

PROGRAMME SPECIFICATION

This document describes **Honours Degree programmes in Management**. For Combined and Joint Honours Degree programmes, please also refer to the equivalent document(s) for the other subject(s). This specification is valid for new entrants from **September 2008**.

The aims of all Honours Degree programmes in Management 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.

The majority of programmes are delivered in three stages, each of which comprises one year of full-time study during which the student must follow courses to the value of four units (one unit is equivalent to 30 national credits). Programmes, which combine management with a language as an equal element, are delivered in four stages with stage three consisting of a year spent abroad, for which students take two units. Management is a broad based academic subject, but in addition a field of study with practical implications and 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 units, which reflect the variety of perspectives (institutional, comparative, international, critical and strategic) that inform an understanding of Management. The degree structures are progressive, allowing students to move from foundation units to more critical or specialist courses, while maintaining a flexible set of options. A wide range of courses is offered to ensure that students 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 study through establishing a common platform of essential knowledge and skills.

In **stage two** there is a greater emphasis on independent learning and students use their foundation knowledge for the advanced study of key management functions, their role within organisations, and their relationship to overall strategic management.

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

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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 of:

- the discipline of Management as pursued by the School, with an emphasis on the historical, political, cultural and institutional forces shaping modern business;
- the principal interdisciplinary and comparative perspectives that inform Management theory and practice;
- the firm, its functions, and the context of business leading to a multifaceted appreciation of the Management discipline;
- how firms develop and maintain competitive advantage within a changing business environment influenced by economic, political, social, and cultural factors;
- key managerial functions such as information systems, marketing, human resource management, accounting, production and operations (for all students, whilst those students specialising learn about one function in more depth);
- the processes by which management plans and coordinates the use of business resources with the general objective of securing or maintaining competitive advantage;
- the history of business institutions in relation to the emergence of the global economy and global firms, using various theoretical approaches (economic management, international relations and geo-political);
- the principles of business statistical calculations and assessment of the results;
- the relationship between theory and practice of accounting information for decision making purposes;
- the origins of national economic success and failure, by means of a comparative assessment of the competitiveness and organisational capabilities of a country's companies;
- the principal historical, cultural and institutional dimensions to management and business within the European context (Joint Honours students with a language);
- specialist knowledge and understanding of Information Systems Management, and its role within business and organisations (Joints Honours students in Computing and Business);
- knowledge and understanding of selected aspects of management that will support or supplement the study of the main discipline. (European Studies students).

Skills and other attributes

- capacity to apply critical methodologies in the analysis of management;
- ability to evaluate theory, research and practice within management;
- ability to analyse real-life problems facing actual businesses and evaluate the effectiveness and limitations of different management attempts to solve them;
- effective oral and written communication, including presentation skills;*
- personal skills such as effective listening, negotiating and persuasion,*
- teamworking;*
- skills in information technology, numeracy, and research;*
- ability to carry out an original piece of supervised research in a specialist discipline leading to production of a critical dissertation.* (Single Honours and Management Specialisms)

* Transferable skills

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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 provide coverage of the essential subject matter, literature review, and summaries of the key debates. Seminars or workshops supplement lectures, or allow students the opportunity to practice 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, students receive detailed feedback from the examiner through a standardised form.

At stage one, teaching, learning and assessment focus on achievement of foundation knowledge and skills for advanced study; at stage two there is a greater emphasis on independent learning and development of conceptual capabilities and advanced knowledge; and stage three allows students to deepen their 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 [Department](#).

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Details of the programme structure(s)

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](#).

Validated course codes and titles

Stage one:

MN1001 Management and the Modern Corporation (1 unit)	Spine course
MN1025 Business Statistics (½ unit)	Foundation course
MN1041 Accounting for Management (1 unit)	Foundation course
MN1075 Study Skills and Methods (½ unit)	Foundation course
MN1015 Business Analysis and Decision Making (½ unit)	Foundation option
MN1055 Management and Communications Skills (½ unit)	Foundation option

Stage two:

MN2201 Strategic Management (1 unit)	Spine course
MN2021 Management Information Systems (1 unit)	Functional course
MN2031 Production and Operations Management (1 unit)	Functional course
MN2041 Managerial Accounting (1 unit)	Functional course
MN2061 Marketing Management (1 unit)	Functional course
MN2071 Human Resource Management (1 unit)	Functional course
MN2051 Managerial Economics (1 unit)	Further option
MN2155 Asia Pacific Business (½ unit)	Further option
MN2165 The Global Economy (½ unit)	Further option

Stage three:

