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# MSc Major Programme Management (MMPM)

Course Handbook 2018



MMPM Cohort 10



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# 1. Foreword

## 1.1. Statement of Coverage

This handbook applies to students starting MMPM in Michaelmas term 2018. The information in this handbook may be different for students starting in other years.

This handbook contains information specific to your programme. Your primary source of information during the progress of the programme will be Canvas and the MMPM app that is accessible for most IOS and Android tablets and phones, but is also available via the web.

## 1.2. Version

Version 1.0.0	Final	24/10/2018

## 1.3. Disclaimer

The Examination Regulations relating to this programme are available at the following website:

[MSc in Major Programme Management - \(Part-time\)](#)

If there is a conflict between information in this handbook and the Examination Regulations then you should follow the Examination Regulations. If you have any concerns please contact the programme administrators at [MMPM@sbs.ox.ac.uk](mailto:MMPM@sbs.ox.ac.uk)

The information in this handbook is accurate as at September 2018, however it may be necessary for changes to be made in certain circumstances, as explained at [www.graduate.ox.ac.uk/coursechanges](http://www.graduate.ox.ac.uk/coursechanges). If such changes are made the department will publish a new version of this handbook together with a list of the changes and students will be informed.

The University Student Handbook – known for many years as the Proctors' and Assessor's Memorandum forms part of your contract with the University. [Proctors' and Assessors' Memorandum](#)

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## List of Contents

1. Foreword .....	3
1.1. Statement of Coverage .....	3
1.2. Version.....	3
1.3. Disclaimer.....	3
1.4. Welcome.....	6
1.5. Useful Department Contacts .....	7
1.6. Important dates.....	9
2. The course content and structure .....	11
2.1. Overview.....	11
2.2. Course aims .....	12
2.3. Intended Learning Outcomes.....	12
2.4. Course structure/description .....	13
2.5. Syllabus .....	15
3. Teaching and Learning .....	15
3.1. Organisation of teaching and learning.....	15
3.2. Projects and Dissertation and Expectations of Study .....	15
4. Assessment.....	17
4.1. Assessment structure.....	17
4.2. Feedback on learning and assessment.....	17
4.3. Examination Conventions .....	17
4.4. Good academic practice and avoiding plagiarism .....	18
4.5. Entering for University examinations .....	18
4.6. Assessment dates.....	18
4.7. Sitting your examination.....	18
4.8. External examiner and Examiners' reports.....	18
5. Skills and learning development .....	19
5.1. Academic progress .....	19
5.2. Learning development and skills .....	20
5.3. Induction.....	20
5.4. Opportunities for skills training and development.....	20

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5.5. Opportunities to engage in the department research community (PGT only) .....	21
5.6. Careers information and advice .....	21
<b>6. Student representation, evaluation and conduct .....</b>	<b>22</b>
6.1. Department representation .....	22
6.2. Division and University representation .....	22
6.3. Opportunities to provide evaluation and feedback .....	22
6.4. Student Conduct and Etiquette .....	23
6.5. Equality and Diversity at Oxford .....	24
<b>7. Student Life and Support .....</b>	<b>25</b>
7.1. Whom to contact for help .....	25
7.2. Complaints and Appeals .....	26
You may raise issues and concerns informally within Saïd Business School. Programme related issues should be raised with your relevant Programme Director or Administrator in the first instance. Conduct related issues should be brought to the attention of the Head of Student Welfare & Conduct at Saïd Business School. ....	
7.3. Student societies .....	29
7.4. Policies and regulations .....	30
<b>8. Facilities .....</b>	<b>30</b>
8.1. Social spaces and facilities .....	30
8.2. Workspaces .....	31
8.3. Libraries .....	32
8.4. IT .....	32

## 1.4. Welcome

A very warm welcome to the Saïd Business School and its vibrant community, a cutting-edge business school embedded in an 800 year old world-class university. As a participant in the MSc in Major Programme Management (MMPM), you are joining a distinctive programme that is building a global cadre of leaders who can systematically deliver megaprojects and major programmes on time, on budget, and to their intended benefits. Our aim is to enable you to become master builders in your chosen fields of application.



Delivering major programmes—be they ancient aqueducts, Victorian railways, ICT ventures, organisational change journeys, major sporting events, or big science initiatives—requires leaders “equipped with knowledge of many branches of study and varied kinds of learning”—a truth Vitruvius, the Roman master builder, discovered from a life-time of manual work and scholarship melded in equal measure. The art of master building is the child of practice and reflection. Oxford will ensure the environment, conversations, ideas, and evidence to enable you—as individuals and as a cohort—to make sense of your practice through reflection.

This Student Handbook provides essential information about your programme and the Saïd Business School. Please read through this carefully and let us know if you have any questions.

We all look forward to meeting you and getting to know you during the exciting two years ahead. We want you to make your mark on the MMPM and to contribute positively wherever you can in the Oxford community. We hope that you will take advantage of the diversity of life in Oxford, the charming quirks of this ancient place, and the wisdom of the many master builders who continue to shape Oxford.

**Dr Atif Ansar**

Programme Director

The Post Graduate **MSc in Major Programme Management** Course Handbook provides definitive information about your studies and life at Saïd Business School (Oxford Saïd). You will find here the key dates for your diary, regulatory requirements for examinations, guide to student conduct, information about our facilities, key contacts at the School and University and other information useful to completion of the **MSc in Major Programme Management** hereinafter referred to as the “**MMPM**”. We always welcome the opportunity to discuss with you any of the information presented here.

Further information can be found on the Oxford Saïd Website: <http://www.sbs.ox.ac.uk/>, and the University of Oxford Website: [www.ox.ac.uk](http://www.ox.ac.uk).

## Examinations Regulations

Examination Regulations are available [here](#).

## Examination Conventions

Specific conventions regarding the MPPM course are available through Canvas [here](#).

## Oxford Students website

[www.ox.ac.uk/students](http://www.ox.ac.uk/students)

## College Handbooks

College handbooks are available from the college websites

## The MPPM App

Your primary source of information both before and during the progress of the programme will be the MPPM app, please see section 8.1 of this handbook below about how to obtain the app. Your programme administrator will be in contact prior to the start of the course to introduce the app.

## Canvas

Canvas is an online learning platform that serves to highlight course information, reading lists, timetables and the handbook itself. You can access Canvas [here](#).

This site will provide you access to pre-arrival materials and to the syllabus information and materials throughout the year. The programme administrator will provide more information on how to access this site when you start the course.

