

PROGRAMME SPECIFICATION

This document describes the **Master of Science in Project Management, Project Management and Science, and Project Management and Media (and Postgraduate Diploma)**. This specification is valid for new entrants from **September 2014**.

The aims of the programmes are:

- to enable students to develop a critical, selective and confident approach to the integration of knowledge domains and practical skills to finance, manage and execute processes and projects successfully, fully cognisant of the specific requirements of each project, the potential for blockages to implementation and preventive strategies to overcome them;
- to immerse students into contemporary technologies and practices of managing in project-based companies and institutions in a global environment characterised by convergence in the science base, rapid change in complex products, processes and supply chains and the onset of dangerous climate change;
- to develop advanced skills in the tools and analytical techniques relevant to project management theory and application across several industries and project complexity and size;
- to provide training in research techniques and methods in the field of study;
- to foster an independent learning ability required for continuing professional development; and
- to develop key communications, IT, management, collaborative and interdisciplinary skills relevant to job security, and, enhancement of career advancement and options across industries, NGOs and national boundaries.

In the case of the **Master of Science Project Management and Science, and Project Management and Media (and Postgraduate Diploma)**:

- to equip students with an impressive range sector-specific practical tools and skills that are applicable internationally.

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This document provides a summary of the main features of the programme, 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 on the programmes is closely informed by the active research of staff and senior industry practitioners. In general terms, the programme provides opportunities for students to develop and demonstrate the following learning outcomes:

Knowledge and understanding

- the articulation and deployment of advanced knowledge to make an effective contribution to strategic management and decision-making, planning, coordinating, implementing and controlling output and deliverables in terms of performance, time and cost in a vast array of organisations in both small or large complex projects across national boundaries;
- an in depth knowledge on the sources and types of finance necessary for the management of both large complex engineering and construction projects as well as smaller projects in the creative sectors.
- an advanced understanding of the importance of effective and continuous management of operations, quality control, risk management in supply chains and the rising importance of climate change and sustainability issues.
- an advanced knowledge of a variety of tools, techniques and new technology approaches applicable to the specific field of project management;
- the articulation of knowledge and the understanding of tools, concepts and theories relating to the chosen area of Project Management at an advanced level;
- understanding of the appropriate analytical, theoretical, technological and practical application and management skills required in the specific field of study; and
- the acquisition of knowledge of advanced scholarship in the chosen area of the discipline to a level appropriate for a MSc degree.

Skills and other attributes

- the ability to critically develop their own approach and practice in the project management field;
- the ability to evaluate relevant analytical, theoretical and contextual research at the forefront of the field;
- the ability to analyse and critically interpret software tools, empirical findings and data*
- the ability to conduct management and business research independently at an advanced level using traditional and electronic resources;*
- the ability to further develop skills of reflection on reading and learning, and skills in information handling and retrieval;*
- the ability to articulate knowledge and the understanding of texts, concepts and theories at an advanced level, demonstrating self-direction and originality;
- the ability to present logical and coherent written and oral arguments of varying lengths;*
- the ability to comprehend and develop sophisticated concepts and original critical ideas;*
- enhanced interpersonal skills and collaborative teamwork, involving recognising and respecting the viewpoints, and interacting constructively with other people;*
- enhanced time management and organisational skills including working to deadlines, prioritising tasks, organising work-time;*
- in addition, the programme fosters the development of a range of personal attributes that are important in the world of work, and that strengthens our postgraduates' abilities to engage in lifelong learning and contribute to the wider community. These include personal motivation; the ability to work autonomously and with others; self-awareness and self-management; empathy and insight; intellectual integrity; awareness of responsibility as a local, national and international citizen; corporate ethics; awareness of responsibility in sustainability of resources and ecosystems and mitigation and adaptation to global warming; interest in lifelong learning; flexibility and adaptability; and creativity.

* transferable skills

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Teaching, learning and assessment

Teaching and learning is mostly by means of formal interactive lectures, seminar discussions, oral presentations, in-class and independent problem-solving exercises, guided independent study, coursework essays, practical workshops, and a dissertation on project management practice. The basic strategies are to nurture the interest and enthusiasm of students for the field, to embed the student in frontier knowledge in the field, to develop the students' critical and communication skills, and to develop analytical, research, creativity and innovative problem-solving skills. Assessment of knowledge and understanding is typically made by project management exercises, oral presentations, coursework essays, examinations, and a dissertation that counts for one third of the

degree's assessment and is meant to integrate and crystallise knowledge and understanding across the domains in the student's chosen field and allow the student to illustrate this knowledge through clear reporting of research requiring business and/or analytical objectives which integrates and crystallises knowledge and understanding across the domains in the field to attain business and/or analytical objectives. Full details of the assessments for individual courses can be obtained from the [Centre for Professional Studies](#).

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Details of the programme structure:

The full-time programme lasts 52 weeks, beginning in September.

Each programme consists of 10 taught core courses (to the value of 120 credits) and a dissertation (worth 60 credits), comprising 180 credits in total. There are also two mandatory workshops of 2 - 5 days' duration, plus mandatory lectures, including a number of external-speaker seminars. Students are assessed and examined in the credit bearing core courses only, however each programme also includes elements which are **compulsory** but are non-credit bearing and are not formally examined (these are listed towards the end of this section). The course on Lectures on Business Research Methods is provided by the School of Management and is assessed by means of the dissertation. There are no "reading weeks" and students are expected to work throughout the year, taking leave only at sensible times that accord with the programme's dates.