MN3301 Modern Business in Comparative Perspective (1 unit)	Spine course
MN3035 Marketing Research (½ unit)	Functional course
MN3045 International Accounting and Finance (½ unit)	Functional course
MN3055 Consumer Behaviour (½ unit)	Functional course
MN3145 Multinational Enterprise (½ unit)	Functional course
MN3215 Japanese Business in Europe (½ unit)	Functional course
MN3225 European Business (½ unit)	Functional course
MN3245 Accounting for Corporate Accountability (½ unit)	Functional course
MN3271 International Human Resource Management (1 unit)	Functional course
MN3285 Managing Organisational Change (½ unit)	Functional course
MN3295 The Individual at Work (½ unit)	Functional course
MN3311 Dissertation (1 unit)	Functional course
MN3321 Project Management (1 unit)	Functional course
MN3341 Strategic Management Accounting and Finance (1 unit)	Functional course
MN3405 Contemporary Issues in Management (½ unit)	Functional course
MN3425 Strategies for the Information Age (½ unit)	Functional course

MN3455 Advertising and Promotion in Brand Marketing (½ unit)	Functional course
MN3465 Public Sector Management (½ unit)	Functional course
MN3475 International Public Sector Management (½ unit)	Functional course
MN3481 Business, Sustainability and Society (1 unit)	Functional course
MN3555 E-Commerce (½ unit)	Functional course

Whilst every effort is made to offer all Management courses each year, occasionally it is not always possible to run some courses.

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Single Honours Degree programmes, including programmes with a Management Specialism

Stage one:

All Students take: MN1001, MN1025, MN1041 MN1075 plus:
either MN1015 and MN1055 OR 1 whole unit or two ½ units from another department.

Stage two:

All Students take: MN2201 plus two units from:
MN2021, MN2031, MN2041, MN2061, MN2071
and either a further unit from the above list or 1 whole unit or two ½ units from: MN2051, MN2155, MN2165 OR 1 whole unit or two ½ units from another department.

Stage three:

Single Honours BSc Management students take:

MN3301 plus courses to the value of 2 units from two or three of the specialist groups below (a maximum of 1 unit or two ½ units may be chosen from any of the following Specialist Groups):

Marketing: MN3035, MN3055, MN3455, MN3555

Accounting & Finance: MN3045, MN3245 MN3341,

Information Systems: MN3321, MN3425, MN3555

Human Resources: MN3271, MN3285, MN3295

International Business: MN3145, MN3215, MN3225, MN3481

Students will take 1 unit or two ½ units from the remaining Management options¹ or take the Dissertation MN3311.

Students on a programme with a Management Specialism take:

MN330 plus a total of two Management units from their chosen specialism in either:

Marketing: MN3035, MN3055, MN3455, MN3555

Accounting & Finance: MN3045, MN3245 MN3341,

Information Systems: MN3321, MN3425, MN3555

Human Resources: MN3271, MN3285, MN3295

International Business: MN3145, MN3225, MN3481

Students will take 1 unit or two ½ units from the remaining Management options¹ or take the Dissertation MN3311.

Combined Honours Degree programmes with Management as a major component and Mathematics as the minor component

Stage one:

All Students take: MN1001, MN1025, MN1041, MN1075 plus 1 unit or two ½ units in the Mathematics Department.

Stage two:

All Students take: MN2201 plus two units from:
MN2021, MN2031, MN2041, MN2061, MN2071
plus 1 unit or two ½ units in the Mathematics Department.

¹ Subject to pre-requisites

Stage three:

All Students take: MN3301 plus choose a maximum of 2 units or 1 unit and two ½ units or 4 ½ units from: MN3035, MN3045, MN3055, MN3145, MN3215, MN3225, MN3245, MN3271, MN3285, MN3295, MN3321, MN3341, MN3425, MN3455, MN3465, MN3475, MN3481, MN3555, subject to pre-requisites having been completed plus 1 unit or two ½ units in the Mathematics Department.

Joint Honours Degree programme with Management as an equal component**Stage one:**

All Students take: MN1001, MN1041 and specified courses in the other subject.

Stage two:

All Students take: MN2201 plus 1 unit from: MN2021, MN2031, MN2041, MN2061, MN2071 and specified courses in the other subject.

Stage three:

All Students take: MN3301 plus 1 unit or 2 half units from: MN3035, MN3045, MN3055, MN3145, MN3215, MN3225, MN3245, MN3271, MN3285, MN3295, MN3321, MN3341, MN3425, MN3455, MN3465, MN3475, MN3481, MN3555 subject to pre-requisites having been completed

Note: combined programmes with a language as an equal component consist of four stages. Stage four is identical to stage three above. Stage three consists of a year spent in the country of the language of study, and is assessed by two units: an oral examination (1 unit) and either a Study Abroad unit (1 unit) or a Work Placement Project (1 unit).

