

PROGRAMME SPECIFICATION

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

The aims of the programme are:

- to provide a high-level academic consideration of management and organisation analysis that is theory-driven, contemporary in outlook, relevant to management practice, and informed by the most recent research;
- to help students gain a critical understanding of key management issues within contemporary organisations, enabling them to explain major organisational concepts and theories and make connections between theory and practice;
- to encourage students to examine developments across a range of issues which are of crucial importance to the effective management of complex organisations;
- to equip students with the knowledge and skills to develop their own projects, refine their critical thinking and communication skills, perform well in both coursework and exams, and successfully undertake the research and writing of a dissertation;
- to prepare students for possible careers as managers in the public, voluntary or private sectors, as policy makers in support services, or as researchers.

The programme is delivered over one year of full-time study (52 weeks) or up to five years of part-time study (260 weeks) (see section on programme structure below). 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.

Further information

[Learning outcomes](#)

[Teaching, learning and assessment](#)

[Details of the programme structure\(s\)](#)

[Progression and award requirements](#)

[Student support and guidance](#)

[Admission requirements](#)

[Further learning and career opportunities](#)

[Indicators of quality and standards](#)

[List of programmes, with details of awards, degree titles, accreditation and teaching arrangements](#)

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

Students on successful completion of the programme will have demonstrated:

- a systematic understanding and critical awareness of key issues in the management of contemporary organisations;
- an ability to evaluate critically the relevant academic literature and gain a comprehensive understanding of key concepts in management and organisational research;
- an ability to effectively apply a range of theoretical positions and cognate disciplines to the understanding of organisational life;
- an ability to pursue opportunities for developing new and innovative research projects; originality in the application of advanced knowledge, together with a practical understanding of how established techniques of research and enquiry are used to create and interpret knowledge in the discipline.

Skills and other attributes

Students who complete the programme will be able to demonstrate:

- the acquisition of a range of skills (conceptual skills, creative thinking and problem solving skills, technical and methods-related skills, planning skills, communication skills) through the reading and evaluation of academic literature, case studies, presentations, group work and individual research;
- an ability to evaluate the usefulness of existing research, undertake new research, and the capacity to complete a comprehensive research dissertation;
- the acquisition of transferable organizational skills including working to deadlines, prioritising tasks, organising meetings and work time. *
- the ability to deal with complex issues both systematically and creatively, and will be able to demonstrate self-directed learning in terms of the preparation and delivery of their assignments, dissertation and classroom presentations.*

* transferable skills

[Back to top](#)

Teaching, learning and assessment

Teaching and learning methods for each course are based on an intensive learning and delivery method in which the student attends ten sessions over ten teaching weeks. A session will comprise of lectures and seminars but may 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 students will be expected to undertake extensive independent study and library work, often in preparation for the sessions. In addition to consolidating and supplementing sessions this enables students to practise and develop their analytical, problem-solving and research skills. Research skills will be further developed to a professional level through the design and production of an independent research dissertation, which involves research methods training and also serves to integrate knowledge and skills acquired throughout the programme.

Assessment methods focus on individual essays and unseen paper examinations.

[Back to top](#)

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 Summer Term, after which students complete a Dissertation.

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 courses as listed in the paragraph below on Part Time Mode. Students who take courses over more than two years should discuss with the School the order in which to take core and optional courses. The dissertation/project is normally taken in the final year of study.

The first week of the programme is dedicated to postgraduate student induction, including registration and an introduction to College and School of Management 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, PGDip and PGCert classification. The programme structure for the Postgraduate Diploma is as below, with the exception that students will not undertake the dissertation, while for the PGCert students are required to pass courses worth only 60 credits.

