

PROGRAMME SPECIFICATION

This document describes the **Masters Degree programme, Postgraduate Diploma and Postgraduate Certificate in International Management and the Masters Degree programme, Postgraduate Diploma and Postgraduate Certificate in International Management (Marketing)** This specification is valid for new entrants from **September 2017**.

The MSc in International Management and the MSc in International Management (Marketing) aim to provide a broadly based, postgraduate level education in general management to pre-experience graduates. The programmes, which assume students did not read management as part of a first (undergraduate) degree, provide core knowledge of management functions and supplement courses for personal development.

Overall, the aims of the programme are to:

- provide a systematic understanding of knowledge relating to problems of international business management;
- provide critical awareness of research methodologies relevant to the subject area under investigation;
- provide conceptual tools for analysing and evaluating complex problems in business management;
- provide structured opportunities for students to develop and test their own hypotheses in relation to issues in business management;
- provide a combination of courses based upon a distinctive research expertise in the School of Management;
- provide a suitable level of training for students at the outset of full-time employment.

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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; and skills and other attributes.

Knowledge and understanding

Students who have successfully completed the degree will have a critical understanding of core management disciplines. Students will be able to undertake independent research. (tested through the completion of an independent report). Students will have developed communication skills (tested within workshops).

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;
- employ a range of conceptual, technical and personal skills;
- understand the use and value of the case study method.

Skills and other attributes

- excellent 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 Information and Communication Technologies (ICT);
- 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 an independent report, employing critical appreciation of management literature and theory and analytical and personal skills, and leading to an aptitude for knowledge of International Management.

* transferable skills

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Teaching, learning and assessment

For mandatory courses, teaching and learning methods are based on a serial learning and delivery method: Principles of Business Management and Economic Ideas, International Accounting and Finance, and International Strategy and Entrepreneurship are mandatory courses delivered in the Autumn term; International HRM and Organisational Behaviour, International Marketing and Consumer Behaviour, and Information Systems and Operations Management are mandatory courses delivered in the Spring term. The Project Work for Managers research section consists of three mandatory courses delivered in the Summer term.

Mandatory courses are supported by Professional Business and Applied Research Skills delivered over two terms, and Management in-context, a series of integrated workshops delivered over three terms.

Mandatory courses will comprise of lectures but will vary according to the intended outcomes of the particular course or session. In addition, developmental and workshop units also follow a serial format. 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 report, 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 the assessments for individual courses can be obtained from the [School](#).

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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, Spring, and Summer Terms. Examinations are held in the Spring and Summer Terms, after which students complete an independent report.

The first week of the course is dedicated to postgraduate student induction, including registration and an introduction to College and School of Management facilities. During the Autumn Term, students may also wish to follow the College's IT Training Courses in the [Computer Centre](#).

The brief outline of the programme is shown below; however, students can obtain further details from the Handbook. The number of credits required for the MSc is 180, for the PGDip the number required is 120 and for the PGCert it is 60 credits

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

- MN5331 Principles of Business Management and Economics (20 credits)
- MN5332 International Accounting and Finance (20 credits)
- MN5333 International Strategy and Entrepreneurship (20 credits)
- MN5334 International HRM and Organisational Behaviour (20 credits)
- MN5335 International Marketing Management (20 credits)
- MN5336 Information and Operations Management (20 credits)
- MN5340 Management in-context (non-credit bearing)
- MN5341 Professional Business and Applied Research Skills (non-credit bearing)

In addition students following the MSc International Management programme must also take:

- MN5337 Project Work for Managers (I): Sustainability and Societies (20 credits)
- MN5338 Project Work for Managers (II): Business Research Skills (20 credits) (mandatory non-condonable)
- MN5339 Project Work for Managers (III): Independent Report (20 credits) (mandatory non-condonable)

Whilst students following the MSc International Management programme must also take:

MN5347 Project Work for Managers (I): Integrated Marketing Communications
MN5348 Project Work for Managers (II): Marketing Research Skills (mandatory non-condonable)
MN5349 Project Work for Managers (III): Marketing Planning (mandatory non-condonable)

Examination details

Examinations will be held in the Spring and Summer terms.