## 1.5. Useful Department Contacts

### Programme Director / Director of Graduate Studies

Overall responsibility for the MSc and accountable to the School Board via the Vice-Dean of Degree Programmes for the programme's quality and ensures a focus on student learning. Chairs the Course Committee; Chairs the Admissions Committee; Leads the design and delivery of the overall programme; Coordinates the 'teaching team' of Course Leaders and others.

**Dr Atif Ansar**

[atif.ansar@sbs.ox.ac.uk](mailto:atif.ansar@sbs.ox.ac.uk)



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### Course Leaders

Responsible for the overall design, content and delivery of the courses that make up the MMPM programme.

*Designing and Managing Successful Programmes* – [Eamonn Molloy](#)

*Risk Management* – [Bent Flyvbjerg](#)

*Systems Engineering* – [Janet Smart](#) / [Alexander Budzier](#)

*Financial Management* – [Paolo Quattrone](#)

*Contract Management* – [Lindsay Henshaw](#)

*Research Methods* – [Kate Blackmon](#)

*Managing Performance* – [Paul Chapman](#)

*Globalisation & Major Programmes* – [Atif Ansar](#)

A full list of MMPM faculty can be found [here](#).

### Programme Managers

Programme Managers are the first point of contact for student administrative queries not related to summative assessment. Some of the Programme Managers responsibilities include formative assignments, pre-reading, suspending studies, acts as a liaison between students and faculty. Programme Managers are responsible for ensuring the smooth running of the non - academic logistics of the programme.

#### Zoe Hart

[mmpm@sbs.ox.ac.uk](mailto:mmpm@sbs.ox.ac.uk)

+44 (0)1865 210230

#### Susan Su

[mmpm@sbs.ox.ac.uk](mailto:mmpm@sbs.ox.ac.uk)

+44 (0)1865 214669

### Examinations Administrator

The Examinations Administrator is the main point of contact for assessment related queries and acts as an intermediary between students and the examiners. Examinations Administrators are responsible for: the administrative process relating to summative assignments and dissertations; releasing marks to students, and; providing transcripts.

### MMPM Exams

[mmpm.exams@sbs.ox.ac.uk](mailto:mmpm.exams@sbs.ox.ac.uk)

### University Supervisor

University Supervisors are formally responsible for a student's academic progress. The University Supervisor reviews, monitors and comments on their students' academic progress and assesses skills and training needs. This is achieved by reviewing published examination results and, where possible, meeting their students to check on progress. The University Supervisor is required to submit a report each term, which the Director of Graduate Studies uses to ensure that students are progressing satisfactorily and meeting course requirements.



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### Dissertation Supervisor

Dissertation Supervisors are allocated by the school to support a student to undertake their dissertation. This support typically consists of three or four one-hour tutorials.

Dissertation Supervisors provide feedback on the suggested topic, suggest alternative angles on a topic and critique the proposed topic/research question (including suggestion of modifications or refinements to the question proposed by the student). Occasionally, Supervisors may propose the research topic, or play a significant role in the formulation of the research questions.

### College Adviser

College Advisers are the point of contact within the student's college for any academic issues and/or welfare concerns.

For MMPM students, being part-time graduate students, this is often the Senior Tutor or the Tutor for Graduates

For detailed information about the members of staff referred to below, please see the relevant sections of the handbook.

### Map

A map can be downloaded in [PDF format](#) .

### How to find us

Directions to the Park End Street building can be found [here](#).

Floor Plans for Park End Street can be found [here](#).

### Accessibility

Please contact Martin Boyt for accessibility requirements: 01865 422704, [HealthandSafety@sbs.ox.ac.uk](mailto:HealthandSafety@sbs.ox.ac.uk)

## 1.6. Important dates

At Oxford University, there are three academic terms: Michaelmas [MT], Hilary [HT] and Trinity [TT]. The official University term dates can be found here:

<http://www.ox.ac.uk/about/facts-and-figures/dates-of-term>.

The MMPM Programmes starting in Michaelmas Term of the 2018-2019 Academic Year will be taught throughout 2018 and 2019 and will be completed in the 2018-19 Academic Year. This programme will be referred to as the MMPM9 cohort. The precise dates are found below.

If there is a conflict between information in this handbook and the Examination Regulations then you should follow the Examination Regulations. If you have any concerns please contact the programme administrator at [MMPM@sbs.ox.ac.uk](mailto:MMPM@sbs.ox.ac.uk)

Please see the following two lists showing the key dates for Modules and Assessment. Please note that these

dates are correct at the date of publication on page 2 of this Handbook.

If there is a conflict between information in this handbook and the information provided in the MMPM10 App you should follow the information on the App. If you have any concerns please contact the Programme Manager at [MMPM@sbs.ox.ac.uk](mailto:MMPM@sbs.ox.ac.uk)

Modules	
Gateway	24-25 September 2018
Designing and Managing successful programmes	26-29 September 2018
Major Programme Risk	11-14 December 2018
Systems Engineering	5-8 February 2019
Financial Management	7-10 May 2019
Contract Management	9-12 July 2019
Research Methods	17-20 September 2019
Managing Performance	26-29 November 2019
Globalisation & Major Programmes	10-13 February 2020
Capstone	14 February 2020
Assessments	
Designing and Managing Successful Programmes	by 12 noon, Monday 12 November 2018
Major Programme Risk	by 12 noon, Monday 4 February 2019
Systems Engineering	by 12 noon, Monday 25 March 2019
Financial Management	by 12 noon, Monday 24 June 2019
Contract Management	by 12 noon, Tuesday 27 August 2019
Research Methods	by 12 noon, Monday 4 November 2019
Managing Performance	by 12 noon, Monday 20 January 2020
Globalisation & Major Programmes	by 12 noon, Monday 30 March 2020
Dissertation	by 12 noon, Monday 7 September 2020

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## 2. The course content and structure

### 2.1. Overview

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 he/she takes full advantage of the learning opportunities that are provided. More detailed information on the content and teaching, learning and assessment methods of each course can be found in the online course handbook at [www.sbs.ox.ac.uk](http://www.sbs.ox.ac.uk).

