

PROGRAMME SPECIFICATION

This document describes **Honours Degree programmes in Business and Management (including Year in Business), and Management degrees with specialist pathways**. For Combined and Joint Honours Degree programmes, please also refer to the equivalent document(s) for the other subject(s). This specification is valid for new entrants from **September 2017**

The aims of all Honours Degree programmes in Management are:

- to provide an intellectually challenging and relevant education which will equip students with the analytical competence, knowledge base, critical capabilities, and personal and technical skills required for future roles in business, the public sector, and society and for further study and doctoral research;
- to combine academic and practical insights into the subject of Management within an international and comparative context;
- to reflect the dynamic nature of the business world in the international environment;
- to provide a learning environment informed by the research expertise of academic staff;
- to develop students' lifelong learning skills, and instill and improve a broad range of transferable personal and technical skills;
- to provide for integration between theory and practice by a variety of means including, for example, work-based experience or placement, with input from external business-related visitors.

The majority of programmes are delivered in three stages, each of which comprises one year of full-time study during which the student must follow courses to the value of four units (one unit is equivalent to 30 national credits). Programmes which incorporate a year in business are delivered in four stages with stage three consisting of work experience of between nine and twelve months, either in business or for an organisation in the public or not-for-profit sectors, for which students take one unit (30 credits). Programmes which combine management with a language as an equal element, are delivered in four stages with stage three consisting of a year spent abroad, for which students take units equalling two units (60 credits).

Management is a broad-based academic subject and a field of study with practical implications offering the chance to develop related personal and technical skills. The aim of a programme in Management is not to produce students who are fully-fledged managers, since this can only occur with genuine management experience. The curriculum is based around a progressive 'spine' of mandatory courses, which reflect the variety of perspectives (institutional, comparative, international, critical and strategic) that inform an understanding of Management. The degree structures are progressive, allowing students to move from foundation courses to more critical or specialist courses, while maintaining a flexible set of options. A wide range of courses is offered to ensure that students appreciate the diverse, interdisciplinary nature of management and also gain or reinforce a range of conceptual, technical, quantitative and personal skills.

Stage one provides a foundation for advanced and independent study through establishing a common platform of essential knowledge and skills.

In **stage two** there is an even greater emphasis on independent learning and students build upon their foundation knowledge for the advanced study of key management functions, their role within organisations, and their relationship to overall strategic management.

In **stage three (stage 4 for Year in Business students)** students select specialist options which give the opportunity to develop particular skill sets, to deepen understanding of core management functions and to extend their knowledge of literature, theory and case evidence and the associated practical implications. Students may also undertake a research dissertation, which integrates and further develops knowledge and skills acquired throughout the programme. Those students on the degree programme with a year in business will undertake a continuous period of work experience during which they are provided with opportunities for integration of theory and practice.

This document provides a summary of the main features of the programme(s), and of the outcomes which a student might reasonably be expected to achieve if full advantage is taken of the learning opportunities provided. Further information is contained in the College prospectus, the College Regulations and in various handbooks issued to students upon arrival. Whilst Royal Holloway keeps all its information for prospective applicants and students under review, programmes and the availability of individual courses are necessarily subject to change at any time, and prospective applicants are therefore advised to seek confirmation of any factors which might affect their decision to follow a specific programme. In turn, Royal Holloway will inform applicants and students as soon as is practicable of any substantial changes which might affect their studies.

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Learning outcomes

Teaching and learning in the programme are closely informed by research undertaken in the School. In general terms, the programme provides opportunities for students to develop and demonstrate the following learning outcomes:

Knowledge and understanding of:

- the discipline of Management as pursued by the School, with an emphasis on the historical, political, cultural, ethical and institutional forces shaping modern business;
- the principal interdisciplinary and comparative perspectives that inform Management theory and practice;
- the organisation, its functions, and the context of business leading to a multifaceted appreciation of the Management discipline;
- how organisations develop and maintain competitive advantage within a changing business environment influenced by economic, political, social, and cultural factors;
- key managerial functions such as information systems, marketing, human resource management, accounting, operations management;
- the strategic and operational processes by which management plans and coordinates the use of resources with the general objective of securing or maintaining competitive advantage;
- the emergence of the global economy and multinational firms, using various theoretical approaches (economic management, international relations and geo-political);
- the principles of business statistical calculations and assessment of the results;
- the application of management theory to practical situations, the managerial skills needed in business, and how to deal with practical work-based situations.

