

PROGRAMME SPECIFICATION

This document describes the **Masters in Business Administration programme and Postgraduate Diploma in International Management**. This specification is valid for new entrants from **September 2012**.

The MBA in International Management programme provides core knowledge of management functions and specialist electives and a dissertation.

Overall, the aims of the course are to:

1. provide a systematic understanding of knowledge relating to problems of international business management;
2. provide critical awareness of current qualitative and quantitative research methodologies relevant to the subject area under investigation;
3. provide conceptual tools for analysing and evaluating complex problems in business management;
4. provide structured opportunities for students to develop and test their own hypotheses in relation to issues in business management;
5. provide a combination of courses based upon a distinctive research expertise in the School of Management;
6. provide a suitable level of training for students interested in:
 - Careers in government and International Organisations;
 - Careers in teaching;
 - Careers in journalism;
 - Careers in Corporate life;
 - Careers in NGOs;
 - Further postgraduate research.

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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

Students who have successfully completed the degree will have a critical understanding of core management disciplines and selected (from a choice) specialism. Students will be able to undertake

independent research (tested through the completion of the dissertation). Students will have developed communication skills (tested within workshops and seminars).

Students, on successful completion of the programme, will be able to:

- demonstrate systematic understanding of international business and management practice together with a critical awareness of current issues at the forefront of business and management in society;
- evaluate critically the relevant academic literature;
- evaluate methodologies and undertake research into international business and management in society;
- evaluate and employ a variety of academically based business and management techniques and practices. Students will have developed a theoretical and empirical knowledge of business and management;
- employ a range of conceptual, technical and personal skills;
- understand the use and value of the case study method.

Skills and other attributes

- cognitive skills of critical thinking, synthesis, and other forms of qualitative analysis. This includes the capacity to identify assumptions, to evaluate statements in light of evidence, to detect false logic or reasoning, to identify implicit values, to define terms adequately, and to generalise appropriately;
- effective problem solving and decision-making, using appropriate quantitative and qualitative skills;*
- excellent communication skills both orally and in writing;*
- excellent numeric and quantitative skills, including data analysis, interpretation and extrapolation;*
- good use of Communication and Information Technology (CIT);
- effective 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;*
- interpersonal skills of effective listening, negotiating, persuasion, presentation and team-work;*
- ability to conduct research into business and management issues, either individually or as part of a team. This requires familiarity with a range of business data, research sources and appropriate methodologies, which should inform the overall learning process;
- enhanced life-time transferable management and organisational skills including working to deadlines, prioritising tasks, organising work-time;
- capacity, in the case of students progressing to Master of Sciences, to complete a comprehensive research dissertation, employing critical appreciation of management literature and theory and advanced analytical and personal skills, and leading to an aptitude for developing or adding to knowledge of International Management.

* transferable skills

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Teaching, learning and assessment

All courses use teaching and learning methods based on an intensive learning and delivery method in which the student attends eight sessions with each session containing one hour of supported reflective time and three hours of directly taught material. A session will comprise of lectures and seminars but will vary according to the intended outcomes of the particular course or session. Each session may be presented in either a linear format (a session each week over a number of weeks), in a concentrated block (where sessions are concentrated over a short period of time and focus on one or two courses at a time) or in a combination of the two (some sections taught in block mode and some on a linear format). The format used will be determined by the programme team in consultation with the School's Director of Graduate Studies and the School's Teaching and Learning Committee (TLC). 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 group work as well as 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. 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. Research skills are further developed to a professional level through the design and production of an independent research dissertation, which involves quantitative and 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. Individual projects, in-course tests, group presentations, individual presentations, reports, quantitative analysis, unseen paper examinations and essays are all used at some point in the assessment of the programme. Full details of assessments for individual courses can be obtained from the [Department](#).

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Details of the programme structure(s)

The duration of the programme is approximately 52 weeks, beginning in September, and teaching is spread over the Autumn and Spring Terms. All students study all core courses. Each student must pick four elective courses. The programme offers a number of named *pathways* (please see the MBA Student Handbook) and every student must follow one of these pathways by choosing at least two electives from those specified for that pathway. Students wishing to graduate with a named pathway must also complete a dissertation specifically related to the pathway. The electives specified for a pathway will be those relating to the special area of concentration (for example those electives from which students opting for the Marketing Pathway must choose are those relating to marketing, advertising and consumer behaviour).¹ Examinations are held in the Spring and Summer Term, after which students complete a Business Consultancy Project and a Dissertation.

The first week of the course is dedicated to postgraduate student induction, including registration and an introduction to College and School of Management facilities. *Management Development Workshops* are provided 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 Handbook. All Core courses will run every year. A broad selection of elective courses will be offered in each year. Any particular elective course may be suspended in any particular year due to lack of demand or for administrative reasons. A full list of courses including optional courses for the current academic year can be obtained from the [Department](#).

