

PROGRAMME SPECIFICATION

This document describes the **Master of Science Degree programme, Postgraduate Diploma and Postgraduate Certificate in Sustainability and Management**. This specification is valid for new entrants from **September 2014**.

The aims of the Masters and Postgraduate Diploma and Certificate programmes are:

- to provide a systematic understanding of knowledge relating to problems of environmental sustainability and corporate social responsibility;
- to develop critical awareness of current qualitative and quantitative research methodologies relevant to the subject area under investigation;
- to develop conceptual tools for analysing and evaluating complex problems in both the scientific environmental and business ethical areas;
- to provide structured opportunities for students to develop and test their own hypotheses in relation to issues in the sustainability and management responsibility areas;
- to provide a suitable level of training for students interested in careers in government, international and non-governmental organisations, teaching, journalism or corporate life, as well as postgraduate research.

The programme is delivered collaboratively by the Department of Geography and the School of Management in a single stage, equating to one year of full-time study (52 weeks). The programme is characterised by blending together subject matter from the sciences, (notably environmental sustainability) and the more value driven corporate social responsibility.

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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.

Learning outcomes

Teaching and learning in the programmes are closely informed by the active research of staff. In general terms, the programmes provide opportunities for students to develop and demonstrate the following learning outcomes:

Knowledge and understanding of:

- how corporate social responsibility (CSR) fits into a programme of sustainable development for an organisation;

- key concepts in sustainability and corporate social responsibility and the ability to apply them correctly;
- links between corporate actions and resulting environmental problems;
- how to determine the role of environmental management in responding to corporate impacts.

Skills and other attributes:

- cognitive skills of critical thinking, analysis and synthesis, including the capacity to identify assumptions, evaluate statements in terms of evidence, to detect false logic or reasoning, to identify implicit values, to define terms adequately and generalise appropriately;*
- identifying, formulating and solving business problems with respect to sustainability issues using appropriate quantitative and qualitative skills;
- exercising judgment in the choice of various policy options;*
- effective oral and written communication using a range of media which are widely used in business, for example, the preparation and presentation of business reports;*
- numeracy and quantitative skills including data analysis, interpretation and extrapolation and the use of models of business problems and phenomena;*
- effective use of Communication and Information Technology (CIT) for business applications;*
- self-management in terms of time, planning and behaviour, motivation, self-starting, individual initiative and enterprise;*
- learning to learn and developing an appetite for learning; reflective, adaptive and collaborative learning;*
- self awareness, openness and sensitivity to diversity in terms of people, cultures, business and management issues;*
- effective performance within a team environment including leadership, team building, influencing and project management skills;*
- interpersonal skills of effective listening, negotiation and persuasion;*
- ability to conduct research into business and management issues, either individually or as part of a team, using a range of business data, research sources and appropriate, advanced research methodologies to create and support hypotheses;

* transferable skills

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Teaching, learning and assessment

Teaching and learning methods mainly comprise lectures, seminars and workshops but will vary according to the intended outcomes of the particular course or session. Lectures provide coverage of the essential subject matter, literature review, and summaries of the key debates, as well as supplying guidance for further study or library work. Each course provides guided reading and indicative bibliography, and throughout the programme, considerable emphasis is placed on independent study and library work, often in preparation for seminars, workshops and lectures. In addition to consolidating and supplementing lectures, seminars or workshops enable students to practise and develop their analytical, problem-solving and research skills. They employ a range of approaches, including case studies, discussion, role-plays, one-to-one interactions, question and answer sessions, or computer-based training. Research skills are further developed to a professional level through the design and production of an independent research dissertation, which involves quantitative and/or qualitative techniques and also serves to integrate knowledge and skills acquired throughout the programme.

Assessment methods vary, in accordance with the skills and knowledge being tested for a specific topic or course. Many of the assignments involve group work, where assessment is of the work of the group as a whole. Individual projects, in-course tests, group presentations, individual presentations, reports, quantitative analysis, and essays are all used at some point in the assessment of the programme. Full details of the assessments of individual courses can be obtained from the [Department of Geography](#) and the [School of Management](#).

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Details of the programme structure(s)

The full-time programme lasts 52 weeks, beginning in September, and teaching is spread over the Autumn and Spring Terms. Examinations are held in the Spring and Summer Term, after which students complete a Dissertation.

The first week of the course is dedicated to postgraduate student induction, including registration and an introduction to College facilities. During this week MN5555 *Foundations of Modern Management* is offered as an integral, though non-assessed, part of the programme for Master's students at the School of Management.

