methods

Learning outcomes C1-C7 will be met as follows:

- We undertake formative assessment building towards summative assessment through reflective engagement in class exercises and exploration of teamwork in class.
- Summative assessment consists principally of a combination of exams, individual assignments and to some extent presentation and also to some extent group work/presentation.
- The programme requires students to complete reflective skill assignments, complementing exams and other types of assignments.

Formative assessment

Formative assessment of both individual and group contributions occurs within module sessions and classes through oral feedback, and, where appropriate according to the module, beyond contact time through written feedback.

Postgraduate Certificate learning outcomes

A. Knowledge and understanding

Having successfully completed the PG Certificate you will be able to demonstrate:

- Some elements of knowledge and understanding of key theories and concepts which underpin, explain and support Human Resource Management policies, procedures and practices in contemporary organisations.
- Some elements of knowledge and understanding of the variety of ways in which Human Resource Management operates at strategic and operational levels, impacting individual, team and organisational performance, in a changing business and work context.

You should be aware that as the PG Certificate is based on the attainment of credit rather than on passing specific modules you will be able to demonstrate the specific learning outcomes relating to the modules which you have passed.

Postgraduate Diploma learning outcomes

A. Knowledge and understanding

Having successfully completed the PG Diploma you will be able to demonstrate:

- A range of elements of knowledge and understanding of key theories and concepts which underpin, explain and support Human Resource Management policies, procedures and practices in contemporary organisations.
- A range of elements of knowledge and understanding of the variety of ways in which Human Resource Management operates at strategic and operational levels, impacting individual, team and organisational performance, in a changing business and work context.

You should be aware that as the PG Diploma is based on the attainment of credit rather than on passing specific modules you will be able to demonstrate the specific learning outcomes relating to the modules which you have passed.

Programme structure

The programme may be completed on a full-time (12 months) basis only. The first 9 months of the programme involves taught study, divided into two 14-week semesters which includes a period for examinations. In the following description, the term “module” is taken to mean a discrete component of the programme with its own learning outcomes and assessment requirements. All modules are at Masters level and are planned to be taught at the Highfield campus.

The taught component of the programme consists of taught modules worth 60 ECTS (120 CATS) in total. The research component of the programme consists of students undertaking a dissertation which provides a further 30 ECTS (60 CATS).

Where optional modules have been specified, the following is an indicative list of available optional modules, which are subject to change each academic year. Please note in some instances modules have limited spaces available.¹

Summary structure of the programme

See Appendix 3

Assessment mapping

See Appendix 2

Additional costs

Students are responsible for meeting the cost of essential textbooks, and of producing such essays, assignments, laboratory reports and dissertations as are required to fulfil the academic requirements for each programme of study. Costs that students registered for this programme typically also have to pay for are included in Appendix 4:

Progression requirements

The programme follows the University’s regulations for [Progression, Determination and Classification of Results: Standalone Masters programmes](#) as set out in the University Calendar.

Intermediate exit points

You will be eligible for an interim exit award if you complete part of the programme but not all of it, as follows:

Qualification	Minimum overall credit in ECTS /CATS	Minimum ECTS/CATS required at level of award
Postgraduate Diploma	at least 60/120	45/90
Postgraduate Certificate	at least 30/60	20/40

The intermediate exit award learning objectives reflect the objectives of the overall MSc HRM programme and the corresponding final reward, but at an appropriately more limited level. See Programme Learning Outcomes above for further detail.

Support for student learning

There are facilities and services to support your learning some of which are accessible to students across the University and some of which will be geared more particularly to students in your particular Faculty or discipline area.

