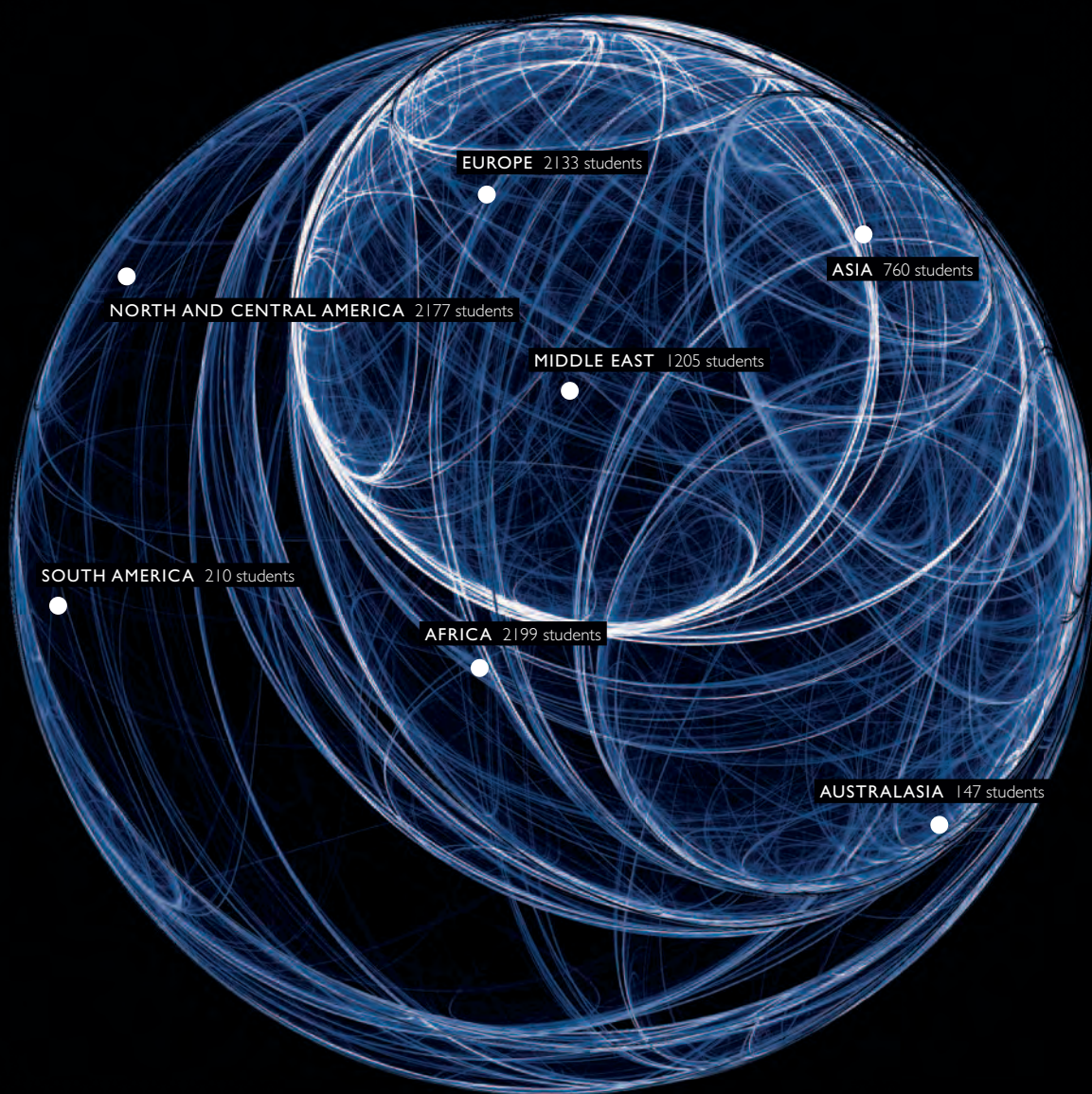


MSc Human Resource Management Student Handbook



I. The MSc Human Resource Management

The MSc Human Resource Management aims to develop individuals who seek to understand and apply the most recent thinking in the policies and practices of Human Resource Management to the key strategic drivers of an organisation.

Human Resource professionals are increasingly being asked to become strategic 'business partners' and 'champions of change management' as well as technical experts in the more traditional domains of recruitment and selection, human resource development, performance and rewards management, employee relations, and Human Resource administration. This programme will help both experienced and inexperienced individuals develop the strategic, functional and personal competences required to meet the increasingly more demanding roles of Human Resource business partner and 'technical' expert in all organisational and national contexts.