The relevant Quality Assurance Agency benchmark statement can be found at:

[https://www.qaa.ac.uk/docs/qaa/subject-benchmark-statements/sbs-business-and-management-15.pdf?sfvrsn=1997f681\\_16](https://www.qaa.ac.uk/docs/qaa/subject-benchmark-statements/sbs-business-and-management-15.pdf?sfvrsn=1997f681_16)

**Programme Title:** Master of Science in Major Programme Management

**Awarding Institution:** University of Oxford

**Programme accredited by:** n/a

**FHEQ Level:** 7

**Length of the Course:** 24 Months

**Core Courses:**

The MSc in MPM programme of study will consist of eight core courses and a dissertation.

The core courses are:

*Gateway & Capstone,*

*Designing and Managing*

*Successful Programmes;*

*Major Programme Risk;*

*Systems Engineering;*

*Financial Management;*

*Contract Management;*

*Research Methods;*

*Managing Performance;*

*Globalisation & Major Programmes.*

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Students will submit an individual academic dissertation of not more than 10,000 words. This will be equivalent to two core courses.

## 2.2. Course aims

The programme is offered as a two-year part-time course. The structure and schedule of the Course aims:

This is a specialist degree whose educational aim is to prepare students for fast-track careers in programme management. The degree is designed to be both intellectually challenging and relevant to managerial practice.

The degree will equip students with essential knowledge and skills for programme management, as well as encouraging lifelong learning skills and personal development.

The course of study will introduce students to the analytical and integrated study of major programmes, their organisation and management, and their external context, including their purpose, structure, management, governance and operations.

Students will be introduced to the processes, procedures, and practices required for effective programme management, including the core theories, models, frameworks and concepts associated with programme management. This will include the management and governance of major programmes within organisations and as freestanding organisational forms.

Students will also be introduced to ideas about the influence of the external environment on major programmes, including the political, social, legal, ethical, institutional and technological environment in which major programmes are developed and implemented

## 2.3. Intended Learning Outcomes

This section includes 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. More detailed information on the content and teaching, learning and assessment methods of each course will be found in the MPPM Canvas site.

### **Programme outcomes**

The MPPM will provide an analytical and integrated study of business and management, which will result in an understanding of organisations, how they are managed and the external environment within which they operate. The study of organisations should result in an understanding of their purpose, structure, operations, management and governance. Students should be equipped with a thorough understanding of the processes, procedures and practices for effective management of organisations. They should understand the important theories, models, frameworks of analysis and roles of management. Students studying the MPPM should also understand how organisations are influenced by the external environment, in particular the institutional framework within which they operate (including legal, political and ethical consideration), and the influence of economic, technological, and environmental factors on the strategy, behaviour and management of organisations.

Within this general framework, we will expect students to be able to show understanding of customers, markets, human resources, operations, innovation, entrepreneurship, information systems, finance, business ethics,

business strategy and the economic and political environment.

The MMPM is a generalist degree, expecting all students to be able to integrate a range of functional skills. The programme is designed to be both intellectually challenging and practically relevant, equipping students with essential skills and allowing them to specialise and then pursue these specialisms through a variety of electives and business projects. The objective is to prepare students for fast-track careers.

### **Knowledge and understanding**

*Core Courses.* Students will develop knowledge and understanding of a broad range of core management disciplines: Leadership Fundamentals, Analytics, Business Finance, Accounting, Marketing, Firms and Markets, Technology and Operations Management and Strategy.

## 2.4. Course structure/description

**The MMPM course is designed to provide an understanding of the requirements of programme management, including its relationship to project, programme and portfolio management and the technical skills involved in programme management, including:**

- a. Project lifecycles;
- b. Design and specification, including proposal development;
- c. Project management skills, techniques and tools;
- d. Risk management;
- e. Finance and accounting;
- f. Programme planning, control, performance metrics and auditing;
- g. Programme infrastructure.

**An understanding of programme organisation and management, including:**

- a. Strategy and leadership, including governance;
- b. Management and organisation;
- c. Organisational and environmental context including:
  - i. Specific types of projects such as IS/IT, procurement/supply chain
  - ii. Industry context, including Health, Finance, Media, IS/IT, Aerospace/Defence;
  - iii. Technology.

- d. Legal, ethical, Social and Political aspects, including special issues concerning public procurement (such as PFIs)

**Critical skills for programme management, including:**

- a. Identification of the epistemology underlying programme management;
- b. The ability to design, execute and deliver a field-based or literature-based dissertation on programme management, including reading the academic and managerial literature; research design, data gathering and data analysis skills; and writing and editing the project dissertation.

**The educational goals of the programme**

**Equip the programme managers with an understanding of:**

- a. The technical skills required for designing, financing, planning and controlling and delivering a major programme;
- b. The managerial skills required for organising, managing, and leading a major programme;
- c. The critical skills required for analysing, reflecting on, and conducting a career in programme management.

**Reaching beyond project management into programme management by:**

- a. Ensuring a basic understanding of project management;
- b. Developing an understanding and theory of programme management as distinct from project management.
- c. Developing a programme management orientation.

**Develop reflective practitioners of programme management with a lifelong learning orientation by:**

- a. Introducing students to major ideas and concepts in the technical, financial and management literatures;
- b. Supervising experiential, organisation-based learning projects and dissertations;
- c. Facilitating reflective practice.

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## 2.5. Syllabus

Detailed syllabus information (teaching staff, learning aims, dates and times of lectures/classes, synopses, reading lists) is available from the [MMPM Canvas Site](#).

# 3. Teaching and Learning

## 3.1. Organisation of teaching and learning

The teaching/learning methods and strategies used to enable students to gain the required knowledge and understanding are:

- Classes
  - Workshops, role-playing and mini-projects
  - Case study preparation and discussion
  - Student presentations
  - Presentations and seminars with experienced practitioners
  - Individual consultations with faculty
  - E-learning.
- **Classes:** Each course is taught intensively as a four-day residential course made up of six hours teaching per day. There will be a combination of lectures followed-up by practitioner seminars, case studies, group work and mini-projects. Highly interactive lectures require significant preparation before class. The student will be expected to undertake about 40 hours of preparatory reading and writing, before attending each course. After each course, a further 40 hours of work is required to prepare coursework that will be submitted for assessment approximately four weeks of the end of the course. The student is encouraged to undertake further independent reading both to supplement and consolidate what is being taught and to broaden their individual knowledge and understanding of the subject.
  - **Teaching Groups:** Students work in teaching groups, which facilitate collaborative learning. Many classes require presentations by students of their analysis of pre-designated work/case studies. Courses publish on the MMPM website a list of essential readings and a range of material from academic and business sources. In addition, students are expected to make use as necessary of the wide range of business research tools made available through the SBS Virtual Library, including company reports, financial market data, academic and practitioner articles.