Skills and other attributes

- capacity to critically apply methodologies in the analysis of management;
- ability to evaluate theory, research and practice within management;
- ability to analyse real-life problems facing actual businesses and evaluate the effectiveness and limitations of different management attempts to solve them;
- effective oral and written communication, including presentation skills; **
- presentation skills; †*
- personal skills such as effective listening, negotiating and persuasion; *
- teamworking; *
- skills in information technology, numeracy, and research. *

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* Transferable skills

Teaching, learning and assessment

Teaching is through a number of means depending on the specific topic or course, but is mostly by lectures, seminars and workshops. Lectures normally cover the essential subject matter, literature review, and provide summaries of the key debates. Seminars or workshops supplement lectures, or allow students the opportunity to practise or acquire a technical or personal skill. They employ a range of approaches, including case studies, discussion, role-plays, one-to-one interactions, question and answer sessions, information technology, or computer-based training. Considerable emphasis is placed on personal study and library work, often in preparation for seminars, workshops and lectures, and courses provide guided reading and indicative bibliography.

Assessment methods vary in accordance with the aims and outcomes of a specific topic or course, but frequently involve a combination of in-course assessment and formal end of year written examinations. In addition group and individual projects, in-course tests, group and individual presentations, reports, quantitative analysis, and essays are all used at some point during the programmes. For all assessments except in-course tests, students receive either written or oral feedback.

At stage one, teaching, learning and assessment focus on achievement of foundation knowledge and skills for advanced study; at stage two there is an even greater emphasis on independent learning and development of conceptual capabilities and advanced knowledge; and stage three allows students to deepen their specialist knowledge, adopt more critical and evaluative approaches and carry out independent research. Full details of the assessments for individual courses can be obtained from the [School](#).

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Details of the programme structure(s)

Please note that not all courses run each year. A full list of courses including optional courses for the current academic year can be obtained from the [School](#).

Validated course codes and titles

Stage One

<u>Course Code</u>	<u>Course Name</u>	<u>Credits</u>	<u>Course Unit Value</u>
MN1105	Quantitative Methods	15	Half
MN1115	Interpreting Management	15	Half
MN1125	Economic & Social Foundations of Sustainable Organisations	15	Half
MN1205	International Business	15	Half
MN1305	Markets & Consumption	15	Half
MN1405	Accounting	15	Half
MN1505	Foundations in Digital Enterprise	15	Half
MN1705	Organisation Studies	15	Half

Second Stage

<u>Course Code</u>	<u>Course Name</u>	<u>Credits</u>	<u>Course Unit Value</u>
MN2126	Project Management	15	Half
MN2165	The Global Economy	15	Half
MN2205	Strategic Management	15	Half
MN2225	Multinational Enterprise	15	Half
MN2305	Marketing Strategy in Context	15	Half
MN2315	Marketing Research	15	Half
MN2325	Digital Marketing	15	Half
MN2405	Managerial Accounting	15	Half
MN2415	Financial Management	15	Half

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MN2425	Managerial Economics	15	Half
MN2505	Operations Management	15	Half
MN2515	Creative Process Management	15	Half
MN2605	New Venture Creation	15	Half
MN2615	Fundamentals of Entrepreneurship	15	Half
MN2705	Human Resource Management	15	Half
MN2715	Motivation and Performance	15	Half
MN2725	Managing Organisational Change	15	Half
MN2805	Management and Environmental Sustainability	15	Half
MN2815	Business in Society	15	Half
MN2915	Employability	15	Half

Stage three (or Stage four for Joint Language students)