The course structure is based on the well-known Ulrich model of the Human Resource profession. This identifies four outcomes, for which Human Resources should be responsible: strategy execution, administrative efficiency, employee contribution, and capacity for change and specifies four corresponding roles for Human Resources to play within a business.

- strategic partner working to align Human Resource and business strategy
- change agent managing change processes to increase the effectiveness of the organisation.
- administrative expert working to improve organisational processes and deliver basic Human Resource services
- employee champion listening and responding to employees' needs

Certain courses have been written to address the increasingly important interfaces between Human Resources and other key business functions, including marketing and communications, information and communications technologies and knowledge management. Managing across these interfaces is seen as an important way in which Human Resources can meet the key strategic aims of organisations. Finally, you can choose courses that reflect the 'practitioner' and 'advanced practitioner' standards of the Chartered Institute of Personnel and Development (CIPD).

2. Core courses

The core courses are summarised below. For more detailed information about the courses, you should consult <http://www.ebsglobal.net/programmes/course-tasters>.

Employee Resourcing

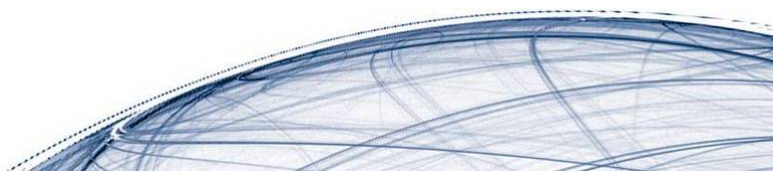
Paul Iles

Employee Resourcing is concerned with the range of methods and approaches used by employers in resourcing their organisations in such a way as to enable them to meet their key goals. It therefore involves staffing (i.e. recruitment, selection, retention and dismissal), performance (i.e. appraisal and management of performance), administration (policy development, procedural development, documentation) and change management.

Human Resource Development

Stephen Gibb

Effective individual learning is critical if employees are to acquire the knowledge and skill needed to support the organisation's business objectives and delivery targets. The delivery of effective people development practices requires a considerable increase in commitment and enhanced skills from all managers. A shift is taking place from training (an instructor-



led, content-based intervention) to learning (a self-directed, work-based process), leading to increased adaptive capacity.

For these reasons, and many others, the well-rounded manager in the successful organisation usually numbers among their priorities the development of people, or human resource development.

Human Resource Management

Tony Keenan

Human Resource Management is concerned with the effective management and utilisation of human resources in organisations. For most organisations, human resources are their greatest assets and the optimal utilisation of these resources is the key to competitive advantage in today's increasingly harsh economic environment. By the end of this course managers will understand Human Resource Management from both a strategic and an operational perspective.

Managing People in Changing Contexts

Graeme Martin

This course is aimed at helping managers understand the key issues in the management and leadership of change in contemporary organisational contexts and providing them with practical advice, frameworks and tools to help them manage change more effectively in global economies.

Drawing on a wide range of disciplines including organisational behaviour, Human Resource Management, marketing, IT, economics, strategy and operations, the course focuses on the nature of management and leadership, individual behaviour, motivations and engagement with organisations, the design of modern organisations and managing in international organisations and cultures. It also examines the nature of management and leadership of corporate reputations, brands and corporate social responsibility, the management of knowledge-based enterprises, the changing nature of technology in new forms of organisations and the management of changing cultures.

Performance Management

Herman Aguinis

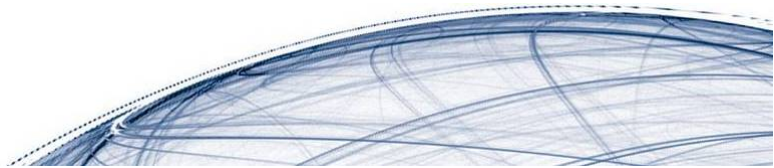
This course addresses the topic of performance management, a continuous process of identifying, measuring and developing the performance of individuals and teams and aligning performance with the strategic goals of the organisation.

Performance management systems are described as key tools to transform people's talent and motivation into a strategic organisational advantage. In addition, performance management is discussed as an integral part of all organisational units and not the domain of the Human Resources function only.

3. The elective courses

You can choose from a range of electives in order to assemble the 4 required for the MSc. At what stage and the order in which you study the elective courses is a matter of personal preference. The electives allow greater depth of study in areas related to the core elements. The subjects of the electives have been chosen to elaborate vital contemporary issues of concern to those who operate at the highest level.