The University provides:

- library resources, including e-books, on-line journals and databases, which are comprehensive and up-to-date; together with assistance from Library staff to enable you to make the best use of these resources
- high speed access to online electronic learning resources on the Internet from dedicated PC Workstations onsite and from your own devices; laptops, smartphones and tablet PCs via the Eduroam wireless network. There is a wide range of application software available from the Student Public Workstations.
- computer accounts which will connect you to a number of learning technologies for example, the Blackboard virtual learning environment (which facilitates online learning and access to specific learning resources)

¹ Y1

- standard ICT tools such as Email, secure filestore and calendars.
- access to key information through the MySouthampton Student Mobile Portal which delivers timetables, Module information, Locations, Tutor details, Library account, bus timetables etc. while you are on the move.
- IT support through a comprehensive website, telephone and online ticketed support and a dedicated helpdesk in the Hartley Library.
- Enabling Services offering support services and resources via a triage model to access crisis management, mental health support and counselling. "Support includes daily Drop In at Highfield campus at 13.00 – 15.00 (Monday, Wednesday and Friday out of term-time) or via on-line chat on weekdays from 14.00 – 16.00. Arrangements can also be made for meetings via Skype"
- assessment and support (including specialist IT support) facilities if you have a disability, long term health problem or Specific Learning Difficulty (e.g. dyslexia)
- the Student Services Centre (SSC) to assist you with a range of general enquiries including financial matters, accommodation, exams, graduation, student visas, ID cards
- Career and Employability services, advising on job search, applications, interviews, paid work, volunteering and internship opportunities and getting the most out of your extra-curricular activities alongside your degree programme when writing your CV
- Other support that includes health services (GPs), chaplaincy (for all faiths) and 'out of hours' support for students in Halls and in the local community (18.00-08.00)
- A Centre for Language Study, providing assistance in the development of English language and study skills for non-native speakers.

The Students' Union provides

- an academic student representation system, consisting of Course Representatives, Academic Presidents, Faculty Officers and the Vice-President Education; SUSU provides training and support for all these representatives, whose role is to represent students' views to the University.
- opportunities for extracurricular activities and volunteering
- an Advice Centre offering free and confidential advice including support if you need to make an academic appeal
- Support for student peer-to-peer groups, such as Nightline.

Associated with your programme you will be able to access:

- Library support.
- A dedicated study skills induction programme for new entrants, including an introduction to the library;
- A Faculty student office, as a source of general information;
- A personal tutor system for any kind of study-related or personal advice and support;
- Dedicated Teaching and Learning Co-ordinators to aid with study skills issues;
- Comprehensive Programme Handbooks;
- Module support materials (often in online form);
- Online communication between staff and students;
- Staff-student liaison committee.

Methods for evaluating the quality of teaching and learning

You will have the opportunity to have your say on the quality of the programme in the following ways:

- Completing student evaluation surveys for each module of the programme
- Acting as a student representative on various committees, e.g. Staff: Student Liaison Committees, Faculty Programmes Committee OR providing comments to your student representative to feedback on your behalf.
- Serving as a student representative on Faculty Scrutiny Groups for programme validation
- Taking part in programme validation meetings by joining a panel of students to meet with the Faculty Scrutiny Group

The ways in which the quality of your programme is checked, both inside and outside the University, are:

- Regular module and programme reports which are monitored by the Faculty
- Programme validation, normally every five years.
- External examiners, who produce an annual report
- Professional body accreditation/inspection
- A national Research Assessment Exercise (our research activity contributes directly to the quality of your learning experience)
- Institutional Review by the Quality Assurance Agency

Criteria for admission

The University's Admissions Policy www.southampton.ac.uk/admissions_policy applies equally to all programmes of study. The following are the typical entry criteria to be used for selecting candidates for admission. The University's approved equivalencies for the requirements listed below will also be acceptable. The entry criteria for our programmes are reviewed annually by the Faculty. Those stated below were correct as of August 2017. **Applicants should refer to their specific offer conditions on their offer letter.**

Qualification	Grade/GPA	Subjects requirements	Specific requirements
Bachelor's degree	2:1	Social science eg business admin, communication, economics, education, government, linguistics, sociology, political sciences – a wider range can be accepted if applicant has work experience Excluded subjects English translation, Art/Performing Art, Vocational Studies	Prefer essay-based subjects for evidence of academic writing skills
Pre-masters course	Pass	You are able to progress to this MSc programme via the University's Pre-Masters programme	

Mature applicants

Work experience can compensate for a degree subject not listed above.