<u>Course Code</u>	<u>Course Name</u>	<u>Credits</u>	<u>Course Unit Value</u>
MN3045	International Financial Accounting	15	Half
MN3055	Consumer Behaviour	15	Half
MN3205	Emerging Markets	15	Half
MN3215	Asia Pacific Business	15	Half
MN3225	European Business	15	Half
MN3245	Accounting for Corporate Accountability	15	Half
MN3265	The Globalisation of Work	15	Half
MN3271	International Human Resource Management	30	One
MN3295	The Individual at Work	15	Half
MN3305	Business in International Comparative Perspective	15	Half
MN3311	Dissertation	30	One
MN3315	Brands & Branding	15	Half
MN3325	Global Marketing	15	Half
MN3345	Strategic Management Accounting	15	Half
MN3365	Strategic Finance	15	Half
MN3455	Advertising & Promotion	15	Half
MN3495	Clusters, Small Business and Entrepreneurship	15	Half
MN3511	Year in Business	30	One
MN3515	Business Data Analytics	15	Half
MN3525	Digital Innovation Management	15	Half
MN3535	Business Process Applications	15	Half
MN3536	Social Media, Networks & Business	15	Half
MN3605	Small Business Management & Growth	15	Half
MN3615	Entrepreneurship: Theory & History	15	Half
MN3625	Corporate Entrepreneurship	15	Half
MN3655	Innovation, Strategy & the Corporation	15	Half
MN3715	Accounting for Sustainability	15	Half
MN3725	Corporate Governance	15	Half
MN3745	Responsible Entrepreneurship	15	Half
MN3755	Marketing Ethics & Society	15	Half
MN3915	Integrating Management: Business in Context	15	Half
MN3925	Integrating Management: Leadership & Innovation	15	Half

Whilst every effort is made to offer all Management courses each year, occasionally it is not always possible to run some courses.

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Business and Management programmes, including programmes with a Year in Business

Stage one:

All Students must take the following **mandatory** courses:

MN1105, MN1115, MN1205, MN1305, MN1405, MN1505 and MN1705 plus:

Either MN1125 OR a half unit (15 credits) from another department.

Stage two:

All Students must take the following **mandatory** courses: MN2205, MN2915, MN2305, MN2405, MN2505, and MN2705 and choose courses to the value of one full unit (30 credits) from the optional courses: MN2126, MN2165, MN2225, MN2315, MN2325, MN2415, MN2425, MN2515, MN2605, MN2615, MN2715, MN2725, MN2805, and MN2815. In place of up to one full unit (30 credits) from the above list of optional courses, students may take the equivalent number of credits from another department(s) (subject to approval from the other department(s)).

Stage three:

MN3511 (students on programmes with a Year in Business only)

They then carry on with the courses below as Stage four.

MN3915 and MN3925 plus courses to the value of three full units (90 credits) from MN3045, MN3055, MN3205, MN3215, MN3225, MN3245, MN3265, MN3271, MN3295, MN3305, MN3315, MN3325, MN3345, MN3365, MN3455, MN3495, MN3515, MN3525, MN3535, MN3536, MN3605, MN3615, MN3625, , MN3655, MN3715, MN3725, MN3745, MN3755.

Honours degree programmes in Management with a specialist pathway (including Specialist pathways with a Year in Business)

Stage one:

All Students must take the following **mandatory** courses: MN1105, MN1115, MN1205, MN1305, MN1405, MN1505 and MN1705 plus:

Either MN1125 OR a half unit (15 credits) from another department.

Stage two:

All Students must take the following **mandatory** courses: MN2205, MN2305, MN2405, MN2505, MN2705 and MN2915. For students on the International Business, Sustainability and Entrepreneurship pathways MN2205 is non-condonable and must be passed in order to progress to Stage three.

And courses to the value of one full unit (30 credits) of Management courses from their chosen specialist pathway in either:

- Accounting: MN2415 and MN2425. (For students on the Accounting pathway MN2415, MN2425 and MN2405 are non- condonable)
- Entrepreneurship: MN2605 and MN2615. (For students on the Entrepreneurship pathway MN2205, MN2605 and MN2615 are non- condonable)
- Human Resources: MN2715 and MN2725 (For students on the Human Resources pathway MN2715, MN2725 and MN2705 are non- condonable)
- Digital Innovation: MN2515 and MN2126. (For students on the Digital Innovation pathway MN2515 MN2126 and MN2505 are non- condonable)
- International Business: MN2165 and MN2225 (For students on the International Business pathway MN2165 MN2205 and MN2225 are non- condonable)
- Marketing: MN2315 and MN2325 (For students on the Marketing pathway MN2315, MN2325 and MN2305 are non- condonable)
- Sustainability: MN2805 and MN2815 (For students on the Sustainability pathway MN2205, MN2805 and MN2815 are non- condonable)

Stage three:

MN3511 (students on programmes with a Year in Business only). This course is mandatory non-condonable. They then carry on with the courses below as Stage four.

