

## PROGRAMME SPECIFICATION

This document describes the **Master of Arts and Postgraduate Diploma in Marketing**. This specification is valid for new entrants from **September 2011**.

Students who successfully complete the programme will have demonstrated:

- a systematic understanding of the knowledge and critical awareness of current issues in marketing at the forefront of the discipline and professional practice, and an ability to engage with key debates in marketing and consumer research scholarship;
- a comprehensive understanding of techniques of marketing and consumer research applicable to their own advanced scholarship or research;
- originality in the application of knowledge and a practical understanding of how established techniques of research and enquiry in marketing are used to create and interpret knowledge in the discipline;
- conceptual understanding that enables the student to evaluate critically current research and advanced scholarship in marketing;

and will be able to:

- deal with complex issues both systematically and creatively and communicate their conclusions clearly;
- demonstrate self-direction and originality in tackling and solving marketing-related problems;
- exercise initiative and personal responsibility in making professional decisions and demonstrate the independent learning ability to continue their professional development.

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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 marketing 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*

- 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 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**

Teaching and learning methods are based on an intensive learning and delivery method in which the student attends ten sessions over ten teaching weeks. A session will comprise of lectures and seminars but will vary according to the intended outcomes of the particular course or session. 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 the 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. Examinations are held in the Spring and Summer Term, after which students complete 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. During this week MN5555 *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 Handbook. Where weightings are indicated in brackets, these refer to weightings within the MA. The programme structure for the PgDip is as below, with the exception that students will not undertake the dissertation. Weightings for courses within the PgDip are proportionate, but exclude the dissertation.

The programme includes four core courses, which are delivered during the Autumn term. In the Spring term, students must choose four courses from a range of elective courses. Over this period, students will also study two core courses on research methods to support the writing of a dissertation over the summer.

#### *Optional Induction week course*

MN5555 *Foundations of Modern Management*

#### *Core courses*

MN5051 Marketing – A Critical Introduction (7.5%)

MN5052 Marketing and Consumer Research- Contemporary Issues (7.5%)

MN5053 Measurement & Metrics for Marketing (7.5%)

MN5055 Brands & Branding (7.5%)

MN5415 Methodology and Qualitative Research Methods (7.5%)

MN5050 Quantitative Research Methods (Marketing) (7.5%)

MN5059 Dissertation in a marketing-related area (25%)

#### *Elective courses (students must choose four from the following):*

MN5056 Arts Marketing (7.5%)

MN5057 Marketing Ethics (7.5%)

MN5058 Sports Marketing (7.5%)

MN5054 Services Marketing (7.5%)

MN5061 Marketing across cultures (7.5%)

MN5062 Not for Profit Marketing (7.5%)

MN5063 Digital Marketing Media (7.5%)

MN5064 Marketing Communications (7.5%)

The programme structure for the PgDip is as above, with the exception that students will not undertake the dissertation. Weightings for courses within the PgDip are proportionate, but exclude the dissertation.

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

#### Examination details and dates

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**

All students on the MA 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 Master of Science, Postgraduate Diploma and Graduate Diploma**

To pass the **MA** 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 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 element 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 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% when the student is either ineligible or has 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**<sup>1</sup> 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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<sup>1</sup> This is an Undergraduate Honours level award. See Programme Guide for full details of the learning outcomes, which apply to the Graduate Diploma.  
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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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## 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. 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 three 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. Applicants without a degree or with a degree below the required level may still be accepted if they achieve a GMAT score of 550 or above.

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## Further learning and career opportunities

The MA Marketing provides a firm foundation for postgraduate research and study and a proportion of our graduates continue their studies in MPhil/PhD programmes. The MA Marketing 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 from the school's Management programmes have joined many prestigious organisations including HSBC, IBM, Chase De Vere, Samsung, 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 careers 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 MA programme leads to an award of the University of London. The Postgraduate Diploma and Graduate Diploma lead to an award of Royal Holloway and Bedford New College. The Banner programme code is given in parenthesis.

#### **Master of Arts in Marketing**

MA Marketing (2388)

#### **Postgraduate Diploma in Marketing (exit award only)**

PgDip Marketing

#### **Graduate Diploma in International Management (exit award only)**

Grad Dip Marketing

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