The brief outline of the programme is shown below; however students can obtain further details from the Programme Handbook. Credits are indicated in brackets, and indicate proportional weighting towards the MSc classification grade. The programme structure for the Postgraduate Diploma is as below, with the exception that students will not undertake the dissertation, while for the Postgraduate Certificate students are required to pass courses worth only 60 credits.

In the Spring term, students must also choose one course from a range of elective units. Students will also study a core course on research methods to support the writing of a dissertation over the summer.

Optional Induction week course

MN5555 *Foundations of Modern Management*

Core Taught Courses

GG5302 Sustainability and Governance (20 credits)

GG5303 Sustainability and Society (20 credits)

MN5300 Corporate Social Responsibility: Conceptual Foundations (20 credits)

MN5301 Corporate Social Responsibility: Applications and Tools (20 credits)

Core Research Courses

GG5304 Community Volunteer Project (10 credits)

GG5305 Research Training (10 credits)

GG5306 Dissertation (60 credits)

Elective units (students must choose one from the following or another 20 credit course):

GG5301 Practices of Sustainability in Developing Areas (20 credits)

MN5435 Corporate Governance (20 credits)

MN5455 Global Business Strategy (20 credits)

Examination details and dates

Examinations will be held in the summer term (normally May).

The dissertation is submitted at the end of the academic year (the beginning of September).

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 [Department of Geography](#) and the [School of Management](#).

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Progression and award requirements

All students on the MSc programme will be eligible to submit a dissertation. Students who have failed a number of taught courses are to be counselled by the Programme Director whether progressing to the dissertation stage is likely to be in their best interest.

Please note that if you hold a Tier 4 (General Student) Visa and you choose to leave or are required to leave (because of non-progression) or complete early (before the end date stated on your CAS), then this will be reported to UKVI.

Requirements for the award of Master of Science, Postgraduate Diploma and Certificate and Graduate Diploma

Progression throughout the year/s is monitored through performance in oral presentations, contributions to seminar discussion and coursework. To pass the **MSc** a student must achieve an overall weighted average of at least 50.00%, with no mark in any course which counts towards the final assessment falling below 50%. Failure marks between 40-49% can be condoned in courses which do not constitute more than 25% of the final assessment, provided that the overall weighted average is at least 50.00%, but a failure mark (i.e. below 50%) in the dissertation cannot be condoned.

The Masters degree with Merit may be awarded if a student achieves an overall weighted average of 60.00% or above, with no mark in any course which counts towards the final assessment falling below 50%.

The Masters degree with Distinction may be awarded if a student achieves an overall weighted average of 70.00% or above, with no mark in any course which counts towards the final assessment falling below 50%. A Distinction will not normally be awarded if a student re-sits or re-takes any element of the programme. In exceptional circumstances a viva may be held for a student at the request of the Examiners.

The **Postgraduate Diploma** may be awarded if a student achieves an overall weighted average of at least 50.00%, with no mark in any taught course which counts towards the final assessment falling below 50% *and* has either chosen not to proceed to the dissertation, or has failed the dissertation on either the first or second attempt. Failure marks in the region 40-49% are not usually condoned for the award of a Postgraduate Diploma, but if they are, such condoned fails would be in courses which do not constitute more than 40 credits of the final assessment.

The Postgraduate Diploma with Merit may be awarded if a student achieves an overall weighted average of 60.00% or above, with no mark in any course which counts towards the final assessment falling below 50%.

The Postgraduate Diploma with Distinction may be awarded if a student achieves an overall weighted average of **70.00% or above**, with no mark in any course which counts towards the final assessment falling below 50%. A Distinction will not normally be awarded if a student re-sits or re-takes any element of the programme. In exceptional circumstances a viva may be held for a student at the request of the Examiners.

The **Postgraduate Certificate** may be awarded if a student achieves an overall weighted average of at least 50.00%, with no mark in any taught course which counts towards the final assessment falling below 50%. Failure marks in the region 40-49% are not usually condoned for the award of a Postgraduate Certificate.

The Postgraduate Certificate with Merit may be awarded if a student achieves an overall weighted average of 60.00% or above, with no mark in any course which counts towards the final assessment falling below 50%.

The Postgraduate Certificate with Distinction may be awarded if a student achieves an overall weighted average of **70.00% or above**, with no mark in any course which counts towards the final assessment falling below 50%. A Distinction will not normally be awarded if a student re-sits or re-takes any element of the programme. In exceptional circumstances a viva may be held for a student at the request of the Examiners.

Students achieving marks of between 40%-49% in all the taught courses may be given the choice of either accepting the award of a **Graduate Diploma** or they may re-sit the failed courses in the summer (in courses where summer resits have been approved by the College) or in the following year, to attempt to

achieve the 50% level required to continue on the Master's programme. A student who does not achieve at least 50% in each of the taught courses at the second attempt, but does achieve marks of between 40-49% for all the taught courses, will be awarded a Graduate Diploma. This is at Undergraduate level and is an Exit Award only.