## 3.2. Projects and Dissertation and Expectations of Study

Students are responsible for their own academic progress and will be required to spend time in private study. Before each module you may be provided a reading list which you are recommended to read before attending the lecture. Each module will differ and each student may require differing periods of study time. Throughout the MMPM you will be provided study material through the Canvas site.

## Projects/dissertation

Students will submit an individual academic dissertation of not more than 10,000 words. This will be equivalent to two core courses and will be submitted as the final assessment of the course in Year 2.

Students will be required to request a dissertation supervisor within a time frame determined by the Programme Director. Specific arrangements for logging requests will be communicated by the Programme Director and Programme Administrator at the relevant time during the course. Students who do not specifically request a supervisor will be allocated a dissertation supervisor by the Programme Director.

The dissertation supervisor's primary role is to advise on the process. This means that you should work with your supervisor to:

- Project manage your dissertation work.
- Discuss your dissertation proposal.
- Clarify your choices of literature.
- Debate analytical clarity.
- Consider the strength of the final draft

There should be at least three contact sessions with your supervisor (whether face to face or via alternative means): one to discuss the proposal; one to discuss progress, and; one to discuss the final draft. Please note that access to conversations and feedback is not unlimited so make sure to clear your project plan with your supervisor.

When you submit a chapter or a draft of your dissertation to your supervisor, your supervisor might give you feedback on any changes that you need to make; it is important that you apply the formatting as you progress through your work. Your supervisor's feedback is intended to guide your work and in no way implies pre-approval of the final copy.

Specific guidance on the dissertation is available via the Dissertation Guide which will be released to students.

Students are responsible for their own academic progress and will be required to spend time in private study. Each module will differ and each student may require differing periods of study time. Throughout the MPM you will be provided study material through the Canvas site.



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## 4. Assessment

### 4.1. Assessment structure

Information on the examinations and assessment process at the University can be found on the following sites:

[Examinations & Assessment](#)

[Examination Regulations](#)

Examination Conventions are the formal record of the specific assessment standards for the course or courses to which they apply. They set out how examined work will be marked and how the resulting marks will be used to arrive at a final result and classification of an award.

The supervisory body responsible for approving the examination conventions is the Social Sciences Board's Teaching Audit Committee.

Assessment of all courses and projects must be approved by the MPPM Course Committee. Assessment information and submission timetables will be made available through the dedicated MPPM Canvas site.

### 4.2. Feedback on learning and assessment

[Formative assessment](#)

SBS has developed practical work as a means of providing formative student feedback during the running of a course. The course lecturers assess the work, and then often provide verbal or written feedback to students, as well as a numerical mark.

[Summative assessment](#)

Feedback on examinations and formal submissions takes the form of written reports by the course teacher or lead assessor on a) the general performance of students on the questions posed in the assessment (this report goes to all students) and b) a separate report, if required, just for those students facing a re-sit/submission (and to only go to such students). This second report is to address the difficulties encountered by those students failing the assessment.

### 4.3. Examination Conventions

MPPM Examination Conventions can be viewed on the MPPM Canvas site [Assessment Information Page](#). You are strongly advised to refer to these conventions prior to submitting an assessment.

## 4.4. Good academic practice and avoiding plagiarism

### **University Definition of Plagiarism**

Plagiarism is presenting someone else's work or ideas as your own, with or without their consent, by incorporating it into your work without full acknowledgement. All published and unpublished material, whether in manuscript, printed or electronic form, is covered under this definition. Plagiarism may be intentional or reckless, or unintentional. Under the regulations for examinations, intentional or reckless plagiarism is a disciplinary offence

Further information on plagiarism can be found by completing the Oxford University online [plagiarism skills course](#) and reading our page on [plagiarism](#).

## 4.5. Entering for University examinations

MPPM students are not required to enter themselves for university examinations, as all modules are compulsory.

## 4.6. Assessment dates

Refer to the assessment calendar on MPPM [Assessment Information](#) page.

## 4.7. Sitting your examination

Information on (a) the standards of conduct expected in examinations and (b) what to do if you would like examiners to be aware of factors that may have affected your performance before or during an examination (such as illness, accident or bereavement), complaints and appeals are available on the [Oxford Students website](#).

## 4.8. External examiner and Examiners' reports

Internal and External Examiners reports can be found via your Canvas site [here](#).

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## 5. Skills and learning development

### 5.1. Academic progress

#### GSS – GRADUATE SUPERVISION SYSTEM

At the end of each term, your supervisor(s) will submit a report on your academic progress. To facilitate this reporting, the University operates an online Graduate Supervision System (GSS). Within this system, you have the opportunity to contribute to your termly supervision reports by reviewing and commenting on your own progress.

You are strongly encouraged to take the opportunity to review and comment on your academic progress, any skills training you have undertaken or may need to the future, and on your engagement with the academic community (e.g. seminar/conference attendance or any teaching you have undertaken).

Your supervisor(s) will review and comment on your academic progress and performance during the current term and assess skills and training needs to be addressed during the next term. Your supervisor should discuss the report with you, as it will form the basis for feedback on your progress, for identifying areas where further work is required, for reviewing your progress against an agreed timetable, and for agreeing plans for the term ahead.

When reporting on academic progress, students on taught courses should review progress during the current term, and measure this progress against the timetable and requirements for their programme of study. Students on doctoral programmes should reflect on the progress made with their research project during the current term, including written work (e.g. drafts of chapters) and you should assess this against the plan of research that has been agreed with your supervisor(s).

All students should briefly describe which subject-specific research skills and more general personal/professional skills they have acquired or developed during the current term. You should include attendance at relevant classes that form part of your programme of study and also include courses, seminars or workshops offered or arranged by your department or the Division. Students should also reflect on the skills required to undertake the work they intend to carry out. You should mention any skills you do not already have or you may wish to strengthen through undertaking training.

If you have any complaints about the supervision you are receiving, you should raise this with your Director of Graduate Studies. You should not use the supervision reporting system as a mechanism for complaints.

Students are asked to report in weeks 6 and 7 of term. Once you have completed your sections of the online form, it will be released to your supervisor(s) for completion and will also be visible to your Director of Graduate Studies and to your College Advisor. When the supervisor's sections are completed, you will be able to view the report, as will the relevant Director of Graduate Studies and your college advisor. Directors of Graduate Studies are responsible for ensuring that appropriate supervision takes place, and this is one of the mechanisms they use to obtain information about supervision. College advisors are a source of support and advice to students, and it is therefore important that they are informed of your progress, including concerns (expressed by you and/or your supervisor).

