

Royal Holloway, University of London
Programme specification for an undergraduate award
BSc Management with Digital Innovation (Year in Business) (NI12)

Section 1 – Introduction to your programme

This programme specification is a formal document, which provides a summary of the main features of your programme and the learning outcomes that you might reasonably be expected to achieve and demonstrate if you take full advantage of the learning opportunities that are provided. Further information is contained in the College prospectus, and in various handbooks, all of which you will be able to access online. Alternatively, further information on the College's academic regulations and policies can be found [here](#). Further information on the College's Admissions Policy can be found [here](#).

Your degree programme in BSc Management with Digital Innovation (Year in Business) is delivered in four stages. Stages one, two and four comprise one year of full-time study during which you must follow courses to the value of four units (one unit is equivalent to 30 national credits). Stage three consists of work experience of between nine and twelve months, either in business or for an organisation in the public or not-for-profit sectors, for which you take one unit (30 credits).

Management is a broad-based academic subject and a field of study with practical implications offering the chance to develop related personal and technical skills. The aim of a programme in Management is not to produce students who are fully-fledged managers, since this can only occur with genuine management experience. The curriculum is based around a progressive 'spine' of mandatory courses, which reflect the variety of perspectives (institutional, comparative, international, critical and strategic) that inform an understanding of Management. The degree structures are progressive, allowing you to move from foundation courses to more critical or specialist courses, while maintaining a flexible set of options. A wide range of courses is offered to ensure that you appreciate the diverse, interdisciplinary nature of management and also gain or reinforce a range of conceptual, technical, quantitative and personal skills.

Stage one provides a foundation for advanced and independent study through establishing a common platform of essential knowledge and skills.

In **stage two** there is an even greater emphasis on independent learning and you build upon your foundation knowledge for the advanced study of key management functions, their role within organisations, and their relationship to overall strategic management.

In **stage four** you select specialist options which give the opportunity to develop particular skill sets, to deepen understanding of core management functions and to extend their knowledge of literature, theory and case evidence and the associated practical implications. You may also undertake a research dissertation, which integrates and further develops knowledge and skills acquired throughout the programme.

While Royal Holloway keeps all the information made available under review, programmes and the availability of individual course units, especially optional course units are necessarily subject to change at any time, and you are therefore advised to seek confirmation of any factors which might affect your decision to follow a specific programme. In turn, Royal Holloway will inform you as soon as is practicable of any significant changes which might affect your studies.

The following is brief description for some of the most important terminology for understanding the content of this document:

Degree programme – Also referred to as ‘degree course’ or simply ‘course’, these terms refer to the qualification you will be awarded upon successful completion of your studies.

Course unit – Also referred to as ‘module’, this refers to the individual units you will study each year to complete your degree programme. Undergraduate degrees at Royal Holloway comprise four full units, or a combination of full and half units, to the value of 120 credits per year. On some degree programmes a certain number of optional course units must be passed for a particular degree title.

Section 2 – Programme details			
Date of specification update	March 2019	Location of study	Egham Campus
Programme award and title	BSc Management with Digital Innovation (Year in Business)	Level of study	Undergraduate
Programme code	3139	UCAS code	N112
Year of entry	2019/20		
Awarding body	Royal Holloway, University of London		
Department or school	School of Management	Other departments or schools involved in teaching the programme	N/A
Mode(s) of attendance	Full-time	Duration of the programme	Four years
Accrediting Professional, Statutory or Regulatory Body requirement(s)	N/A		
Link to Coursefinder for further information:	https://www.royalholloway.ac.uk/studying-here/	For queries on admissions:	study@royalholloway.ac.uk