You are encouraged to use your choice wisely. Following personal interest is clearly desirable. You may wish to emphasise those electives of immediate interest to your work. A long term view rather than a short-term benefit should guide the choice. The available electives are:



Developing Effective Managers and Leaders

Chris Mabey

It is generally agreed that management development refers to the process by which individuals improve their capabilities and learn to perform effectively in managerial roles. But the enduring simplicity of this definition is deceptive. Each element attracts controversy. For instance, what exactly is included in the term development, and how is this to be distinguished from management training, education and learning? Why should we focus exclusively on managers and managerial roles? What is meant by effective performance, and how is this to be interpreted and measured?

Employee Relations

Mike Leat

This course focuses on the employment relationship, the conflicts inherent to that relationship and the processes used to resolve these conflicts and manage the relationship. In the era of globalisation, an increasing internationalisation of markets, supply chains and production activities – and with many organisations needing to be competitive internationally as well as locally – the employment relationship is subject to a much wider range of influences than has traditionally been the case. These influences and their implications for employee relations are examined in depth in this course.

Influence

Gavin Kennedy

Influencing is how we obtain what we want by affecting the thoughts, feelings and behaviours of others over whom we may have limited or no authority but who are able to make decisions that affect ourselves and our organisation. It is about understanding how managers deal with other managers upwards and sideways in their own organisation and in other organisations. Influence or be influenced, that is the iron law for working with other people.

This elective explains how people are influenced, how to exert influence, how to develop relationships with those around us to achieve personal and organisational goals and how to recognise influencing games played by other managers.

Managing People in Global Markets

Monir Tayeb

Major global companies have been the principal agents of globalisation of the market and indeed the world. These companies draw on many resources from managerial talent, to technological know-how, to favourable market conditions. One of their major resources is their workforce. The main objective of this course is to examine how global companies go about managing their multicultural workforce, what complications they may encounter in doing so and how they might deal with these complications. The course also discusses other strategic and managerial issues that have a bearing on global employee management.

Negotiation

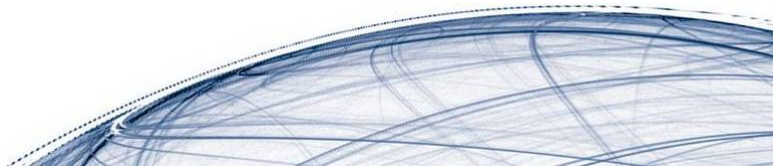
Gavin Kennedy

Negotiation is one of several means available to managers to assist in the making of decisions. The course aims to provide a thorough grounding in the science and practice of negotiation. Various academic disciplines (economics, psychology, sociology, politics, anthropology and mathematics) have researched negotiation from their particular standpoints and much of this material forms the basis for the scientific analysis of negotiation.

Organisational Behaviour

Bob Dailey

We all work in organisations and hence probably think we know a lot about them. But in fact most of us are unaware of the factors affecting the organisation we think we are



familiar with. The effectiveness of an organisation is dependent on the motivation and behaviour of the workforce. But an organisation is a continually changing entity as it reacts to ongoing changes in the competitive environment. To capitalise on the capabilities of the workforce and develop an adaptive organisation it is necessary to provide appropriate incentives, develop effective teams, design an attractive job environment and manage the dynamics of organisational change. One of the major outcomes of understanding the principles of organisational behaviour is a higher degree of self realisation of how we relate to other members of the organisation.

Research Methods in Business and Management

Devi Jankowicz

This course equips you with the research skills and knowledge to conduct the primary and secondary research which is necessary for a Masters level project in business and management.

4. Course Order

It is recommended that your study programme starts with **Human Resource Management** which can be studied along with **Managing People in Changing Contexts** and **Employee Resourcing**.

The next stage should include the remaining core courses **Performance Management** and **Human Resource Development**, the electives **Organisational Behaviour** and **Negotiation** can also be scheduled at this stage. Other electives should be scheduled at the third stage.

Stage 1 – Core Courses

- Human Resource Management
- Managing People in Changing Contexts
- Employee Resourcing

Stage 2 – Core Courses

- Performance Management
- Human Resource Development
- Organisational Behaviour**
- Negotiation**

**These electives may be included at this stage*

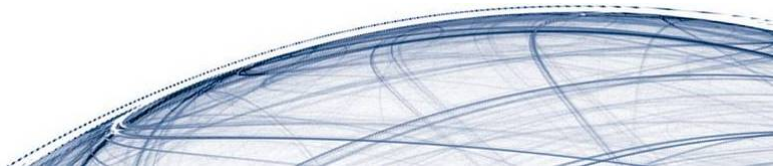
Stage 3 – Elective Courses (four to be chosen)

- Developing Effective Managers and Leaders
- Employee Relations
- Influence
- Managing People in Global Markets
- Negotiation
- Organisational Behaviour
- Research Methods for Business & Management

5. Awards

MSc Human Resource Management

After successfully completing nine courses including all core courses and four electives you are eligible for the award of MSc Human Resource Management. In this context 'successfully complete' means pass all the examinations. This award is also subject to the conditions that you be matriculated onto the programme, pay all due fees and comply with all other Edinburgh Business School and University requirements.