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To access the GSS, please visit <http://www.gss.ox.ac.uk/>. You will be able to log on to the site using your single sign-on details. Full details of how to use the site are provided at the on-line help centre; however, should you need additional support, please contact your Graduate Studies Assistant in the first instance.

## 5.2. Learning development and skills

### Intellectual Skills:

The intellectual skills that a student will have the opportunity to acquire during the course are the following:

- Analytical and research skills
- Quantitative skills
- Qualitative skills.

### Practical and Transferable Skills:

The MSc makes no distinction between practical and transferable skills, given the nature of the programme. Skills acquired and developed are:

- Leadership
- Business Communication, presentation and report writing skills
- Group working/team building
- Negotiation skills
- Critical analysis
- A range of skills in research and IT
- Resource and time management skills
- Development of autonomous learning
- Academic report writing.

Interpersonal, team working and presentation skills are particularly tested through the course workshops, mini-projects, essays and report, requiring group reports and presentation. Some skills are directly encouraged and developed during academic teaching but a range of specialist training organisations may also be employed to deliver courses

## 5.3. Induction

The induction for the MPPM course will be held in September via a two day 'Gateway'. Information regarding the induction is available on the course Canvas site which the students have access to before the programme begins. During the induction period sessions are held to discuss a variety of areas related to the School, and its facilities, this includes; course structure and content, examinations and assessment; library, careers service; IT induction; health and safety. Matriculation for MSc MPM students is also conducted during this first induction week.

## 5.4. Opportunities for skills training and development

There are specialist academic areas and research centres at the school and seminars are held throughout term-time. Students are encouraged to attend as many seminars as possible. Research is not an explicit requirement

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for MSc in MPM students as this is a taught postgraduate degree programme, however to support students, especially in the preparation of their dissertation, one of the eight taught courses is “Research Methods” which explicitly provides skills training within its remit.

Students are also provided with academic writing skills sessions from Business School faculty and can receive guidance from their University and Dissertation Supervisors.

The Oxford University Computer Services (OUCS) run courses on various computer programmes and can also offer students help and guidance.

A wide range of information and training materials are available to help you develop your academic skills – including time management, research and library skills, referencing, revision skills and academic writing - through the Oxford Students website:

[www.ox.ac.uk/students/academic/guidance/skills](http://www.ox.ac.uk/students/academic/guidance/skills)

## 5.5. Opportunities to engage in the department research community (PGT only)

There are specialist academic areas and research centres at the school; seminars are held throughout term-time. Students are encouraged to attend as many seminars as possible.

## 5.6. Careers information and advice

The Careers Centre provides the core careers research and information facility for students at Saïd Business School. The Centre provides students with support for their job search, interview preparation and career development planning. The careers portal, Career Connect, is used by students and staff from the Centre to coordinate all career-related activities and to host relevant information relating to individual employers, industries and key aspects of a student’s job search, such as CV writing, cover letter preparation etc. An audio-visual facility within the Centre is also available for student use with interview training and video conferencing capabilities.

The University also provides a career advice through the University Careers Service [www.careers.ox.ac.uk](http://www.careers.ox.ac.uk)

## 6. Student representation, evaluation and conduct

### 6.1. Department representation

As part of induction, students will have been asked whether they wish to act as student representatives. At the beginning of the course, students elect student representatives to act as class representatives who are invited to attend the formal course committee to raise issues, or put forward proposals on behalf of the class to the course committee. The student representatives also meet with the programme support team at the end of each module (where this is practicable) to provide feedback and will also discuss the forthcoming module with the programme support team in the week prior to that module. The course committee considers these requests, and takes action on the student issues raised. Student representatives also sit on the School's Joint Student Consultative Committee, which meets twice per term to address any non-academic student issues. This meeting is often conducted via a conference call.

Upon election of class representatives, these will be appointed to the Divisional PGT discussion forum. Student representative contact details will be published on Canvas.

### 6.2. Division and University representation

Student representatives sitting on the Divisional Board are selected through a process organized by the Oxford University Student Union (OUSU). Details can be found on the OUSU website along with information about student representation at the University level.

### 6.3. Opportunities to provide evaluation and feedback

Student feedback on all aspects of the MPPM programme is taken very seriously. At the end of each module students are asked to complete an evaluation survey on the courses they have taken during that module. Students are also surveyed on the support service provided by each department.

Students on full-time and part-time matriculated courses are surveyed once per year on all aspects of their course (learning, living, pastoral support, college) through the student barometer. Previous results can be viewed by students, staff and the general public at: <https://www.ox.ac.uk/students/life/student-engagement?wssl=1>

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## 6.4. Student Conduct and Etiquette

As members of the University of Oxford community, we expect you to share and observe a set of values and expectations in relation to your learning, behavior and classroom experience. In particular, we expect you to conduct yourself in a professional, responsible and mature manner, which reflects positively upon yourself, the School and the wider University. Our expectations include:

### 1. Timely attendance

I will attend all my scheduled classes<sup>1</sup> throughout the Term. If I am unable to attend for unavoidable personal or professional reasons, I will seek the permission of the Programme Director in advance.

I will arrive on time and will stay for the duration of the class. I recognise that arriving late is a distraction and is disrespectful of both fellow students and my classroom teacher. If for any reason I am delayed, I will join the class during the first available break and will notify the class teacher accordingly. I also recognise that in circumstances of in-class assessment, my absence may affect my grades.

If I need to leave early, I will notify the class teacher accordingly.

I acknowledge that the School operates a 'sign-up, show-up' principle for Career Development and other co-curricular events and that non-attendance may, amongst other sanctions, affect my eligibility for future Career Development sessions and access to co-curricular activities.

### 2. Effective preparation

I will thoroughly prepare materials required of me for each class and will arrive prepared to participate. I will use my name plate and adhere to the seating plan, when provided.

### 3. Respectful participation

I will respect the views of my fellow students, whether in class or outside. I recognise that the contribution of my peers is an essential part of my own learning experience. I will not behave in a distracting or disrespectful manner or seek to dominate classroom conversations.

I will be attentive and respectful of my class teacher. Unless permitted by the class teacher, my laptop will remain closed and I will not use any mobile devices.

I will not invite other people (including friends or family members) into the classroom.