Optional Induction week course

MN5555 *Foundations of Modern Management*

Core courses

MN5320 Foundations of Management and Organisational Analysis (20 credits)

MN5321 Critical Perspectives on Leadership (20 credits)

MN5322 Technology, Work and Organisation (20 credits)

MN5323 Work and Employment Relations (20 credits)

MN5324 Work Motivation and Behaviour (20 credits)

MN5702 Organisational Learning, Knowledge and Innovation (20 credits)

MN5445 Dissertation Preparation and Research Methods (20 credits)

MN5325 Dissertation (40 credits)

Part Time Mode

Year 1 (80 credits)

Core courses

MN5320 Foundations of Management and Organisational Analysis (20 credits)

MN5321 Critical Perspectives on Leadership (20 credits)

MN5323 Work and Employment Relations (20 credits)

MN5324 Work Motivation and Behaviour (20 credits)

Year 2 (100 credits)

Core courses

MN5322 Technology, Work and Organisation (20 credits)

MN5702 Organisational Learning, Knowledge and Innovation (20 credits)

MN5445 Dissertation Preparation and Research Methods (20 credits)

MN5325 Dissertation (40 credits)

Programme overview

The MSc Management and Organisations programme is worth 180 UK credits. The taught portion of the MSc Management and Organisations programme consists of six core Management and Organisations courses and a core methods course. The taught courses are worth 140 UK credits. Students are also required to complete a dissertation over the summer term which accounts for the remaining 40 credits of the Masters programme. All of the core courses have been chosen for their relevance to contemporary research, policy and practice in the field of management and organisations. They will provide students with the theoretical terminology and analytical tools necessary to carry out their dissertations. The dissertation is an independent piece of research which aims to deepen students' understanding of specific issues raised over the course of the taught programme (it requires in-depth study and empirical investigation).

[Back to top](#)

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 a student holds a Tier 4 (General Student) Visa and they 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.

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

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 40 credits 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 Master's degree with Merit may be awarded if a student achieves an overall weighted average of 60.00% or above, with no mark in any element 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 element which counts towards the final assessment falling below 50% when the student is either ineligible or has 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 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% 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.

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 an Exit Award only and is at Undergraduate level.

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.

[Back to top](#)

Student support and guidance

- 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 and responsibility for monitoring the welfare of tutees, is available to advise on matters of course unit or degree registration, degree structures, and administrative or other difficulties encountered on specific courses.
- Detailed Student Handbook, a Student Project and Dissertation Handbook and course resources.
- Induction programme during the first week of the degree.
- Postgraduate Student-Staff Committee in the School of Management is chaired by the Director of Graduate Studies.
- Extensive supporting materials and learning resources in the College library and Senate House, Postgraduate Resources Room, its IT laboratory and 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.

[Back to top](#)

Admission requirements

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

[Back to top](#)

Further learning and career opportunities

The MSc in Management and Organisations provides a firm foundation for postgraduate research and study and a proportion of our graduates continue their studies in MPhil/PhD programmes. The MSc in Management and Organisations is an excellent basis from which to further careers in management. The School's graduates have found employment in a wide range of disciplines and industries as well as in the public sector. Recent graduates from the school's Management programmes have joined many prestigious organisations including HSBC, IBM, Chase De Vere, Samsung, Vodafone, London Underground, and Accenture. The degree also provides skills that are transferable to a variety of employment opportunities including positions in government, administration, management, research, consulting, and multi-media. For more details on further learning and career opportunities please refer to the [Careers Service](#).

[Back to top](#)

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 School of Management is ranked 29th in the UK for research of 4* standard and 24th for 3* and 4* research.

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.

Version 1.0

Dated: 06.01.2015

[Back to top](#)

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 MSc 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. The Banner programme codes for the campus based programmes are given in parentheses.

Masters of Science Programme in Management and Organisations

MSc in Management and Organisations (2848)

Postgraduate Diploma in Management and Organisations

PGDip in Management and Organisations (*tbc*)

Postgraduate Certificate in Management and Organisations

PGCert in Management and Organisations (*tbc*)

Graduate Diploma in Management and Organisations (exit award only)

GradDip in Management and Organisations (*tbc*)

[Back to top](#)