Coursework for MN5339 Project Work for Managers (III): Independent Report / MN5349 Project Work for Managers (III): Marketing Planning is submitted at the end of the academic year (the beginning of September).

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Progression and award requirements

All students on the MSc International Management programme or the MSc International Management (Marketing) programme are eligible to progress to the MN5339 Project Work for Managers (III): Independent Report/ MN5349 Project Work for Managers (III). However, students who achieve failure marks in two (or more) of the three mandatory courses sat during the Autumn term will be provided with academic advice by the Programme Director on whether progressing to this 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 course 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 constitute up to a maximum of 40 credits, provided that the overall weighted average is at least 50.00%, but failure marks (i.e. below 50%) in MN5338 Project Work for Managers (II), MN5339 Project Work for Managers (III) Independent Report, MN5348 Project Work for Managers (II): Marketing Research Skills and MN5349 Project Work for Managers (III): Marketing Planning cannot be condoned. A final mark within 2% of a Classification boundary may be raised to the upper Classification if all courses of the Project Work for Managers research sections are within the upper Classification.

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 element 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 element 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 Project Work for Managers research section, or has failed the three courses of that section 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%. A Merit will not normally be awarded if a student re-sits or re-takes any element of the programme.

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.

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%. A Merit will not normally be awarded if a student re-sits or re-takes any element of the programme.

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.

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.

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Student support and guidance

- All course lecturers and tutors are available for consultation on academic or other issues related to specific courses, during surgery hours or by arrangement.
- The Programme Director and Deputy Programme Director, who share administrative oversight of the programme and responsibility for monitoring the welfare of tutees, are 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.
- 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 Employability Lead officer who organises alumni programmes and careers related events.
- Access to the Student Counselling Service, the Centre for the Development of Academic Skills (CeDAS), the Health Centre, the Chaplaincy and Disability and Dyslexia Services for students with additional needs.

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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

The 'pre-experience' orientation of the MSc International Management / MSc International Management (Marketing) programmes prepares our students to enter the globalised world of work on a competitive footing, which is about maximising your potential and widening your choices. As for future careers, graduates of the MSc International Management and MSc International Management (Marketing) may combine the qualification with their first degree studies to indicate an industrial sector; likewise, interest in a functional specialism, such as marketing or human resources management, may indicate a career route with a multinational enterprise; moreover, important skills are gained for those who decide to pursue accounting or finance designations. Outside of the commercial arena there are opportunities for graduate training programmes with government departments and non-governmental organisations. In addition, we recognise the importance of family-based businesses as an immediate career platform for some students. For more details on further learning and career opportunities please refer to the [Careers Service](#). Further learning may be pursued by gaining additional qualifications offered by professional (often regulatory) bodies. However, the MSc International Management and MSc International Management (Marketing) are **not** designed, in the main, to provide a platform for postgraduate (MPhil/PhD) research and study. Students interested in gaining a foundation to continue their studies in MPhil/PhD programmes should consider one of the **specialist** MA/MSc programmes offered by the School.

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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 with details of awards and teaching arrangements

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 the Graduate Diploma lead to awards of Royal Holloway and Bedford New College. The Banner programme codes are given in parenthesis.

Masters Degree Programme in International Management

MSc International Management (2128)

Postgraduate Diploma in International Management

PgDip International Management (2235)

Postgraduate Certificate in International Management

PgCert International Management (2886)

Graduate Diploma in International Management (exit award only)

Grad Dip International Management (2455)

Masters Degree Programme in International Management (Marketing)

MSc International Management (Marketing) (3098)

Postgraduate Diploma in International Management (Marketing)

PgDip International Management (Marketing) (3099)

Postgraduate Certificate in International Management (Marketing)

PgCert International Management (Marketing) (3100)

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