Whilst only the Proctors can deal with breaches of University statutes and regulations and matters of discipline, the Business School operates a Student Conduct Review Panel to address possible breaches of the student honour code. The Panel has the power, for example, to restrict access to career development and co-curricular activities if it finds that a student has been in breach of the code.

Full details of the Student Conduct and Etiquette code can be found [here](#).

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<sup>1</sup> Support classes are optional

## 6.5. Equality and Diversity at Oxford

***“The University of Oxford is committed to fostering an inclusive culture which promotes equality, values diversity and maintains a working, learning and social environment in which the rights and dignity of all its staff and students are respected.”*** Equality Policy (2013).

Oxford is a diverse community with staff and students from over 140 countries, all with different cultures, beliefs and backgrounds. As a member of the University you contribute towards making it an inclusive environment and we ask that you treat other members of the University community with respect, courtesy and consideration.

The Equality and Diversity Unit works with all parts of the collegiate University to develop and promote an understanding of equality and diversity and ensure that this is reflected in all its processes. The Unit also supports the University in meeting the legal requirements of the Equality Act 2010, including eliminating unlawful discrimination, promoting equality of opportunity and fostering good relations between people with and without the ‘protected characteristics’ of age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and/or belief and sexual orientation. Visit our website for further details or contact us directly for advice: [www.admin.ox.ac.uk/eop](http://www.admin.ox.ac.uk/eop) or [equality@admin.ox.ac.uk](mailto:equality@admin.ox.ac.uk).

The Equality and Diversity Unit also supports a broad network of harassment advisors in departments/faculties and colleges and a central Harassment Advisory Service. For more information on the University’s Harassment and Bullying policy and the support available for students visit: [www.admin.ox.ac.uk/eop/harassmentadvice](http://www.admin.ox.ac.uk/eop/harassmentadvice)

There is range of faith societies, belief groups, and religious centres within Oxford University that are open to students. For more information visit:

[www.admin.ox.ac.uk/eop/religionandbelief/faithsocietiesgroupsorreligiouscentres](http://www.admin.ox.ac.uk/eop/religionandbelief/faithsocietiesgroupsorreligiouscentres)



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## 7. Student Life and Support

### 7.1 Whom to contact for help

Our aim is to ensure that your time with us at Oxford Saïd is an exciting and enjoyable experience. The University and Saïd Business School take student welfare seriously and offer a wide variety of support, both academic and pastoral, in the form of Academic Supervisors and College Advisors, as well as your Programme Director, Administrators and Head of Student Welfare.

If your concern relates to your programme or fellow students, you may contact your Programme Director or Programme Administrator who will present themselves to you during Induction. These are your main points of contact during your studies and, in many cases, for many happy years to come.

The Head of Student Welfare, [Maxine Hewitt](#) is a dedicated staff member responsible for dealing with student welfare issues across all programmes and is available to support you on any issue related to your wellbeing.

If in doubt about whom to contact at your college or the Business School on welfare issues, please contact [welfare@sbs.ox.ac.uk](mailto:welfare@sbs.ox.ac.uk) the confidential email account managed by the, Student Programme Services (SPS) Executive Officer & Disability Coordinator, Gemma Sheppard.

#### Overview of Health and Welfare at Oxford University

There are a number of services available to provide support to you during your studies at the University, full details are available on the [University's Student Welfare](#). Further advice is available from your college, SBS welfare office, central University services, peer supporters and the Student Union.

#### Health

We have information on accessing medical advice and guidance for staying healthy while studying at the University. From registering with your college doctor or Oxford General Practitioner, to medical emergencies, information on dentists, opticians and other health services, and supportive resources, you can find all the necessary contacts on the [University's Student Health Website](#). For emergency contact details and a wide selection of support services are available on the [help section of this website](#).

#### Peer Support

[Student Peer Supporters](#) are available in colleges and departments to talk with you informally about anything that is concerning you. All Peer Supporters have been carefully selected and trained to take up this role and receive ongoing support and supervision from the University Counselling Service.

The Peer Support Programme was developed in recognition of the essential role students play in supporting and encouraging one another on a day-to-day basis throughout their time at university. Students are likely to look to each other first for help in thinking through issues and for emotional support, but there are times when this can

leave friends feeling out of their depth, unsure how best to help but anxious about seeking advice for fear of betraying trust.

The Peer Support Programme seeks to better equip students for this role, enabling them to feel more confident in supporting their peers and more aware of the professional support networks available to them. Since its launch it has been embraced by an Oxford University review as an integral part of its welfare provision

### Student Counselling Service

The University has a professionally staffed confidential [Student Counselling Service](#) for assistance with personal, emotional, social and academic problems. The Service is available free to all matriculated undergraduate and graduate members of the University.

You may find that it is helpful to talk things through first with a friend, family member, tutor, supervisor, chaplain or your college doctor or nurse – often problems can be resolved by talking to someone like this. But if you don't feel that these people could help you, you are welcome to try the Student Counselling Service for confidential help and advice. There are times when it may be right to seek help away from the familiar daily environment and the Student Counselling Service was set up to meet just such a need.

The Service has a team of professionally trained and widely experienced female and male counsellors, psychotherapists, psychologists and a psychiatrist, who are accustomed to helping people from many different backgrounds and cultures and with a wide range of personal issues.

### Disability Support

The University offers a range of support to help those with a disability to maintain their track record of academic success as they pursue their studies. The [Disability Advisory Service](#) provides information and advice for students with disabilities including sensory or mobility impairments, health conditions, specific learning difficulties, autistic spectrum conditions or mental health difficulties, and can assist with organizing disability-related study support. Your disability contacts at Saïd Business School are [Gemma Sheppard](#), Disability Coordinator and [Maxine Hewitt](#), Disability Lead.

## 7.2. Complaints and Appeals

You may raise issues and concerns informally within Saïd Business School. Programme related issues should be raised with your relevant Programme Director or Administrator in the first instance. Conduct related issues should be brought to the attention of the [Head of Student Welfare & Conduct](#) at Saïd Business School.

You may make a formal complaint to the Proctors Office who will follow the [University Academic Appeals Procedure](#).

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## Complaints and academic appeals within the Saïd Business School

The University and the Saïd Business School all hope that provision made for students at all stages of their course of study will result in no need for complaints (about that provision) or appeals (against the outcomes of any form of assessment).

Where such a need arises, an informal discussion with the person immediately responsible for the issue that you wish to complain about (and who may not be one of the individuals identified below) is often the simplest way to achieve a satisfactory resolution.