Postgraduate Certificates and Diplomas

The MSc programme is structured to allow the greatest possible flexibility. You have the opportunity to receive interim qualifications en route to the MSc, the Postgraduate Certificate in Human Resource Management and the Postgraduate Diploma in Human Resource Management.

To be eligible for the award of a Postgraduate Certificate in Human Resource Management, you must:

- be matriculated;
- successfully complete Human Resource Management plus two core courses.

A maximum of one exemption or credit transfer will be permitted for the award of the Postgraduate Certificate. Eligibility for the award of a Postgraduate Certificate includes the ability to matriculate to the MSc.

To be eligible for the award of a Postgraduate Diploma in Human Resource Management, you must:

- be matriculated;
- successfully complete the five core courses plus one elective.

A maximum of two exemptions or credit transfers will be permitted for the award of the Postgraduate Diploma.

6. Guidance Notes

The following is a brief guide to the regulations of the MSc programme. The Regulations and Ordinances of the University are updated on a regular basis. The internet editions, available at <http://www.hw.ac.uk/>, replace all previous editions.

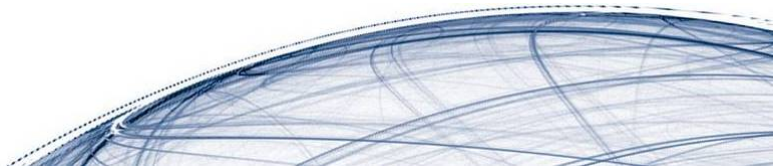
Registration (Matriculation)

To qualify for matriculation, you must hold at least one of the following qualifications:

- First or second class honours degree of Heriot-Watt University, or other University or institute of higher education, recognized by Heriot-Watt University
- Meet the requirements for the Edinburgh Business School Postgraduate Certificate in Human Resource Management by obtaining passes in three core courses, one of which must be Human Resource Management
- Another qualification deemed by Senate to be acceptable

You are advised to download the matriculation form from [Student Services](#) upon commencement of your studies. Please complete the form in full and return it to the School, together with one current passport sized photograph. Please note that someone of standing in your community must certify the form. Edinburgh Business School scans the photograph into its computer systems, for use on your examination details letter. It is therefore essential that the photograph which you submit is clear and of good quality.

If you are applying for matriculation on the basis of previous qualifications, you must also submit certified photocopies of the qualification that you consider relevant.



If you are not eligible for immediate registration, your application will be held on file and you will be enrolled when you complete three core courses, at least one being Human Resource Management.

Student ID & Registration Numbers

Upon commencement of the programme you are allocated a Student Identification number (SID) and a Registration Number (RegNo). These numbers are unique to you and will remain with you for the duration of your studies. You should use your SID in all communication with Edinburgh Business School and its partners. The numbers are also used as access codes to the [Course Website](#) and [Student Services](#).

The SID number is used as a username for both websites. You will need to use the last 5 digits of your Registration number as your password for the [Course Website](#) and the full number as your password for the [Student Services](#) site.

Credit transfers & Exemptions

Guidelines on the award of exemptions and credit transfers are available [online](#).

Heriot-Watt MBA Alumni are permitted a maximum of four credit transfers for courses completed in the MBA and which form part of the MSc programme.

Exemptions from specific core courses may be granted to holders of recognised academic or professional qualifications if they are of degree level and if they have been obtained by examination. Exemptions will be awarded if holders of approved qualifications can provide evidence of comparability of course content. There is no provision for exemptions from elective courses.

Typically, a maximum of one exemption is granted for an undergraduate degree majoring in a subject relevant to one of the core courses; for example, a bachelor's degree in Human Resources may lead to an exemption from the Human Resource Management course.

Professional qualifications, obtained by examination, within 5 years of application, may also lead to exemptions.

Eligibility for exemption is based on academic achievement only, not on work experience. If you wish to apply for an exemption you should download and complete the Exemption Application form and send it with supporting documentation and required fee to Edinburgh Business School, the sole authority on this matter. Where Edinburgh Business School rejects an application for an exemption, the fee paid is used to cover the examination fee in the relevant course.