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Students must take the following **mandatory** courses MN3915 and MN3925

Students must also take and pass courses to the value of two full units (60 credits) of Management courses from their chosen specialist pathway in either:

- Accounting: MN3045, MN3245, MN3345, MN3365,
- Entrepreneurship: MN3495, MN3615, MN3625, MN3655
- Human Resources: MN3265, MN3271, MN3295
- Digital Innovation: MN3515, MN3525, MN3535, MN3536
- International Business: MN3205, MN3215, MN3225, MN3305,
- Marketing: MN3055, MN3315, MN3325, MN3455,
- Sustainability: MN3745, MN3715, MN3725, MN3755

Students will also take one full unit (30 credit) course, or two half unit (15 credit) courses, from the remaining Management options.

Combined Honours Degree programmes with Management as a major component and Mathematics as the minor component

Stage one:

*All Students must take the following **mandatory** courses:* MN1115, MN1205, MN1305, MN1405, MN1505 and MN1705 plus one full unit (30 credit) course or two half unit (15 credit) courses in the Mathematics Department.

Stage two:

*All Students must take the following **mandatory** courses:* MN2205, MN2305, MN2405, MN2505, MN2705 and MN2915. Plus one full unit (30 credit) course or two half unit (15 credit) courses in the Mathematics Department.

Stage three:

*All Students must take the following **mandatory** courses:* MN3915 and MN3925 and choose a maximum of two full unit (60 credit) courses; or one full unit (30 credit) course and two half unit (15 credit) courses; or four half unit (15 credit) courses from: MN3045, MN3055, MN3205, MN3215, MN3225, MN3245, MN3265, MN3271, MN3295, MN3305, MN3315, MN3325, MN3345, MN3365, MN3455, MN3495, MN3515, MN3525, MN3535, MN3536, MN3605, MN3615, MN3625, MN3635, MN3655, , MN3715, MN3725, MN3745, MN3755 plus one full unit (30 credit) course or two half unit (15 credit) courses in the Mathematics Department.

Joint Honours Degree programme with Management as an equal component

Stage one:

*All Students must take the following **mandatory** courses :* MN1205, MN1305, MN1405 and MN1705 equal to the value of two full units (60 credits) from Management, plus specified courses in the other Department equal to the value of two full units (60 credits) in that Department.

Stage two:

All students must take the following **mandatory** courses MN2205, MN2305, MN2405 and MN2705 from Management, plus specified courses in the other Department equal to the value of two full units (60 credits) in that Department.

Stage three:

*All Students must take the following **mandatory** courses :* MN3915 and MN3925 and choose a maximum of one full unit (30 credit) course or two half unit (15 credit) courses from: MN3045, MN3055, MN3205, MN3215, MN3225, MN3245, MN3265, MN3271, MN3295, MN3305, MN3315, MN3325, MN3345, MN3365, MN3455, MN3495, MN3515, MN3525, MN3535, MN3536, MN3605, MN3615, MN3625, MN3635, MN3655, MN3715, MN3725, MN3745, MN3755 equal to the value of two full units (60 credits) from Management, plus specified courses in the other Department equal to the value of two full units (60 credits) in that Department.

Note: combined programmes with a language as an equal component consist of four stages. Stage four is identical to stage three above. Stage three consists of a year spent in the country of the language of study, and is assessed by two full units (60 credits): an oral examination (one full unit/30 credits) and either a Study Abroad course (one full unit/30 credits) or a Work Placement Project (one full unit/30 credits).

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Combined Honours Degree programmes with Management as a minor component with either Mathematics or Computer Science as the major component

In addition to specified courses in the major subject equal to the value of three full units (90 credits), students take the following management courses equal to the value of one full unit (30 credits):

Stage one:

All Students take two half unit (15 credit) courses from: MN1205, MN1305, MN1405 and MN1705 equal to the value of one full unit (30 credits) from Management, plus specified courses in the other Department equal to the value of three full units (90 credits) in that Department.