A brief outline of each programme is shown below. The credit values for individual courses are indicated in brackets.

Students on all programmes (Master of Science in Project Management, Project Management and Science, and Project Management and Media) must take the following core courses:

TERM 1: 5 Core Courses

1. PM5001: Introduction to Project Management in a Strategic Management Context (10 credits)
2. PM5002: Operations and Quality Management (10 credits)
3. PM5003: Information Technology Project Management (10 credits)
4. PM5004: International Strategic and Technology Management (20 credits)
5. PM5011: International Accounting and Finance (10 credits)

TERM 2: 5 Core Courses

6. PM5005: Advanced Applied Project Management and Planning (10 credits)
7. PM5006: Advanced Project Funding, Finance and Risk Management (20 credits)
8. PM5007: Corporate Governance, Ethics and Sustainability (10 credits)

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9. PM5008: Management of International Megaprojects (10 credits)
10. PM5009: Managing Projects in Television and Film (10 credits)

Master of Science in Project Management and Science ONLY

11. PM5013: Managing International Projects in Science (10 credits)
12. PM5014: Meeting Global Demands in Nano-, Bio-, Info-, Cogno- Science Convergence(10 credits)

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13. PM5009: Managing Projects in Television and Film (10 credits)
14. PM5017: Managing Projects in Music, and Social Media (10 credits)

All students:

TERM 3: Dissertation

15. PM5010: Project by Dissertation (60 credits)

Elements which are **compulsory** but are **non-credit bearing** and are not formally examined:

TERM 1

Major 2-Day Workshop on teamwork and group work
(PM5010): Students must attend a mid-term series of 8 x 2hr lectures to receive instruction in Business Research
Workshops in MS Project

TERM 2

One Week Professional Workshop and Certificates for Prince II (Foundation and Practitioner)
Seminar Series in Applied Project Management: Speakers from Industry

Non-compulsory learning opportunities: Students have the opportunity to attend workshops in Excel and are encouraged to attend research seminars in the College.

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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%.

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

A Sub-board of Examiners will be held in June to confirm which students have passed the taught core courses. Students who have not passed the taught courses may be allowed to repeat or resit certain courses. A further Sub-board of Examiners will be held in October to consider dissertation marks, final classification & progression recommendations.

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Student support and guidance

- The **Programme Director** has administrative oversight of the programme, is available to advise on matters of course or programme registration, programme structures and pathway choices, and administrative or other difficulties encountered on specific courses.
- Course coordinators, tutors and dissertation supervisors provide a back-up system of academic and pastoral advice.
- All students are advised to meet with the programmes pastoral care advisor on issues relating to pastoral care, who will be available by arrangement. Should the matter be of a more serious nature, students are advised to book an appointment to speak to the Programme Director.
- Induction programmes for orientation and introduction to the Centre for Professional Studies and College.
- All teaching staff are available and accessible through arrangement and on their specific lecture days.
- Representation on the Student-Staff Committee. One committee is to be held each term as a minimum.
- Detailed Student Handbook, Dissertation Handbook, and course booklets.
- Extensive supporting materials and learning resources in College and University libraries, as well as the Computer Centre.
- Computing equipment and office.
- [College Careers Service](#) and Departmental Careers Service Liaison Officer.
- Access to all College and University support services, including the [Student Counselling Service](#), [Health Centre](#), [Centre for the Development of Academic Skills \(CeDAS\)](#), [Students' Union](#), and [Disability and Dyslexia Services](#).

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Admission requirements

For further details please refer to the [Course Finder](#).

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Further learning and career opportunities

Graduates can successfully enter and progress into a wide range of professions and several industries, make substantial contributions to multidisciplinary project teams, and the financing, execution and delivery of projects thereby progressing higher up in the organisation and senior management positions of the firm or change career paths. The Master of Science in Project Management, Project Management and Science, and Project Management and Media have been designed to draw from across a wide range disciplines and professions and prepare students for successful careers in project-based institutions and businesses in, amongst others:

- Electronics, Software, Wireless, Internet-based ventures
- Finance, International Banking, International Project Finance

- Manufacturing, Aerospace, Automotive, Heavy Engineering
- Fashion marketing, fast fashion, high fashion, technical textiles
- Construction project finance and management,
- Mega projects: Airports, High Speed Rail, Gas, Oil, Minerals
- Sustainability: Agriculture, Water, Renewable Energy projects
- Music, Film production, TV Production, Concerts, Theatre
- Information Systems, Lean Methods, Agile Projects
- Government Departments and International Organisations

For other graduates, completing an MSc is the precursor to embarking on research, ultimately leading to a PhD. 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 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.

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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 the Postgraduate Certificate lead to an award of Royal Holloway and Bedford New College. Programmes in Project Management are not subject to accreditation by a professional body.

The Banner codes are given in parenthesis

Master of Science Programmes in Project Management

MSc in Project Management (2789)
 MSc in Project Management and Science (2753)
 MSc in Project Management and Media (2791)

Postgraduate Diploma in Project Management

Postgraduate Diploma in Project Management (2789)
 Postgraduate Diploma in Project Management and Science (2753)
 Postgraduate Diploma in Project Management and Media (2791)

Postgraduate Certificate in Project Management

PG Certificate in Project Management (XXXX)
 PG Certificate in Project Management and Science (XXXX)
 PG Diploma in Project Management and Media (XXXX)

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