Combined Honours Degree programmes with Management as a minor component with either Mathematics and Computer Science as the major component

In addition to specified courses in the major subject, students take the following management courses:

Stage one:

(General Pathway) take: MN1001. (Compulsory unit)

(Accounting Pathway) take: MN1041. (Compulsory unit).

Stage two:

(General Pathway) take: 1 unit from: MN2021, MN2031, MN2051, MN2071, MN2155, MN2165.

(Accounting Pathway) take: MN2041.

Stage three:

(General Pathway) take: 1 unit from: MN3145, MN3225, MN3271, MN3285, MN3295, MN3321.

(Accounting Pathway) take: Either MN3341 OR MN3045 and MN3245.

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The progression and award requirements are essentially the same across all Honours Degree programmes at Royal Holloway. Students must pass units to the value of at least three units on each stage of the programme. On some programmes there may be a requirement to pass specific courses in order to progress to the next stage, or to qualify for a particular degree title (see [Appendix B](#)). Students are considered for the award and classified on the basis of a weighted average. For three year programmes this is calculated from marks gained in courses taken in stages two and three, and gives twice the weighting to marks gained in stage three. For four year programmes with a year abroad, the weighted average is calculated from marks gained in courses taken in stages two and four, and gives twice the weighting to marks gained in stage four. The two units taken during stage three are included in the average mark for stage two. In order to qualify for the award, students must gain a weighted average of at least 35%.

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- All Single Honours and Management Specialism students, as members of the School of Management, are allocated a Personal Advisor, who is responsible for their academic and personal welfare and meets with them regularly through the programme.

- Lecturers and tutors are available to all students who wish to talk about academic and other issues related to specific courses. They may be consulted normally during surgery hours or by arrangement.
- The Academic Coordinators have administrative oversight of all Undergraduate Programmes. Students may seek their advice during surgery hours or at other times, normally about matters of course unit or programme registration, programme structures and pathway choices, and administrative or other difficulties encountered on specific courses.
- Detailed student handbook and course specifications.
- Supporting materials and learning resources in College and University of London libraries and for both postgraduate and undergraduate students there are dedicated computing laboratories. Access to all College and University support services, including Counselling Service, Careers Service, Health Centre and the Education Support Unit for students with special needs.
- Induction programme during the first week, and formal advisory sessions on programmes and pathway choices during stages one and two.
- Student-Staff Committee, chaired by the Academic Coordinators.

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Admission requirements

The Department's standard conditional offer is available on the [Course Catalogue](#) web page. However, the Department also has considerable flexibility in its admissions and offers policy and strongly encourages applications from non-standard applicants. Students whose first language is not English may also be asked for a qualification in English Language at an appropriate level. It may also be helpful to contact the [Admissions Office](#) for specific guidance on the entrance requirements for particular programmes.

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Further learning and career opportunities

As well as providing a firm foundation for postgraduate study and research, and careers in Management, this degree programme will provide you with skills that are transferable to a wide variety of employment positions. In recent years our graduates have found employment in a range of organisations, from both the for-profit and non-profit sectors. The College Careers Service provides expert advice on opportunities for Management students seeking company graduate schemes. The Department offers Masters Programmes in European Business, International Management, Management and Sustainability, International Accounting, Asia Pacific Business and Business Information Systems. For further details 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.

A Subject Review conducted by the Quality Assurance Agency in 2000 rated the School of Management as 'Excellent'. Under the Higher Education Funding Council's Research Assessment Exercise in 2008, the majority of our published research was in the 2 highest categories. This rating indicates that the overall quality of research is equivalent to levels of national excellence and international excellence. 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

All the programmes are taught entirely by staff at Royal Holloway, University of London, and lead to awards of the University of London. Programmes in Management are not subject to accreditation by a professional body. The QAA subject benchmark statement in General Business and Management describes the general features which

one might expect from Honours Degree programmes in the subject, and can therefore be used as a point of reference when reading this document (see www.qaa.ac.uk). UCAS codes are given in parentheses (see www.ucas.ac.uk).

Single Honours Degree programmes in Management

BSc Management (N200)

Single Honours Degree programmes with Management Specialism

BSc Management with Accounting (N2N4)
BSc Management with Human Resources (N2N6)
BSc Management with Information Systems (N2G5)
BSc Management with Marketing (N2N5)
BSc Management with International Business (N2N1)

Combined Honours Degree programmes with Management as a major component

BSc Management with Mathematics (N2G1)

Joint Honours Degree programmes with Management as an equal component

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)
BA Management and Spanish (NR24)
BSc Mathematics and Management (GN12)

Combined Honours Degree programmes with Management as a minor component

BSc Mathematics with Management (G1N2)

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Appendix B

Courses designated 'core pass-required' must be taken and passed in order to qualify for a particular degree title. Courses designated 'compulsory' must be taken and passed before progressing to the next stage of the programme. MN1001 and MN2201 are compulsory for all Single Honours and Management Specialism programmes and programmes in which Management is a joint component with another subject. MN1041 is compulsory for Mathematics with Management on the Accounting Pathway.