Examinations

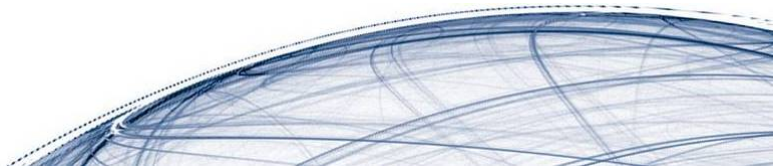
Each course is assessed by formal examination. The assessment of each course is derived entirely from your performance in a single examination lasting 3 hours. To complete a course successfully you must obtain at least 50% in the examination.

All examinations are subject to rigorous scrutiny by both Heriot-Watt University examiners and by external examiners from other leading UK universities.

To help you prepare for the examinations 10 recent past-papers, examiners solutions and selected student answers are made available in each [Course Website](#).

Use of Calculators

Edinburgh Business School does not supply calculators for student use in examinations. However, the use of calculators is permitted, provided they are University approved



models. Students are not permitted to bring into their examinations any calculators that have storage (other than basic memory functions), programmable or graphical functions. The majority of calculators, which are programmable, have the suffix "p" after their name. Likewise, any calculator with the suffix "g" at the end will not be permitted. Invigilators have been instructed to confiscate any calculators that are not permitted.

Examination Centres

The University holds examinations for all courses in June and December at more than 350 examination centres, located in over 140 countries, worldwide (major diets). Centres are not fixed in advance but are arranged in response to students' requests at the time of application. Whilst some travel may be required, the University endeavours to arrange examinations as near to the locations requested by students as is practical, on a worldwide basis.

In March and August, minor diets of examinations are offered in selected subjects in a small number of examination centres.

The full examination timetable is available from the [Student Services](#) website.

Special arrangements

You are permitted to record your answers by an appropriate alternative means approved by the School if you suffer from a disability that, in the opinion of the School, prevents you from completing an examination paper in writing. You are allowed extra time in which to complete your examination if you suffer from a disability that, in the opinion of the School justifies it. You must contact the School in advance of the exam deadline providing certified copies of medical evidence confirming your particular disability.

Examination applications

The deadline dates for examination applications are 1st March & 1st September for the June and December major diets respectively. The deadline date for the minor diets in March and August are 7th February and 24th July respectively.

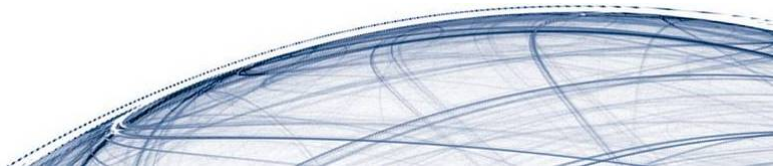
If you have purchased a course the home page of the Student Services website will offer you the option to 'Apply to sit an Exam' in that course. Clicking on this option will open an electronic form you complete and submit electronically. The exam fee of £100 per course will be collected from your credit card, using the information you provide. **Exam fees are paid for an individual subject and are not transferrable.**

If you have purchased a course through an Approved Learning Partner you should contact them as they may have special arrangements for exam applications.

If you do not wish to use the online exam application facility you can arrange an examination over the phone. Alternatively, you can request an Examination Application Form from Edinburgh Business School Administration. Please ensure that you send the forms in good time and by a secure method of posting. The School cannot be held responsible for applications going astray in the postal services. The School can accept forms only if they are accompanied by the required fee.

Incomplete/incorrectly completed application forms will be returned to you and cannot be accepted unless they are correctly completed and returned to the School by the closing date.

The School will acknowledge receipt of your examination request within 3 weeks of receiving it. **Please check the accuracy of the information contained in the acknowledgement letter and contact Edinburgh Business School if the**



information is incorrect. You can also check if your exam request has been processed in the 'Exam Service' section of the Student Services website.

Approximately one month before the examinations you will receive confirmation of the location and time of your examinations. This letter, which will include your scanned photograph, is proof of your entry and must be taken with you to the examination centre on the day of examination. **Failure to produce this letter could result in the centre refusing to allow you to sit the examination.** If for any reason you do not receive this letter, please ensure that you have alternative proof of identification which includes a recent photograph such as your passport.

Examination payment

The School can only accept payment for examinations in Sterling (£). Payment for entries processed on-line is by credit or debit card. Please note that the following are acceptable: **Visa, MasterCard, Delta, JCB, Switch and Solo.** Please provide your credit card number in full, the 3 digit security number and the expiry date of your card, ensuring that the expiry date is at least two months after the examination entry deadline date.