English language proficiency [IELTS]

Overall	Listening	Reading	Writing	Speaking
7.0	6.0	6.0	6.0	6.0

For a full list of English language tests accepted can be viewed here:

<http://www.southampton.ac.uk/studentadmin/admissions/admissions-policies/language.page>

Career opportunities

The programme in Human Resource Management (HRM) is designed to meet the needs of students who wish to follow different careers in the profession, industry or in the academic world.

This programme offers students postgraduate level education in the field of human resource management that brings together theories and models from across the underpinning academic disciplines to enable students to understand and more effectively manage people within contemporary work organisations. Importantly the programme provides a curriculum associated with specialist knowledge required for undertaking specialist as well as generalist HR functions with organisations internationally.

External Examiner(s) for the programme

Name: Stephen Taylor

Institution: University of Exeter

Students must not contact External Examiner(s) directly, and External Examiners have been advised to refer any such communications back to the University. Students should raise any general queries about the assessment and examination process for the programme with their Course Representative, for consideration through Staff: Student Liaison Committee in the first instance, and Student representatives on Staff: Student Liaison Committees will have the opportunity to consider External Examiners' reports as part of the University's quality assurance process.

External Examiners do not have a direct role in determining results for individual students, and students wishing to discuss their own performance in assessment should contact their personal tutor in the first instance.

Please note: This 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 s/he takes full advantage of the learning opportunities that are provided. More detailed information can be found in the programme handbook (or other appropriate guide) or online at <https://www.sbs.ac.uk/>

As a research-led University, we undertake a continuous review of our programmes to ensure quality enhancement and to manage our resources. As a result, this programme may be revised during a student's period of registration, however, any revision will be balanced against the requirement that the student should receive the educational service expected. Please read our [Disclaimer](#) to see why, when and how changes may be made to a student's programme.

Programmes and major changes to programmes are approved through the University's programme validation process which is described in the University's Quality handbook.

Revision History

1. Validated 25 April 2012
2. Updated onto new template 28/08/15
3. Updated on to new template 04/04/17
4. Validated 18/09/2018

Appendix: 1

5100 Human Resource Management learning outcomes mapping document

Core = (Cr), Compulsory = (Cm), Optional = (Op)

Module Code	Module Title		Knowledge and Understanding				Subject Specific Intellectual Skills					Transferable/Key Skills						
			A1	A2	A3	A4	B1	B2	B3	B4	B5	C1	C2	C3	C4	C5	C6	C7
MANG6153	Strategic Human Resource Development	Cr	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MANG6177	Employee Relations	Cr	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MANG6178	Contemporary Issues & Debates in HRM	Cr	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MANG6379	Key Skills in Communication and HRM	Cr	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MANG6154	Strategic Human Resource Management	Cr	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MANG6129	Qualitative & Quantitative Research Methods	Cm										x	x	x	x			x
MANG6241	European Labour Markets	Op	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MANG6179	International & Comparative HRM	Op	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MANG6254	Organisational Development	Cr	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MANG6095	Dissertation	Cr	x	x	x	x	x	x	x	x		x	x	x	x			x

Note that MANG6241 and MANG6179 are optional alternatives to one another.