Many sources of advice are available from colleges, faculties/departments and bodies like the Counselling Service or the Oxford SU Student Advice Service, which have extensive experience in advising students. You may wish to take advice from one of those sources before pursuing your complaint.

General areas of concern about provision affecting students should be raised through Joint Consultative Committees or via student representation on the faculty/department's committees.

### Complaints

If your concern or complaint relates to teaching or other provision made by the faculty/department, then you should raise it with the Director of Graduate Studies (Professor Jonathan Reynolds) as appropriate. If your concern relates to the course as a whole, rather than to teaching or other provision made by one of the faculties/departments, you should raise it with the Chair of the relevant Joint Standing Committee for the Course (Atif Ansar). Complaints about departmental facilities should be made to the Departmental administrator (Susan Su]. If you feel unable to approach one of those individuals, you may contact the Head of Department/Faculty (Jayne Finn / Kathy Harvey) The officer concerned will attempt to resolve your concern/complaint informally.

If you are dissatisfied with the outcome, you may take your concern further by making a formal complaint to the Proctors under the University Student Complaints Procedure (<https://www.ox.ac.uk/students/academic/complaints>).

If your concern or complaint relates to teaching or other provision made by your college, you should raise it either with your tutor or with one of the college officers, Senior Tutor, Tutor for Graduates (as appropriate). Your college will also be able to explain how to take your complaint further if you are dissatisfied with the outcome of its consideration.

### Academic appeals

An academic appeal is an appeal against the decision of an academic body (e.g. boards of examiners, transfer and confirmation decisions etc.), on grounds such as procedural error or evidence of bias. There is no right of

appeal against academic judgement.

If you have any concerns about your assessment process or outcome it is advisable to discuss these first informally with your subject or college tutor, Senior Tutor, course director, director of studies, supervisor or college or departmental administrator as appropriate. They will be able to explain the assessment process that was undertaken and may be able to address your concerns. Queries must not be raised directly with the examiners.

If you still have concerns you can make a formal appeal to the Proctors who will consider appeals under the University Academic Appeals Procedure (<https://www.ox.ac.uk/students/academic/complaints>).

### Complaints of Harassment

This Procedure is designed to deal with student complaints of harassment by other students that arise in a University context. Also available is an easy to follow flow chart on student harassment procedures.

Complaints of harassment against students which arise purely within the college environment will normally be dealt with under appropriate college procedures, while reflecting the principles of the University harassment Policy.

### Confidentiality

Information concerning allegations of harassment must so far as reasonably possible be held in confidence by those to whom it is divulged. Unnecessary disclosure of such allegations may attract disciplinary sanction. Information will be shared on a need-to-know basis. Once a formal complaint is pursued, it is likely to be appropriate and/or necessary for certain information to be provided to others within the University, within certain colleges, or to external bodies.

Those to whom disclosure may be made outside the University include the police, the Office of the Independent Adjudicator ("OIA") and the civil and criminal courts. The University will not normally report a matter to the police without the complainant's agreement, except in those rare circumstances where there is sufficient evidence to suggest that an individual poses an extreme risk.

### Records

The University and all those involved in this Procedure must comply with the principles of the General Data Protection Regulation (May 2018). These include ensuring that personal data is kept accurate and up-to-date, held securely, and not kept for longer than necessary.

Those interviewed in the course of any investigation by the Proctors will be asked to review the notes of their individual discussions with the investigator as soon as is reasonably possible in order to comment on any inaccuracies or omissions. All notes will be preserved during the process and until such time as the University's internal processes and any external processes are concluded.

The Director of Student Welfare and Support Services should be consulted about filing and retaining any notes

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and documents related to this Procedure, all of which must be held in confidence.

Oversight in this context refers to the Director of Student Welfare and Support Services being aware of all cases so as to ensure the provision of appropriate support to students.

The University's Data Protection policy is available at: [www.admin.ox.ac.uk/councilsec/dp/policy.shtml](http://www.admin.ox.ac.uk/councilsec/dp/policy.shtml)

Any member of the University can also contact the Proctors for advice and information on any matter.

The powers of the Proctors in relation to action pending the outcome of criminal proceedings are laid down in Statute XI: University Discipline.

The University's Data Protection policy is available at: [www.admin.ox.ac.uk/councilsec/dp/policy.shtml](http://www.admin.ox.ac.uk/councilsec/dp/policy.shtml)

## 7.3. Student societies

### Oxford University Student Union membership

Your University registration constitutes your application for membership to the Oxford University Student Union (OUSU), and your undertaking to contribute £1 towards meeting the liabilities of OUSU should it be dissolved. Follow the link for more information:

<http://www.ox.ac.uk/students/selfservice/ousu>

### College Membership

As a student of the University of Oxford, you will be a member of the University and a member of a college.

Oxford is a collegiate university, consisting of the central University and colleges. The 38 colleges are self-governing and financially independent institutions, which are related to the central University in a federal system.

Colleges are academic communities where you will meet other students and faculty from across different academic disciplines. Each college has its own dining hall, bar, common room and library, and lots of college groups and societies that you can join.

Further details on the individual colleges can be found here:

<http://www.ox.ac.uk/admissions/undergraduate/colleges/college-listing>

### Oxford Business Alumni Network

Upon completion of the MPM, you will be given the opportunity to join the Oxford Business Alumni (OBA) Network. The OBA Network brings together individuals who share a common interest in business, ensuring an active network of emotionally and intellectually engaged alumni who support and further the School's vision, and serve as proud ambassadors around the globe.

Among the benefits you will receive as an alumnus/a are; a lifelong OBA email address, access to career

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development information, regular contact from the Alumni Relations Office with news updates, and invitations to academic, social and networking events.

It is recommended that current MPPM students join the ['Oxford Business Alumni Network' LinkedIn group](#).

As a member of the Oxford Business Alumni, students on the MPPM will have access to a range of services, details of which can be found at the [OBA website](#).

## 7.4. Policies and regulations

The university has a wide range of policies and regulations that apply to students. These are easily accessible through the A-Z of University regulations, codes of conduct and policies available on the Oxford Students Website.

[www.ox.ac.uk/students/academic/regulations/a-z](http://www.ox.ac.uk/students/academic/regulations/a-z)

### Lost items

**If access cards are lost** we can provide one free replacement for access cards and badges only. If an item has been stolen rather than lost/broken we are able to provide a free replacement if we receive a Crime Reference Number.