If you do not hold one of the above cards or are returning a green/examination entry form, you can make payment by a cheque or Sterling bank draft, drawn on a UK bank, or a credit or debit card. If you are paying by cheque or bank draft, it should be made payable to Edinburgh Business School.

Examination deferral

If, having applied to sit an examination, you wish to defer your entry until a future diet; you may do so without financial penalty, provided that you advise the School before the appropriate deadline date. The deadline dates for deferring examinations, without incurring any cost, are 1st May and 1st November for the June and December diets and 7th February and 24th July for the March & August diets respectively.

You may defer an entry in writing, by e-mail, fax or in the 'Exam Service' section on the Student Services website. You will automatically be entered for the following major diet *unless you specify an alternative diet.*

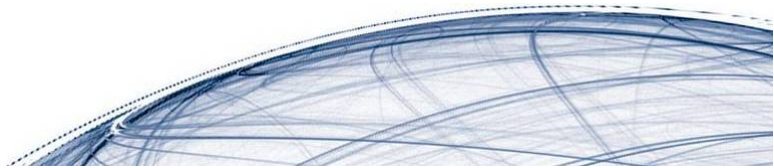
If you defer an entry after the deadline for deferral, you will not be entered automatically for the next main diet of examinations. To re-apply you must submit, by the relevant closing date, confirmation of the diet you wish to enter, your preferred examination centre and the relevant examination fee (£100 per subject). This can be done in writing or via the 'Exam Service' section of the [Student Services](#) website.

Absence

Absence from an examination is not considered an attempt at the subject. However, your examination fee will not normally be credited and you will be required to pay the current exam fee at the time of re-applying to attempt the subject. To re-apply you must submit, by the relevant closing date, confirmation of the diet that you wish to enter, your preferred examination centre and the relevant examination fee (£100 per subject). This can be done in writing or via the 'Exam Service' section of the [Student Services](#) website.

Absence on medical grounds

If you are absent due to illness you must confirm this by sending a **certified true copy of your medical certificate to the University, within four weeks** of the end of the diet of examinations. If the University accepts that you were unable to attempt the examination due to illness, your examination fee will be credited and you will automatically be entered for the following major diet, *unless you specify an alternative diet.*



Results

Results for examinations taken in English will be initially posted on [Student Services](#) approximately eight weeks after the end of the diet of examinations. Results for other languages may take slightly longer due to the extra quality control processes that are required.

- December examination results will be despatched by the end of January
- March examination results will be despatched by the end of April
- June examination results will be despatched by the end of July
- August examination results will be despatched by the end of September

Your official examination results will be despatched directly to you, at the last mailing address notified. **Please do not contact the University about your results prior to the above dates.**

Edinburgh Business School will not advise examination results over the phone or by e-mail under any circumstances.

Re-sits

If you fail a course at the first attempt you will be permitted one further attempt in that subject. The Business School may require a student who fails an examination in a core course twice to withdraw from the programme. However, a third attempt may be granted if you have completed four other courses. Under no circumstances will a third attempt be permitted at an elective course. An alternative elective must be chosen to obtain an award. You can apply to re-sit through the 'Exam Service' section of the [Student Services](#) website.

Appeals

You should notify the Head of School, as soon as possible after the examination, of any illness or other exceptional circumstances which may have adversely affected your performance and which you would like the examiners to take into account in making their decision.

You are not permitted to dispute the decisions or question the academic judgment of the Board of Examiners once the results are released.

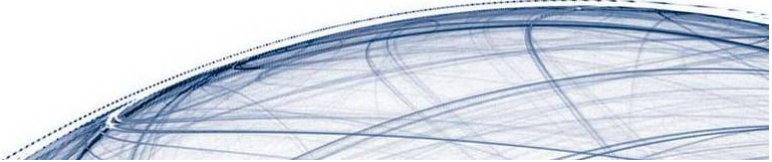
If you have failed an examination you will receive a fail report and solutions to the relevant case studies/essays. This will provide you with an indication of the standard required to pass the course and help you to prepare for a possible re-sit.

If you have failed an exam and would like feedback on your performance you may request an analytical report on each case and essay question. You will be required to indicate this by correspondence and to include a fee of £100 for each course for which the report is requested.

Under no circumstances will examination scripts be returned to you after the examination.

Compensatory Passes

If you have successfully completed seven or eight courses and have failed narrowly in the remainder you may be awarded a pass by compensation subject to the following conditions:

- Passes have been attained in at least seven courses
 - The mark to be compensated is not less than 45%
 - A pass by compensation will be awarded in a maximum of two courses
 - The total shortfall of marks shall not exceed 5%
- 

- All other requirements for Award have been satisfied

The relevant Committee awards compensatory passes when it meets to confirm the names of those eligible to graduate.