Appendix 2

5100 Human Resource Management assessment mapping document

Core = (Cr), Compulsory = (Cm), Optional = (Op)

Module Code	Module Title		Assessment 1	Assessment 2	Assessment 3
MANG6153	Strategic Human Resource Development	Cr	Essay 3000 words (100%)		
MANG6177	Employee Relations	Cr	Examination 2 hours (100%)		
MANG6178	Contemporary Issues & Debates in HRM	Cr	Journal portfolio 1500 words (50%)	Essay 2000 words (50%)	
MANG6379	Key Skills in Communication and HRM	Cr	Essay 500 words (15%)	Report 1000 words (25%)	Group based collaborative learning task (involving group presentation/interviews with supporting documentation) (60%)
MANG6154	Strategic Human Resource Management	Cr	Examination 3 hours, partially seen (100%)		
MANG6254	Organisational Development	Cr	Essay 3000 words (100%)		
MANG6129	Qualitative & Quantitative Research Methods	Cm	Research Proposal 3000 words (100%)		
MANG6179	International & Comparative HRM	Op	Essay 1500 words (30%)	Examination 2 hours (70%)	
MANG6241	European Labour Markets	Op	Essay, with group and individual element - 10,000 words per group		
MANG6095	Dissertation	Cr	Dissertation 15000 words (100%)		

Note that MANG6241 and MANG6179 are optional alternatives to one another.

Appendix 3

5100 Human Resource Management programme structure

All core and compulsory modules must be taken.

You may choose Option modules totalling 15 CATS/7.5 ECTS. You must choose either MANG6179 International and Comparative Human Resource Management or MANG6241 European Labour Markets.

MANG6095 Dissertation supervision starts in Semester 2 and should be submitted in the September following Semester 2.

Semester 1				Semester 2			
Modules	CATS	ECTS	Core, Compulsory or Option	Modules	CATS	ECTS	Core, Compulsory or Option
MANG6153 Strategic Human Resource Development	15	7.5	Core	MANG6095 Dissertation	60	30	Core
MANG6177 Employee Relations	15	7.5	Core	MANG6154 Strategic Human Resource Management	15	7.5	Core
MANG6178 Contemporary Issues in Human Resource Management	15	7.5	Core	MANG6254 Organisational Development	15	7.5	Core
MANG6379 Key Skills in Communication and HRM	15	7.5	Core	MANG6129 Qualitative & Quantitative Research	15	7.5	Comp
				MANG6179 International and Comparative Human Resource Management	15	7.5	Option
				MANG6241 European Labour Market	15	7.5	Option

NB. The emphasis on core modules here reflects, inter alia, the priorities of the CIPD and has been accredited by the CIPD. However, MANG6241 and MANG6179 are optional alternatives to one another.

Appendix 4

5100 Human Resource Management Additional Costs

Students are responsible for meeting the cost of essential textbooks, and of producing such essays, assignments, laboratory reports and dissertations as are required to fulfil the academic requirements for each programme of study. In addition to this, students registered for this programme typically also have to pay for the items listed in the table below

In some cases you'll be able to choose modules (which may have different costs associated with that module) which will change the overall cost of a programme to you. Details of such costs will be listed in the Module Profile. Please also ensure you read the section on additional costs in the University's Fees, Charges and Expenses Regulations in the University Calendar available at www.calendar.soton.ac.uk.

Main Item	Sub-section	PROGRAMME SPECIFIC COSTS
Approved Calculators		Candidates may use calculators in the examination room only as specified by the University and as permitted by the rubric of individual examination papers. The University approved models are Casio FX-570 and Casio FX-85GT Plus. These may be purchased from any source and no longer need to carry the University logo.
Stationery		You will be expected to provide your own day-to-day stationary items, e.g. pens, pencils, notebooks, etc.). Any specialist stationery items will be specified under the Additional Costs tab of the relevant module profile.
Textbooks		Where a module specifies core texts these should generally be available on the reserve list in the library. However due to demand, students may prefer to buy their own copies. These can be purchased from any source. Some modules suggest reading texts as optional background reading. The library may hold copies of such texts, or alternatively you may wish to purchase your own copies. Although not essential reading, you may benefit from the additional reading materials for the module.
Printing and Photocopying Costs		In some cases, written coursework such as essays; projects; dissertations are submitted online and by hard copy. The costs of printing a hard copy for submission of such coursework will be the responsibility of the student. The cost of photocopying will also be the responsibility of the student. https://www.southampton.ac.uk/isolutions/students/printing
Study Trips		Not applicable