Stage two:

All Students take two half unit (15 credit) courses from: MN2205, MN2305, MN2405, MN2705 (subject to prerequisites) equal to the value of one full unit (30 credits) from Management, plus specified courses in the other Department equal to the value of three full units (90 credits) in that Department. Students should choose their courses from the School of Management to ensure that, combined with the courses they are taking from the other Department, they have an appropriate balance of courses over each of the autumn and spring terms.

Stage three:

All Students take one full unit (30 credit) course or two half unit (15 credit) courses from: MN3045, MN3055, MN3205, MN3215, MN3225, MN3245, MN3265, MN3271, MN3295, MN3305, MN3315, MN3325, MN3345, MN3365, MN3455, MN3495, MN3515, MN3525, MN3535, MN3536, MN3605, MN3615, MN3625, MN3635, MN3655, MN3705, MN3715, MN3725, MN3755 equal to the value of one full unit (30 credits) from Management, plus specified courses in the other Department equal to the value of three full units (90 credits) in that Department. Students should choose their courses from the School of Management to ensure that, combined with the courses they are taking from the other Department, they have an appropriate balance of courses over each of the autumn and spring terms.

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Progression and award requirements

The progression and award requirements are essentially the same across all Honours Degree programmes at Royal Holloway as outlined in the College's Undergraduate Regulations. Students must pass units to the value of at least three units on each stage of the programme. Failing marks of 30 – 39% can normally be condoned in up to 30 credits across stages 1 and 2. In the final stage failing marks in up to 30 credits can normally be condoned. However, on some programmes there may be a requirement to pass specific courses in order to progress to the next stage or to qualify for a particular degree title and this will put restrictions on courses in which failing marks can be condoned (see programme structure above for details). Additionally there are requirements on the number of courses that must be passed in order to qualify for particular joint or combined Honours degrees

Students are considered for the award and classified on the basis of a weighted average. This is calculated from marks gained in courses taken in stages two and three, and gives twice the weighting to marks gained in stage three. The College's Undergraduate Regulations include full details on progression and award requirements for all undergraduate programmes offered by the College.

All first year students on single joint or combined honours programmes offered all or in part by departments or schools in the Faculty of Arts & Social Science are required to pass a Moodle-based writing skills quiz in order to progress into the second year of study. The pass mark for the test is 60%. Certificates of Distinction are awarded to students who achieve at least 80% in the quiz. Students may attempt the quiz as often as they wish with no penalties or capping. Students who meet the requirements for progression as stipulated in the College's Undergraduate Regulations (Section: Conditions for progression to the next stage) but fail to pass the Moodle-based quiz will not be permitted to progress into their second year of academic study at the College.

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Student support and guidance

- All Single Honours and Management Specialism students, as members of the School of Management, are allocated a Personal Tutor, who is responsible for their academic and personal welfare and meets with them regularly through the programme.
- All students receive regular constructive feedback throughout the programme.
- In addition students taking the Year in Business will receive assistance in gaining a work placement, and support and guidance on situations which arise in their work placement.
- Lecturers and tutors are available to all students who wish to talk about academic and other issues related to specific courses. They may be consulted normally during office hours or by arrangement.
- The Academic Coordinators have administrative oversight of all Undergraduate Programmes. Students may seek their advice during office hours or at other times, normally about matters of course or programme registration, programme structures and pathway choices, and administrative or other difficulties encountered on specific courses.
- Detailed student handbook and course specifications are provided to all students.
- Supporting materials and learning resources are available in College and University of London libraries and there are dedicated computing laboratories.
- Students have access to all College and University support services, including Counselling Service, Careers Service, Health Centre, the Centre for the Development of Academic Skills (CeDAS) and the Disability and Dyslexia Services for students with special needs.
- Induction programme is provided during the first week, with formal advisory sessions on programmes and pathway choices.
- Representation on the Student-Staff Committee.

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Admission Requirements

The Department's standard conditional offers are available on the [Course Finder](#) web page. However, the Department also has considerable flexibility in its admissions and offers policy and strongly encourages applications from non-standard applicants. Students whose first language is not English may also be asked for a qualification in English Language Proficiency at an appropriate level. It may also be helpful to contact the [Admissions Office](#) for specific guidance on the entrance requirements for particular programmes.

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Further Learning and Career Opportunities

This degree programme will provide you with skills that are transferable to a wide variety of employment positions. To further enhance their prospects, all management students should secure work experience, vacation internships and work placements. Students should begin researching and applying for jobs and graduate schemes in the summer before their final year. The careers service supports students at every step with an online jobs and opportunities board, information, events and one-to-one help to check your applications and prepare you for the recruitment process. For further details please refer to the [Careers Service](#).