Transcripts and Certificates

You will receive a Certificate of Achievement for each course you pass. A transcript can be obtained from enquiries@ebs.hw.ac.uk for a charge of £10 Sterling. Transcripts contain the date and grade of each successful examination but not the mark obtained. Certificates and transcripts make no reference to the mode of delivery or language of instruction.

Graduation

When you have met the requirements for the MSc degree, you will be sent information regarding the appropriate congregation for the conferment of degrees ceremony. You are not considered to be a MSc graduate until the degree has been conferred at this ceremony.

Graduation is held every June in Edinburgh with additional ceremonies in various locations worldwide in November/December. Students have the option to graduate in person at the next available ceremony, defer their graduation until a later ceremony or graduate in absentia. Students who graduate in absentia will also have the option to attend the next available ceremony in person.

Data protection policy

Edinburgh Business School at Heriot-Watt University and its commercial partners work in partnership to deliver the Courses and Programmes. To ensure this Programme is managed efficiently and students supported effectively, some information recorded as you progress in your studies will be shared between Edinburgh Business School and its partners. Your Approved Support Centre will use this information for academic programme support, for administration and for the provision of information to students; Edinburgh Business School will use this information for academic programme management; commercial partners will use this information for operational and administration purposes only.

Change of contact details

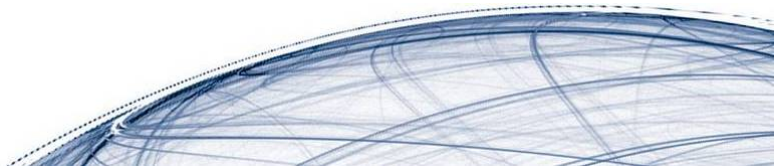
You are responsible for notifying us of any changes to your contact details. You can do this directly through the [Student Services](#) site. Changes in name should be notified to us in writing together with a copy of the legal documentation that confirms this change (marriage certificate, deed poll certificate).

On-campus tuition

Some MSc courses are taught at the Heriot-Watt campus on the outskirts of Edinburgh.

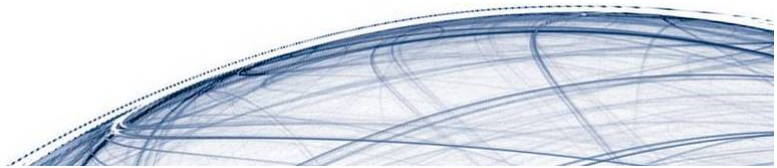
- Intensive 4 day tutorials are delivered at Edinburgh Business School. These seminars are based on the School's experience of teaching to corporations, and 10 years experience delivering the full and part-time MBA. The seminars assume prior study of the course materials, and provide practical applications and contextualisation.
-
- A schedule of 2 day revision seminars in selected subjects are also delivered on campus at Edinburgh Business School. These 2 day seminars are conducted by Edinburgh Business School and give advice on examination preparation.

See www.ebsglobal.net for information on how to apply to join these sessions.



Changes to Fees and Programme Structures

Edinburgh Business School reserves the right to make changes to its fees and the structure of the programme at any time. Students will be given advanced notice of any changes and steps will be taken to ensure that existing students are not disadvantaged.



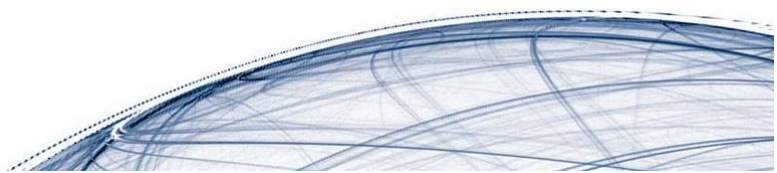
**ACADEMIC REGISTRY
GUIDANCE ON CONDUCT**

Regulation 9 (New) – Assessments and Examinations

Extracts taken from Paragraph 8 (Conduct)