Section 3 – Degree programme structure										
3.1 Mandatory course unit information										
The following table summarises the mandatory modules which students must take in each year of study										
Year	Course code	Course title	Contact hours*	Self-study hours	Written exams**	Practical assessment**	Coursework**	Credits	FHEQ level	Course status (see below)
1	MN1105	Quantitative Methods	29	121	100%	0%	0%	15	4	MC
1	MN1115	Interpreting Management	29	121	0	0	100%	15	4	MC
1	MN1205	International Business	29	121	0	40%	60%	15	4	MC
1	MN1405	Accounting	29	121	0	0	100%	15	4	MC
1	MN1505	Foundations in Digital Enterprise	29	121	60%	0	40%	15	4	MC
1	MN1705	Organisation Studies	29	121	60%	10%	30%	15	4	MC
1	MN1915	Management First	20	130	0	0	100%	15	4	MC
2	MN2205	Strategic Management	29	121	0	50%	50%	15	5	MC
2	MN2305	Marketing Strategy in Context	29	121	0	0	100%	15	5	MC
2	MN2405	Managerial Accounting	29	121	60%	0	40%	15	5	MC
2	MN2505	Operations Management	29	121	60%	40%	0	15	5	MNC
2	MN2705	Human Resource Management	29	121	60%	0	40%	15	5	MC
2	MN2515	Creative Process Management	29	121	60%	0	40%	15	5	MNC
2	MN2126	Project Management	29	121	100%	0	0	15	5	MNC
3	MN3511	Year in Business					100%	30	6	MNC

4	MN3915	Responsible Business in Context	29	121	0	0	100%	15	6	MC
4	MN3515	Business Data Analytics	28	122	60%	0	40%	15	6	MC
4	MN3525	Digital Innovation Management	29	121	60%	25%	15%	15	6	MC
4	MN3535	Business Process Applications	30	120	60%	0	40%	15	6	MC
4	MN3536	Social Media, Networks and Business	29	121	0	0	100%	15	6	MC

This table sets out the most important information for the mandatory courses on your degree programme. These courses are central to achieving your learning outcomes, so they are compulsory, and all students on your degree programme will be required to take them. You will be automatically registered for these courses each year. Mandatory courses fall into two categories; 'condonable' or 'non-condonable'.

In the case of mandatory 'non-condonable' (MNC) courses, you must pass the course before you can proceed to the next year of your programme, or to successfully graduate with a particular degree title. In the case of mandatory 'condonable' (MC) courses, these must be taken but you can still progress or graduate even if you do not pass them. Please note that although Royal Holloway will keep changes to a minimum, changes to your degree programme may be made where reasonable and necessary due to unexpected events. For example; where requirements of relevant Professional, Statutory or Regulatory Bodies have changed and programme requirements must change accordingly, or where changes are deemed necessary on the basis of student feedback and/or the advice of external advisors, to enhance academic provision.

*Contact hours come in various different forms, and may take the form of time spent with a member of staff in a lecture or seminar with other students. Contact hours may also be laboratory or, studio-based sessions, project supervision with a member of staff, or discussion through a virtual learning environment (VLE). These contact hours may be with a lecturer or teaching assistant, but they may also be with a technician, or specialist support staff.

**The way in which each course on your degree programme is assessed will also vary, however, the assessments listed above are all 'summative', which means you will receive a mark for it which will count towards your overall mark for the course, and potentially your degree classification, depending on your year of study. On successful completion of the course you will gain the credits listed. 'Coursework' might typically include a written assignment, like an essay. Coursework might also include a report, dissertation or portfolio. 'Practical assessments' might include an oral assessment or presentation, or a demonstration of practical skills required for the particular course.

3.2 Optional course units

In addition to mandatory course units, there will be a number of optional course units available during the course of your degree. The following table lists a selection of optional course units that are likely to be available. However, not all may be available every year. Although Royal Holloway will keep changes to a minimum, new options may be offered or existing ones may be withdrawn. For example; where reasonable and necessary due to unexpected events, where requirements of relevant Professional, Statutory or Regulatory Bodies (PSRBs) have changed and programme requirements must change accordingly, or where changes are deemed necessary on the basis of student feedback and/or the advice of External Advisors,

to enhance academic provision. There may be additional requirements around option selection, so it is important that this specification is read alongside your department's Student Handbook, which you can access via their [webpage](#) or the Course Catalogue.

Year 1	Year 2	Year 3	Year 4
Foundations for Responsible Business	Project Management	Year in Business (see Section 4)	International Financial Accounting
Markets & Consumption	The Global Economy		Consumer Behaviour
	Multinational Enterprise		Emerging Markets
	Marketing Research		Corporate Entrepreneurship
	Financial Management		Brands & Branding

3.3 Optional course unit requirements

During stage one, you must choose either MN1125, MN1305 or a course worth 15 credits from another Department.
 During stage two, you must choose a course to the value of 15 credits from the following optional courses: MN2165, MN2225, MN2315, MN2325, MN2415, MN2605, MN2615, MN2715, MN2725, and MN2815.
 During stage four, you must take optional courses to the value of 45 credits, however you may not take more than one of the following courses: MN3715 Organisations and Accountability, MN3495 Clusters, Small Business and Entrepreneurship, MN3315 Brands and Branding and MN3265 The Globalisation of Work.