### Access cards

- A card can be replaced free of charge if essential information on the card requires updating
- A loss of an access card must be reported to the programme administrators [MPPM@sbs.ox.ac.uk](mailto:MPPM@sbs.ox.ac.uk) immediately so that the access of the card can be suspended. We will provide you with a replacement access card as quickly as possible but cannot guarantee delivery times. You can request a temporary card from the main reception until your new card is ready.
- For more than one replacement, a charge of £10.00, is payable and can be ordered via the online store.

### Policy on Lecture Recordings

Policy on the recordings of lectures and other formal teaching sessions can be read [here](#).

## 8. Facilities

### 8.1. Social spaces and facilities

#### The Pyramid Room

The Pyramid Room in the West Wing is where your lunch will be served on the days you are attending the modules. These meals are included within your programme.

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### The Skoll Foundation Club Room

The Skoll Foundation Club Room in the West Wing is available during and between modules and is especially utilised for coffee breaks during modules. The Skoll Foundation Club Room is a beautiful relaxed space with a bar, lounge space, terrace and views down to the garden. These are spaces where those important, informal conversations take place to create a continuous learning experience.

### The Common Room

The Common Room in the East Wing is available during and between modules. The common room is a large, contemporary semi-circular space with floor to ceiling windows overlooking the School's landscaped grounds. It is open from 8am until 8pm (Mon-Fri) and 9am until 5pm (Sat/Sun) in term time, and from 8am until 6pm (Mon-Fri) and 9am until 5pm (Sat/Sun) outside term offering a varied selection of drinks, cakes, pastries and freshly made sandwiches to eat while socializing with fellow students and faculty.

### The Dining Room

The Dining Room in the East Wing is available during and between modules and is a more formal setting with views out to the landscaped grounds. On offer are a wide variety of individually priced hot and cold meals, soups, salads and desserts. The Dining Room also offers themed days where the menu is designed around a particular country or subject; these are advertised outside the dining room next to the weekly menu and on the school intranet.

The Saïd Business School gardens contain the Fellows' Garden, a place for quiet reflection, which marks the site of Rewley Abbey, the very first seat of learning in Oxford. During the summer students can also relax in the large internal courtyard or sit in the 300-seat amphitheatre, which allows excellent views of the surrounding countryside.

### The MMPM10 App.

We are pleased to announce the launch of the [MMPM10 app](#) which provides you with all the information you need before arriving in Oxford and details of the pre-course reading and activities you need to complete.

The code to access the site is "**MMPM18**"

To access the app, go to the App Store or Google Play store (depending on your device) and search for "**Oxford Saïd**" to download the Saïd Business School app. Once you have downloaded the app click on the "Use code" box near the top of the screen and enter "**MMPM18**" to download the app for your class.

If you have any problem downloading the app, please do not hesitate to get in touch with the programme team.

## 8.2. Workspaces

### Executive Suite

On the third floor in the West Wing there is an Executive Suite for MMPM students. The keycode to enter this room is changed on a regular basis. The new code is available from West Wing Reception and you will be updated on this before each module.

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## Seminar Rooms

Students may book small seminar rooms for academic related activity by contacting the reception team, where keys to the room(s) in question can be collected in exchange for your University Card. Please keep these rooms tidy and do not occupy any rooms without booking first; these rooms are often required as meeting rooms for faculty and staff members, as well the business school's external clients. Room bookings for students may only be made in person and cannot be done via telephone or e-mail.

Please note that seminar rooms can be booked between 8am and 11pm, for a maximum of 4 hours and no more than 1 week ahead. Should the key not be collected within 30 minutes of the start of the booking, the room may be released should it be required by another user. If you have any queries relating to the booking of seminar rooms, please contact the Reception Manager, Janice King, on extension (2)88496.

If additional facilities are required for a seminar room booking, such as AV set-up, please contact the Conference Office on (2)88846. If you need to plan a student-organised event, please contact the MPPM Programme Administration team.

Charges will be levied for seminar room hire and facilities which can be advised at the time of booking.

## 8.3. Libraries

The Sainsbury Library offers a modern and attractive study area and an innovative information support service with a strong emphasis on electronic resources and delivery. It is one of the Bodleian Libraries: a group of libraries located throughout the University of Oxford which together, provide you with over six million books to which you have access.

It comprises of two floors, both of which are wireless-enabled, as well as networked study desks, PCs, iMacs, copiers and printers.

The Lower Reading Room contains all the course related texts and round café-style tables provided for group work, while the Upper Reading Room is dedicated to silent study and houses additional books from our collection.

In addition to the print collection, the library website serves as a gateway to an extensive collection of electronic resources, which includes access to business databases, financial and economic data, industry and market research reports, e-journals, e-books, and course reading lists with direct links to online readings. The library databases are accessible to students from anywhere in the world.

Experienced library staff members are available for in-depth help with finding and using more complex information sources for research, course projects and theses, as well as general advice and information support. A tutorial on using the library is provided during induction.

Swipe card access is required in order to enter the library. As you are a member of the business school, your Oxford Saïd swipe card will allow you entry into the library from 0730 until 12 midnight.

## 8.4. IT

Saïd Business School has an in house IT Team which provides support to the School's Students, Faculty, Staff, Course Participants and Alumni across 3 sites. During your Induction week the IT team will be available in the



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Seminar room opposite the Pyramid dining Room at breakfast and lunch times for individual set-up advice.

The **IT Tech Bar** and **Help Desk** are open Monday to Friday 08:00-18:00 and located to the right hand side of the main reception area. This is a 'drop in' service (no appointment needed) to provide help, support and advice with your technology needs.

The School provides a modern network with extensive wireless access. Through this and the School's systems (including the Student 'App') students can access:

- Electronic course materials including; timetables, reading lists, lecture notes, examination preparation, seminars, projects and other course-specific information.
- Our Careers site with news, events and employment information.
- Links and guidelines for computer usage, email, network status, search engines, telephone/email lists, maps, news, local information, etc.
- Links to relevant websites including MYSBS, Canvas, GOTO and OBA.

Students also have the use of IT facilities provided by their College, although these are provided and supported by our colleagues in the Central University IT Services Team. Visit <http://www.it.ox.ac.uk>

You will receive an OXFORD SAÏD email address in addition to your college email address. This email address is used as the primary means of communication with students. If you would prefer to use another address, please remember to set up mail forwarding.

'We look forward to serving and supporting your technology needs during your time with us, and please do feel free to feedback either directly or via your IT Rep your experiences (good or bad) of the School's IT and IT Service.'

**Mark Bramwell, CIO/IT Director**