PARAGRAPH 8 - CONDUCT

- 8.3 A candidate shall act in accordance with any instructions issued by an invigilator.
- 8.4 A candidate shall not be permitted to introduce printed or other material into the examination room except such as may be authorised by the examiners. Mobile telephones and other electronic equipment shall be switched off and shall be deposited with other personal items in an area designated by an invigilator. Random checks may be made of any material or equipment brought into the examination room. A candidate found to be in possession of a mobile telephone or other unauthorised electronic equipment may be liable to a fine
- 8.5 A candidate must provide their own standard calculator if required for the completion of the examination.
- 8.6 A candidate shall bring his or her matriculation card and or exam detail letter to an examination and shall display it on the desk for the duration of the examination
- 8.7 A candidate shall be admitted to the examination room not earlier than fifteen minutes before the start of the examination.
- 8.8 A candidate shall not normally bring food into the examination room but may be allowed to bring in a non alcoholic beverage.
- 8.9 A candidate shall not be admitted to the examination room later than half an hour after the start of the examination except with the permission of an invigilator.
- 8.10 A candidate shall not leave the examination room earlier than half an hour after the start of the examination except with the permission of the invigilator and shall not leave the examination room during the last fifteen minutes of an examination. A candidate shall remain in his or her seat at the end of an examination until the invigilator has collected all the examination scripts and, where appropriate, any equipment belonging to the University.
- 8.11 A candidate who has to leave the examination room temporarily shall be accompanied by an invigilator or an examination assistant.
- 8.12 A candidate shall normally remain in his or her place whilst in attendance at a written examination except in circumstances provided for in paragraphs 8.10 or 8.11.
- 8.13 All absences from the examination room during the examination or late arrivals at and early departures from the examination room shall be noted on a candidate's examination script by the invigilator.
- 8.14 A candidate may begin writing and shall stop writing on the instructions of an invigilator.
- 8.15 At the start of an examination a candidate shall receive an attendance card on which he or she shall immediately write his or her name, course and matriculation number, the subject of the examinations and the date then sign.
- 8.16 A candidate shall write answers in the answer-books or other examination stationery provided. At the end of an examination a candidate as instructed by an invigilator shall return all answer-books together with any other material with which he or she has been supplied, or on which he or she has written or drawn during the examination.
- 8.17 The answer books completed by a candidate during an examination shall thereafter become the property of the University and shall not be released except in accordance with the due process of law.



- 8.18 A candidate ready to leave the examination room shall remain in his or her place until the invigilator has collected his or her examination scripts and where appropriate, any equipment belonging to the University and has given any other relevant instructions. When he or she receives permission to leave the examination room a candidate shall do so expeditiously and quietly.
- 8.19 A candidate may not communicate with, receive assistance from or copy from the paper of another candidate or use any other unfair means during an examination.
- 8.20 A candidate may be required by an invigilator to withdraw from an examination for good cause. The invigilator shall as soon as possible report any such withdrawal to the appropriate Dean, the Head of the candidate's Department or his or her Director of Studies and the Head of the Department offering the module.
- 8.21 The answer-book of a candidate who is required to withdraw shall be sent by the invigilator to the Head of Department offering the module together with a note explaining the circumstances of the withdrawal.
- 8.22 A candidate whose examination scripts are judged to be so illegible that assessment is impossible may be required to dictate them to a typist under supervision and at his or her own expense. A request from the examiners for such action shall require the approval of the Head of the Department offering the module.
- 8.24 A candidate who disregards the procedures in this regulation concerning the introduction of electronic equipment, mobile telephones and calculators (other than those authorised by a head of department) into an examination room, may be liable to disciplinary action.

NOTES/SPECIAL ARRANGEMENTS:

1. Any legitimate concerns about the conduct of examinations organised off-campus should be addressed to the Academic Registrar, Heriot-Watt University, Edinburgh EH14 4AS, Scotland, UK. Minor problems which can be easily resolved at the time of the examination should be addressed to the Invigilator.
2. Invigilators are only permitted to make general announcements to all candidates in order to explain any typographical errors in, or omissions from, the examination paper, or to convey other instructions from the examiners. Invigilators cannot discuss an examination paper with a candidate individually.
3. Penalties for cheating. Past cases of cheating in examinations have been dealt with severely. The Heriot-Watt University Senate wishes to stress that cheating in examinations, including the introduction or use of unauthorised material, is a very serious offence and that the penalties which may be imposed if an allegation of cheating is admitted or proved included
 - Exclusion, suspension or disqualification from examinations
 - Suspension from attendance at the University for a stipulated period
 - Expulsion from the University.
4. A candidate whose examination scripts are judged to be so illegible that assessment is impossible may be required to dictate the contents to a typist under supervision at the candidate's expense. Such a request would require prior approval by writing to the Academic Registrar, Heriot-Watt University, Edinburgh EH14 4AS, UK
5. A candidate in any examination who, for medical or other reasons, requires special arrangements to be made must submit the request to the Academic Registrar, Heriot-Watt University, Edinburgh, Scotland, EH14 4AS.

