

## PROGRAMME SPECIFICATION

This document describes the **Master of Science, Postgraduate Diploma and Postgraduate Certificate in Sustainability and Management**. This specification is valid for new entrants from **September 2015**.

The aims of the programme 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 the fields of both sustainability and ethical business;
- to provide structured opportunities for students to develop and test their own hypotheses in relation to issues in the areas of sustainability and management;
- 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 Master's programme is delivered over one year of full-time study (52 weeks) or up to five years part-time study (206 weeks). On successful completion of the programme a student should have an understanding of the area of the MSc at a level appropriate for a postgraduate qualification. Whilst being a self-contained degree in its own right, the programme provides suitable and recognised qualifications for entry to PhD study in the same or a closely related field.

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

*Knowledge and understanding of:*

- key concepts in sustainability, development and management and the ability to apply them correctly;
- how management practices, including corporate social responsibility (CSR), fits into a programme of sustainable development for an organisation;

- 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. Assignments may 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.

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, PGDip and PGCert classification grade.** The programme structure for the PgDip is as below, with the exception that students will not undertake the dissertation, while that for the PG Cert is that students are required to take courses worth only 60 credits.

Students must take the following:

- (i) GG5304: Community Volunteer Project (10 credits) condonable
- (ii) GG5307: Sustainability, Development & Governance (20 credits) condonable
- (iii) GG5308: Sustainability, Development and Society (20 credits) condonable
- (iv) GG5402: Research Training (10 credits) condonable
- (v) GG5403: Dissertation (60 credits) non-condonable
- (vi) MN5571: Business Ethics and Enterprise (20 credits) condonable
- (vii) MN5114: International Strategy (20 credits) condonable

and choose one option course (each 20 credits) from;

- (i) GG5406: Participatory Methods (20 credits) condonable
- (ii) GG5405: Information and Communications Technologies for Development (20 credits) condonable
- (iii) MN5281: International Sustainability Management (20 credits) condonable

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

#### Part-time programme structure

The programme can be taken part-time over two to five years beginning in September of year one. Part-time students studying over two years normally take elements (ii), (iii), (vi) and (vii) in their first year, and elements (i), (iv) and (v) and the option course in their second year.

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#### **Progression and award requirements**

Progression throughout the year/s is monitored through performance in oral presentations, contributions to seminar discussion and coursework.

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 course end date stated on your CAS), then this will be reported to UKVI.

To pass the **Masters** programme 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 constitute up to a maximum of 40 credits, 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%. A Merit will not normally be awarded if a student re-sits or re-takes any course of the programme.

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 course of the programme

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.

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 course. 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 course. In exceptional circumstances a viva may be held for a student at the request of the Examiners.

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### **Student support and guidance**

- The Programme Director meets with the students on a regular basis to advise on academic, pastoral and welfare issues. The Programme Director acts as a point of contact for pastoral support and any questions about the programme throughout the year.
- Course coordinators, tutors and dissertation supervisors provide a back-up system of academic, pastoral and welfare advice.
- All students are allocated a personal adviser, with whom they meet at least once a term, and more regularly if required, to discuss all matters relating to their programme and for pastoral support.
- Induction programmes for orientation and introduction to the Department and College by the Director of Graduate Studies.
- All staff are available and accessible through an office-hour system.
- Representation on the Student-Staff Committee.
- Detailed PG handbook and course booklets.
- Extensive supporting materials and learning resources in College and University libraries, as well as the Computer Centre.
- Computing equipment and resources in the School of Management and the Department of Geography.
- College Careers Service and Departmental Employability Lead officer.
- Access to all College and University support services, including Student Counselling Service, Health Centre, Students' Union and students with additional learning needs also have access to Disability and Dyslexia Services (ESO)

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### **Admission requirements**

For details of admissions requirements please refer to the [Course Finder](#).

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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 and 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. 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 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. This result placed Royal Holloway 31st overall in the UK for 4\* and 3\* research and 33rd based on an overall Grade Point Average (GPA) score.

The Department of Geography is ranked 2nd in the UK for research of 3\* and 4\* research and is ranked within the top 5 departments for their subject in the UK. The Department of Geography is also ranked 1st in England for research of 4\* and 3\*. The School of Management is ranked 14<sup>th</sup> in the UK for research outputs and in 2015 has risen 11 places to 32<sup>nd</sup> place in the Guardian University League Table.

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

The programme is taught entirely by staff at Royal Holloway, University of London, and the Masters leads to an award of the University of London. The Postgraduate Diploma and Postgraduate Certificate lead to awards of Royal Holloway and Bedford New College. Programmes in Sustainability and Management are not subject to accreditation by a professional body. The Banner programme codes are given in parentheses.

#### **Master of Science Programme in Sustainability and Management**

MSc Sustainability and Management (2693)

#### **Postgraduate Diploma in Sustainability and Management**

PG Diploma Sustainability and Management (2964)

#### **Postgraduate Certificate in Sustainability and Management**

PG Certificate in Sustainability and Management (2965)

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