

PROGRAMME SPECIFICATION

This document describes the Master of Science, Postgraduate Diploma and Postgraduate Certificate in Managing Digital Innovation. The specification is valid for new entrants from September 2017.

The aims of the programme are:

- to combine academic and practical insights into the subject of digital innovation management;
- to cultivate students' agility to innovate and adapt in a digital economy;
- to provide training in advanced business analysis and consultancy techniques;
- to develop a broad range of transferable communication, critical thinking, and technical skills.

The Master's programme is delivered over one year of full-time study (52 weeks) or two years of part-time study (104 weeks). On successful completion of the programme a student should have an understanding of the subject area 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.

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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 programmes provide opportunities for students to develop and demonstrate the following learning outcomes:

Knowledge and understanding

- advanced knowledge of the role of digital technologies in innovating business models and creating and appropriating business value;
- current knowledge of latest digital technologies and techniques in business process, product, and service innovation;
- critical understanding of the changing forms of collaboration, work, and innovation as a result of the advance of information technology;
- systematic understanding of concepts and applications of enterprise systems;
- critical understanding of the ethical implications and social consequences of digital technologies.

Skills and other attributes

- the ability to draw upon relevant concepts and academic research to explain and analyse the critical issues in digital business and innovation;
- the ability to analyse the opportunities and challenges in the digital economy and make well-informed tactical and strategic decisions;
- the ability to propose and evaluate solutions to business problems by drawing on key information sources and using data analytics software;
- the ability to work in a digital business environment; *
- the ability to communicate (oral and written) complex business information to both professional and non-specialist audiences; *
- self-direction and originality in analysing and solving problems, using qualitative, quantitative and computer-based techniques; *
- teamwork and resource sharing on group projects; *
- enhanced time management and organisational skills including working to deadlines, prioritising tasks, organising work time;*
- a range of personal attributes that strengthen our postgraduates' abilities to engage in lifelong learning and contribute to the wider community. *

* transferable skills

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Teaching, learning and assessment

Teaching and learning methods mainly comprise lectures, seminars, workshops, lab tutorials, guest presentations, and guided individual study, but will vary according to the intended outcomes of the particular course or session. Instructors employ a wide range of learning activities, including case studies, debates, role-plays, one-to-one interactions, question and answer sessions, computer-based training, and online discussion forum.

Assessment methods vary, in accordance with the skills and knowledge being tested for a specific topic or course. Individual projects, group projects, in-class tests, reports, essays, and examinations are all used as appropriate in the assessment of the programme. Research skills are further assessed through an independent research dissertation, which involves quantitative and/or qualitative techniques and serves to integrate knowledge acquired throughout 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 full-time programme lasts 52 weeks, beginning in September.

The first week of the course is dedicated to postgraduate student induction, including registration and an introduction to College facilities. During this week ***MN555 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. 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. **Credits are indicated in brackets, and indicate proportional weighting towards the MSc, PGDip and PGCert classification grade.** The programme structure for the PGDip is as below, with the exception that students will not undertake the dissertation, while that for the PGCert is that students are required to take courses worth only 60 credits.

Students must take the following ***mandatory*** courses:

- (i) MN5801 Business Intelligence and Data Analytics [20 credits] (condonable)

- (ii) MN5802 Consultancy in the Digital Era [20 credits] (condonable)
- (iii) MN5804 Critical Issues in Digital Society [20 credits] (condonable)
- (iv) MN5803 Digital Business and Innovation [20 credits] (condonable)
- (v) MN5810 Enterprise Systems Management [20 credits] (condonable)
- (vi) MN5445 Dissertation Preparation and Research Methods [20 credits] (non-condonable)
- (vii) MN5806 Dissertation [40 credits] (non-condonable)

and choose one **optional course** (20 credits) from the following courses:

- o MN5807 Global Supply Chains [20 credits] (condonable)
- o MN5808 Managing Globally Dispersed Projects [20 credits] (condonable)
- o MN5809 Managing Social Media and Web Technologies [20 credits] (condonable)

Please note that not all optional courses run each year. A full list of optional courses for the current academic year can be obtained from the [School](#).

Part-time programme structure

The programme can be taken part-time over two years beginning in September of year one. Part-time students studying over two years normally take elements (i), (iv) and (v) in their first year, and elements (ii) and (iii) in their second year. Students who wish take courses over more than two years should discuss this with the School. The research methods (vi) and the dissertation (vii) are normally taken in the final year of study.

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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 **Master's** 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 dissertation courses (MN5445 and MN5806) 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 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 course of the programme.

The Master's 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.

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 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%. A Merit will not normally be awarded if a student re-sits or re-takes any course 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 course.

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

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.

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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 office hours or by appointment.
- The Programme Director, who has administrative oversight of the programme, is available to advise on matters of course registration, programme structure, and administrative or other difficulties encountered on specific courses.
- Induction programmes for orientation and introduction to the School and College by the Director of Graduate Studies.
- Representation on the Student-Staff Committee.
- Detailed PG handbook and course booklets.
- Writing and academic skills workshops delivered by the Centre for the Development of Academic Skills (CeDAS).
- Extensive supporting materials and learning resources in College and University libraries, as well as the Computer Centre.
- Career services from the College's Careers & Employability office.
- Access to a wide range of student support services provided by the College, including Student Counselling Service, Health Centre, Students' Union, and Disability & Dyslexia Services.

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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

Our graduates possess sought-after knowledge and skills for digital business consultancy. They are highly employable and may work as business analysts, consultants, or innovation managers for different industries. The programme also prepares those with entrepreneurial spirit to launch their own digital businesses. For other graduates, completing an MSc is the precursor to embarking on academic research that leads to a doctoral degree. For more details on further learning and career opportunities please refer to the [Careers & Employability 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 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 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, teaching arrangements and accreditation

All programmes are taught entirely by staff at Royal Holloway, University of London and lead to a Masters award of the University of London. The Postgraduate Diploma, Postgraduate 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.

Master of Science in Managing Digital Innovation

MSc in Managing Digital Innovation (3028)

Postgraduate Diploma in Managing Digital Innovation

PG Diploma in Managing Digital Innovation (3029)

Postgraduate Certificate in Managing Digital Innovation

PG Certificate in Managing Digital Innovation (3030)

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