The Year in Business programme allows students to work within an organisation for one year between the second and final years. Students who perform well on their placements often find that the employer will encourage them to apply for posts that start immediately after their graduation.

The School offers Masters Programmes in:

- Business Information Systems
- Consumption, Culture and Marketing
- Entrepreneurship
- International Accounting
- International Human Resource Management
- International Management
- Marketing
- Sustainability and Management.

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Indicators of Quality and Standards

Royal Holloway's position as one of the UK's leading research-intensive institutions was confirmed by the results of the most recent Research Excellence Framework (REF 2014) conducted by the Higher Education Funding Council (HEFCE). The scoring system for the REF 2014 measures research quality in four categories, with the top score of 4* indicating quality that is world-leading and of the highest standards in terms of originality, significance and rigour and 3* indicating research that is internationally excellent. 81% of the College's research profile was deemed to be within the 4* or 3* categories, an increase of over 20% since 2008. The results for the quality of our research outputs placed Royal Holloway 15th in the UK based on an overall Grade Point Average (GPA) score and 20th in the UK for 4* and 3* research.

The School of Management is ranked 14th out of 101 Business and Management Schools in the United Kingdom for the quality of research outputs, based on both GPA and on the proportion of our research that is of 3* and 4* quality.

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List of Programmes

All the programmes are taught entirely by staff at Royal Holloway, University of London, and lead to awards of the University of London. Some combinations of individual courses do attract professional body recognition. The QAA subject benchmark statement in General Business and Management describes the general features which one might expect from Honours Degree programmes in the subject, and can therefore be used as a point of reference when reading this document (see www.qaa.ac.uk). UCAS codes are given in parentheses (see www.ucas.ac.uk).

Single Honours Degree programmes in Business and Management

BSc Business and Management (N200)
BSc Business and Management (Year in Business) (N201)

Single Honours Degree programmes with Management Specialism

BSc Management with Accounting (N2N4)
BSc Management with Accounting (Year in Business) (NN24)
BSc Management with Human Resources (N2N6)
BSc Management with Human Resources (Year in Business) (NN16)
BSc Management with Digital Innovation (N2G5)
BSc Management with Information Systems (Year in Business) (NI12)
BSc Management with Marketing (N2N5)
BSc Management with Marketing (Year in Business) (NN25)
BSc Management with International Business (N2N1)
BSc Management with International Business (Year in Business) (NN21)
BSc Management with Sustainability (ND24)
BSc Management with Sustainability (Year in Business) (N191)
BSc Management with Entrepreneurship (NN23)
BSc Management with Entrepreneurship (Year in Business) (N190)

Combined Honours Degree programmes with Management as a major component

BSc Management with Mathematics (N2G1)

Joint Honours Degree programmes with Management as an equal component

BSc Economics and Management (LN12)
BA French and Management (RN12)*
BA German and Management (RN22)*
BA Italian and Management (RN32)*

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BSc Computing and Business (NG25)
BSc Computing and Business (Year in Industry) (NG25)
BA Management and Spanish (NR24)*
BSc Mathematics and Management (GN12)

Combined Honours Degree programmes with Management as a minor component

BSc Mathematics with Management (G1N2)

* Must pass Moodle Writing Skills Test in order to progress into second year (see Progression paragraph above).

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Appendix 1 – Progression Requirements

The regulations relating to the number of courses that students are required to pass in each stage of the degree in order to progress to the subsequent stage can be found at:

<https://www.royalholloway.ac.uk/ecampus/documents/pdf/regulations/undergraduate-regulations-2017-18.pdf>

For students on a programme with a management specialism, courses to the value of 3.5 units(105 credits) in the relevant specialist pathways taken in the second and third stages are mandatory and a fail cannot be condoned (in other words, must be passed to qualify for the award of a degree with the named specialist pathway).

For students on a programme with a Year in Business, MN3511 Year in Business is mandatory and a fail cannot be condoned. If MN3511 in stage three is not passed, the student will then be ineligible for an award with the degree title Year in Business, but will instead be awarded a degree without “Year in Business” in the title.

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