One resubmission of failed assignments may be allowed at the discretion of the Sub-Board of Examiners. In exceptional circumstances a viva may be held for a student at the request of the Board of Examiners.

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Student support and guidance

- Personal Advisors: allocated to each student and responsible for their academic and personal welfare. Personal Advisors are available for consultation during advertised surgery hours, and, whenever necessary, students may also request appointments outside these times.
- All course lecturers and tutors available for consultation on academic or other issues related to specific courses, during surgery hours or by arrangement.
- The Programme Director, who has administrative oversight of the programme, is available to advise on matters of course unit or degree registration, degree structures and pathway choices, and administrative or other difficulties encountered on specific courses.
- Detailed Student Handbook and course resources.
- Induction programme during the first week of the degree, followed by formal advisory sessions on degree programmes and course choices.
- Representation on the Postgraduate Student-Staff Committee.
- Extensive supporting materials and learning resources in the College library and Senate House, computing facilities in the Department of Geography and the School of Management as well as the College Computer Centre.
- Computer Based Training Room in the Moore building (24 hour access).
- Laptop computers and data projectors that may be loaned for short periods, for delivery of course presentations.
- College Careers Service and Departmental Careers Service liaison officer who organises alumni programmes and careers related events.
- Access to the Student Counselling Service, Royal Holloway International, the Health Centre, the Chaplaincy and Disability and Dyslexia Services for students with additional needs.
- Wide range of facilities in the Students' Union.

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Admission requirements

Students are normally required to have at least a good Lower Second Class Honours UK first degree in a relevant discipline or the equivalent from an overseas university. No prior knowledge of any of the subject areas taught is assumed. Non-standard applications, including those from mature students, are strongly encouraged and will be judged individually on merit. Students whose first language is not English may also be asked for a qualification in English Language at an appropriate level. For further details please refer to the [Course Finder](#). It may also be helpful to contact the [Admissions Office](#) for specific guidance on the entrance requirements for particular programmes. Applicants may be called for interview.

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Further learning and career opportunities

As well as providing a firm foundation for further postgraduate study and research, the programme trains students for a wide range of management or sustainability-related careers. Some graduates have gained corporate positions in CSR/sustainability management, others work in a sustainability role in the public sector, while others again found employment in NGOs with a focus on sustainability. A number of graduates have also opted for an academic career through embarking on PhD research. In a nutshell, this programme provides a wide range of skills that are transferable to a variety of employment opportunities. For more details on further learning and career opportunities please refer to the [Careers Service](#).

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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 Assessment Exercise (RAE 2008) conducted by the Higher Education Funding Council (HEFCE). The new scoring system for the RAE 2008 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. 60% of the College's research profile is rated as world-leading or internationally excellent outperforming the national average of 50%. The College is ranked 16th in the UK for research of 4* standard and 18th for 3* and 4* research.

The Department of Geography at Royal Holloway is a vibrant hub of world class research and researchers. The RAE 2008 identified our research environment as world class. The Department was awarded the highest grade of 5* in the previous Research Assessment Exercise, and was one of only 4 Departments whose grades were later enhanced to the top rating (referred to as 5** or 6*). We have some of the most modern research facilities of any Department in the country, and have received substantial new investment through SRIF and other HEFCE programmes.

The Royal Holloway School of Management is in the top 20 for UK Business Schools, ranked 5th in London, and for regional universities we are second after Oxford University for University Business and Management departments in the South East of England. 55% of the School of Management's research profile is of 3* and 4* standard (world ranking and internationally excellent). In addition, the School of Management has connections with business, including many well-known multinationals, and executives and managers frequently contribute to the development and teaching of programmes.

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List of programmes with details of awards, teaching arrangements and accreditation

All the programmes are taught entirely by staff at Royal Holloway, University of London. The Master's degree programme leads to an award of the University of London. The Postgraduate Diploma and Certificate and the Graduate Diploma lead to awards of Royal Holloway and Bedford New College. These programmes are not subject to accreditation by a professional body. The Banner programme codes are given in parenthesis.

Masters Degree programmes in Sustainability and Management

MSc Sustainability and Management (2693)

Postgraduate Diploma in Sustainability and Management

PgDip Sustainability and Management (2694)

Postgraduate Certificate in Sustainability and Management

PgCert Sustainability and Management (2695)

Graduate Diploma in Sustainability and Management (exit award only)

Grad Dip Sustainability and Management

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