For students on a programme with a management specialism, courses to the value of three units in the relevant function specialism taken in the second and third stages are 'core pass-required'. If the functional specialism in stage two is not passed, but the general progression criteria are met, the student may nonetheless be able to transfer to the final stage as a Single Honours not undertaking a specialism.

List of Courses and their Pre-requisites

1st Year

Course	Course Title	Term(s)	Unit Value	Prerequisites	Status
MN1001	Management and the Modern Corporation	Autumn/Spring	1 cu	None	Compulsory
MN1015	Business Analysis & Decision Making	Autumn	0.5 cu	None	Optional
MN1025	Business Statistics	Spring	0.5 cu	None	Core
MN1041	Accounting for Management	Autumn/Spring	1 cu	None	Core
MN1055	Management & Communication Skills	Autumn OR Spring	0.5 cu	None	Optional
MN1075	Study Skills and Methods	Autumn Online	0.5 cu	None	Core

2nd Year

Course	Course Title	Term(s)	Unit Value	Prerequisites	Status
MN2201	Strategic Management	Autumn/Spring	1 cu	MN1001	Compulsory
MN2021	Management Information System	Autumn/Spring	1 cu	MN1001	Optional Core for Management with Info Systems students
MN2031	Production and Operations Management	Autumn/Spring	1 cu	MN1001 & MN1025 or MN1015 or equivalent	Optional
MN2041	Management Accounting	Autumn/Spring	1 cu	MN1001	Optional Core for Management with Accounting students
MN2051	Managerial Economics	Autumn/Spring	1 cu	MN1015 & MN1025 or equivalent	Optional
MN2061	Marketing Management	Autumn/Spring	1 cu	MN1001	Optional Core for Management with Marketing students
MN2071	Human Resource Management	Autumn/Spring	1 cu	MN1001	Optional Core for Management with HRM students
MN2155	Asia Pacific Business	Autumn	0.5 cu	MN1001	Optional Core for Management with IB students
MN2165	The Global Economy	Spring	0.5 cu	MN1001	Optional Core for Management with IB students

Final Year

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Course	Course Title	Term(s)	Unit Value	Prerequisites	Status
MN3035	Marketing Research	Spring	0.5 cu	MN2061	Optional Core for Management with Marketing students
MN3045	International Accounting & Finance	Spring	0.5 cu	MN2041	Optional Core for Management with Accounting students
MN3055	Consumer Behaviour	Autumn	0.5 cu	MN2061	Optional Core for Management with Marketing students
MN3145	Multinational Enterprise	Spring	0.5 cu	MN2201	Optional Core for Management with IB students
MN3215	Japanese Business in Europe	Spring	0.5 cu	MN2201	Optional
MN3225	European Business	Autumn	0.5 cu	MN2201	Optional Core for Management with IB students
MN3245	Accounting for Corporate Accountability	Autumn	0.5 cu	MN2041	Optional Core for Management with Accounting students
MN3271	International Human Resource Management	Autumn/Spring	1 cu	MN2071	Optional Core for Management with HRM students
MN3285	Managing Organisational Change	Spring	0.5 cu	MN2201	Optional Core for Management with HRM students
MN3295	The Individual at Work	Autumn	0.5 cu	MN2201	Optional Core for Management with HRM students
MN3301	Modern Business in Comparative Perspective	Autumn/Spring	1 cu	MN2201	Core
MN3311	Dissertation	Autumn/Spring	1 cu	MN2201	Optional Core for Management with IB students
MN3321	Project Management	Autumn/Spring	1 cu	MN2201, and MN1025 or MN1015/equivalent	Optional Core for Management with Info Systems students
MN3341	Strategic Management Accounting and Finance	Autumn/Spring	1 cu	MN2041	Optional Core for Management with Accounting students
MN3405	Contemporary Issues in Management	Spring	0.5 cu	MN2201	Optional for Single Honours students
MN3425	Strategies for the Information Age	Autumn	0.5 cu	MN2021	Optional Core for Management with Info Systems students
MN3455	Advertising and Promotion in Brand Marketing	Autumn	0.5 cu	MN2061	Optional Core for Management with Marketing students
MN3465	Understanding Public Sector Management	Autumn	0.5 cu	MN2201	Optional
MN3475	International Public Sector Management	Spring	0.5 cu	MN3465	Optional
MN3481	Business, Sustainability and Society	Autumn/Spring	1 cu	MN2201	Optional Core for Management with IB students

MN3555	E-Commerce	Spring	0.5 cu	MN2061 or MN2021	Optional Core for Management with Marketing students Core for Management with Info Systems students
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