Section 4 - Progressing through each year of your degree programme

For further information on the progression and award requirements for your degree, please refer to Royal Holloway's [Academic Regulations](#). As part of your degree programme you may also be required to complete a course to develop your academic writing skills. This course does not carry credit but passing it is a requirement to progress to the next year of study.

Year in Business - The third year of this degree programme will be spent on a work placement. You are supported by their academic department and the Royal Holloway Careers Service to find a suitable placement. However, Royal Holloway cannot guarantee that all students who are accepted onto this degree programme will secure a placement, and the ultimate responsibility lies with you. You will need to achieve an agreed level of academic performance to proceed onto, or remain on, a placement. On BSc Management with Digital Innovation (Year in Business) this level is set at passing Year 1 and Year 2 with a stage average of at least 60%. This year forms an integral part of the degree programme and you will be asked to complete assessed work. The mark for this work will count towards the degree. For students on BSc Management with Digital Innovation (Year in Business) the course unit, MN3511 Year in Business is mandatory non-condonable and must be passed to qualify for the degree title Year in Business.

Section 5 – Educational aims of the programme

The aims of this programme are:

- to provide an intellectually challenging and relevant education which will equip students with the analytical competence, knowledge base, critical capabilities, and personal and technical skills required for future roles in business, the public sector, and society and for further study and doctoral research;
- to combine academic and practical insights into the subject of Management within an international and comparative context;
- to reflect the dynamic nature of the business world in the international environment;
- to provide a learning environment informed by the research expertise of academic staff;
- to develop students' lifelong learning skills, and instill and improve a broad range of transferable personal and technical skills;
- to provide for integration between theory and practice by a variety of means including, for example, work-based experience or placement, with input from external business-related visitors.

Section 6 - Programme learning outcomes

In general terms, the programmes provide opportunities for students to develop and demonstrate the following learning outcomes. (Categories – Knowledge and understanding (K), Skills and other attributes (S), and Transferable skills (*))

<ol style="list-style-type: none"> 1. The discipline of Management as pursued by the School, with an emphasis on the historical, political, cultural, ethical and institutional forces shaping modern business (K); 2. The principal interdisciplinary and comparative perspectives that inform Management theory and practice (K); 3. The organisation, its functions, and the context of business leading to a multifaceted appreciation of the Management discipline (K); 4. How organisations develop and maintain competitive advantage within a changing business environment influenced by economic, political, social, and cultural factors (K); 5. Key managerial functions such as information systems, marketing, human resource management, accounting, operations management (K); 6. The strategic and operational processes by which management plans and coordinates the use of resources with the general objective of securing or maintaining competitive advantage (K); 7. The emergence of the global economy and multinational firms, using various theoretical approaches (economic management, international relations and geo-political) (K); 8. The principles of business statistical calculations and assessment of the results (K); 9. The application of management theory to practical situations, the managerial skills needed in business, and how to deal with practical work-based situations (K); 	<ol style="list-style-type: none"> 10. Capacity to critically apply methodologies in the analysis of management (S); 11. Ability to evaluate theory, research and practice within management (S); 12. Ability to analyse real-life problems facing actual businesses and evaluate the effectiveness and limitations of different management attempts to solve them (S); 13. Effective oral and written communication, including presentation skills (S*); 14. Presentation skills (S*); 15. Personal skills such as effective listening, negotiating and persuasion (S*); 16. Teamworking (S*); 17. Skills in information technology, numeracy, and research (S*).
---	--

Section 7 - Teaching, learning and assessment

Teaching is through a number of means depending on the specific topic or course, but is mostly by lectures, seminars and workshops. Lectures normally cover the essential subject matter, literature review, and provide summaries of the key debates. Seminars or workshops supplement lectures, or allow you the opportunity to practise or acquire a technical or personal skill. 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. Considerable emphasis is placed on personal study and library work, often in preparation for seminars, workshops and lectures, and courses provide guided reading and indicative bibliography.

Assessment methods vary in accordance with the aims and outcomes of a specific topic or course, but frequently involve a combination of in-course assessment and formal end of year written examinations. In addition group and individual projects, in-course tests, group and individual presentations, reports, quantitative analysis, and essays are all used at some point during the programmes. For all assessments except in-course tests, you receive either written or oral feedback.