Where weightings are indicated in brackets, these refer to weighting within the MBA. Weightings for courses within the Postgraduate Diploma are proportionate, but exclude the dissertation.

			Teaching Hrs	Weighting %
Core Courses (each 40 hours) TOTAL hours 256	MN5111	International Accounting and Finance	32	5.75
	MN5132	International HRM	32	5.75
	MN5133	Leadership & Behaviour in Organisations	32	5.75
	MN5122	International Operations Management	32	5.75
	MN5123	International Information Systems	32	5.75
	MN5141	International Business Economics	32	5.75
	MN5101	International Marketing	32	5.75
	MN5151	International Strategy	32	5.75

¹ Pathways may be added or deleted at the discretion of the School and any pathway may be suspended in any year where the department has reason not to run the required electives.

Elective Courses (4 from list, each 40 hours) TOTAL hours 128	MN5104	Advertising & Promotional Communication	32	5.75
	MN5105	Cooperative Strategy	32	5.75
	MN5201	International Business Analysis (not 08/09)	32	5.75
	MN5106	Corporate Social Responsibility (not 08/09)	32	5.75
	MN5191	Multinational Enterprise & Global Economy	32	5.75
	MN5107	Investment Management	32	5.75
	MN5108	Corporate Finance	32	5.75
	MN5109	Knowledge Management	32	5.75
	MN5211	International Business Law	32	5.75
	MN5231	Global Financial Markets	32	5.75
	MN5281	International Sustainability Management	32	5.75
	MN5115	Marketing Research	32	5.75
	MN5765	International Public Sector Management	32	5.75
	MN5425	Business Ethics	32	5.75
	MN5213	International Economic Law and Institutions	32	5.75
	MN5212	Commercial Dispute Settlement	32	

Other Core Courses	MN5260	Business Research Methods	16	0
	MN5102	The Philosophy of Management	20	0
	MN5116	Personal Development Portfolio	80	0
	MN5192	Business Consultancy Project	20	7
	MN5251	Dissertation	20	24

Total		540	100
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Examination details

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).

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Progression and award requirements

From the 2006/07 academic year, all students on the MBA 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.

Requirements for the award of the MBA and Postgraduate Diploma

Progression throughout the year/s is monitored through performance in oral presentations, contributions to seminar discussion and coursework. To pass the **MBA** programme a student must achieve an overall weighted average of at least 50.00%, with no mark in any element 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 MBA 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 MBA degree with Distinction may be awarded if a student achieves an overall weighted average of 70.00% or above, with no mark in any element 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% *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 25% 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 element 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 element 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**² 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.

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

- 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 pathway choices, 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 the Education Support Office for students with special needs.
- Wide range of facilities in the Students' Union.

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² This is an Undergraduate Honours level award. See Programme Guide for full details of the learning outcomes, which apply to the Graduate Diploma.

Admission requirements

Admission to the programme prefer an Upper Second or First class honours undergraduate degree from a UK university, or its overseas equivalent, preferably in Management, the social sciences, History, or an aspect of International Management. All applicants will also need to have a GMAT score in excess of 550. However, the School of Management has considerable flexibility in its admissions and offers policy and strongly encourages non-standard applicants. Mature students are strongly encouraged to apply; again each case is judged on its merits. Candidates who do not have standard qualifications but have appropriate work/professional experience may also be admitted; each such application will be assessed on its own merits. A minimum of 3 years post graduation work experience will be required.

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 [Prospective Students](#) web page. 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

The MBA provides a firm foundation for postgraduate research and study and a sizeable proportion of our graduates continue their studies in MPhil/PhD programmes. The MBA 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 the public sector. Recent graduates have joined many prestigious organisations including HSBC, IBM, Chase De Vere, Vodafone, London Underground, and Accenture. The degree also provides skills that are transferable to a variety of employment opportunities including administration, management, accounting, media and journalism. 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 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 MBA programme leads to an award of the University of London. The Postgraduate Diploma and the Graduate Diploma lead to awards of Royal Holloway and Bedford New College. The Banner programme codes are given in parenthesis.

Masters in Business Administration Programme in International Management

MBA International Management (1226)

Masters in Business Administration Programme in International Management (*with named pathway*)

MBA International Management (*Pathway*)

Postgraduate Diploma in International Management (exit award only)

PgDip International Management (2235)

Graduate Diploma in International Management (exit award only)

Grad Dip International Management (2455)

Masters in Business Administration Distance Learning Programme in International Management

MBA International Management

Distance Learning Postgraduate Diploma in International Management

PgDip International Management

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