At stage one, teaching, learning and assessment focus on achievement of foundation knowledge and skills for advanced study; at stage two there is an even greater emphasis on independent learning and development of conceptual capabilities and advanced knowledge; and stage three allows you to deepen your specialist knowledge, adopt more critical and evaluative approaches and carry out independent research. Full details of the assessments for individual courses can be obtained from the [School](#).

Section 8 – Additional costs

Costs incurred by students while on a Year in Industry/Business vary depending on the nature and location of the placement. For further information please contact our Student Fees Office.

These estimated costs relate to studying this particular degree programme at Royal Holloway. General costs such as accommodation, food, books and other learning materials and printing etc., have not been included, but further information is available on our website.

Section 9 – Indicators of quality and standards	
QAA Framework for Higher Education Qualifications (FHEQ) Level	4-6
Your programme is designed in accordance with the FHEQ to ensure your qualification is awarded on the basis of nationally established standards of achievement, for both outcomes and attainment. The qualification descriptors within the FHEQ set out the generic outcomes and attributes expected for the award of individual qualifications. The qualification descriptors contained in the FHEQ exemplify the outcomes and attributes expected of learning that results in the award of higher education qualifications. These outcomes represent the integration of various learning experiences resulting from designated and coherent programmes of study.	
QAA Subject benchmark statement(s)	http://www.qaa.ac.uk/quality-code/subject-benchmark-statements
Subject benchmark statements provide a means for the academic community to describe the nature and characteristics of programmes in a specific subject or subject area. They also represent general expectations about standards for the award of qualifications at a given level in terms of the attributes and capabilities that those possessing qualifications should have demonstrated.	

Section 10 – Further information

This specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate when taking full advantage of the learning opportunities that are available. More detailed information on course units, including teaching and learning methods, and methods of assessment, can be found via the online course catalogue. The accuracy of the information contained in this document is reviewed regularly by the university, and may also be checked routinely by external agencies, such as the Quality Assurance Agency (QAA).

Your programme will be reviewed regularly, both by the university as part of its cyclical quality enhancement processes, and/or by your department or school, who may wish to make improvements to the curriculum, or in response to resource planning. As such, your programme may be revised during the course of your study at Royal Holloway. However, your department or school will take reasonable steps to consult with students via appropriate channels when considering changes. All continuing students will be routinely informed of any significant changes.

Section 11 – Intermediate exit awards (where available)

You may be eligible for an intermediate exit award if you complete part of the programme as detailed in this document. Any additional criteria (e.g. mandatory course units, credit requirements) for intermediate awards is outlined in the sections below.

Award	Criteria	Awarding body
Diploma in Higher Education (DipHE)	Pass in 210 credits of which at least 90 must be at or above FHEQ Level 4 and at least 120 of which must be at or above FHEQ Level 5	Royal Holloway and Bedford New College
Certificate in Higher Education (CertHE)	Pass in 120 credits of which at least 90 must be at or above FHEQ Level 4	Royal Holloway and Bedford New College

Section 12 - Associated award(s)	
BSc Management with Accounting (N2N4)	
BSc Management with Accounting (Year in Business) (NN24)	
BSc Management with Human Resources (N2N6)	
BSc Management with Human Resources (Year in Business) (NN16)	
BSc Management with Digital Innovation (N2G5)	
BSc Management with Information Systems (Year in Business) (NI2)	
BSc Management with Marketing (N2N5)	
BSc Management with Marketing (Year in Business) (NN25)	
BSc Management with International Business (N2N1)	
BSc Management with International Business (Year in Business) (NN21)	
BSc Management with Corporate Responsibility (ND24)	
BSc Management with Corporate Responsibility (Year in Business) (N191)	
BSc Management with Entrepreneurship (NN23)	
BSc Management with Entrepreneurship (Year in Business) (N190)	
BSc Business and Management (Year in Business) (N201)	
BSc Business and Management (N200)	
	BSc Mathematics with Management (G1N2)
	BSc Economics and Management (LN12)
	BA French and Management (RN12)*
	BA German and Management (RN22)*
	BA Italian and Management (RN32)*
	BSc Computing and Business (NG25)
	BSc Computing and Business (Year in Industry) (NG25)
	BA Management and Spanish (NR24)*
	BSc Mathematics and Management (GN12)
	BSc Management with Mathematics (N2G1)