

PROGRAMME SPECIFICATION

This document describes the **Master of Science and Postgraduate Diploma in International Supply Chain Management**. This specification is valid for new entrants from **September 2017**.

Overview and Programme Aims

To compete in today's competitive markets, organisations need to exploit global opportunities to increase shareholder value whilst mitigating risk and operating in an environmentally and ethically responsible manner. As supply chains become increasingly global and complex, supply chain managers require a range of competencies and leadership skills to manage these emerging business trends. To meet this need, the role of international supply chain management is changing as more companies seek to lead and manage change across different cultures, manage relationships between customer and supplier organisations as well as within their own organisation, and develop new supply chain structures in an entrepreneurial way. Responsiveness, reliability, resilience and relationships are the basis for successful supply chain management. These trends are explored through lectures and case studies to understand the theoretical insights as well as effective practices faced by international supply chains.

"One of the key trends to emerge in recent years is the idea that competition is no longer between stand-alone companies, but rather supply chain against supply chain. We are entering an era of network competition where prizes will go to those companies who can better structure, co-ordinate and manage the relationships with their partners in a network committed to better, faster and closer relationships with their final customers". Professor Martin Christopher

The Aims of the Programme Are:

- To produce expert supply chain professionals to take the skills they develop at the Centre for Professional Studies and make a significant difference in the international market place;
- To give students an opportunity to develop a high level of strategic awareness of the international supply chains and the approaches to finance, manage and execute supply chain excellence;
- To immerse students in contemporary supply chain issues, technologies and practices of managing international supply chains;
- To provide training in research techniques and methods in the field of study;
- To develop and embed advanced skills in the theories, tools and analytical techniques necessary to managing complex supply chains and logistics in different industries of varying complexity, size, depth and global or national reach;
- To provide an intellectually challenging, postgraduate learning opportunity that enhances students' confidence and competencies as senior managers in industry;
- To provide training in research techniques and methods in the field of study;
- To foster an independent learning ability required for continuing professional development.

The programme is delivered over one year of full-time study (52 weeks). On successful completion of the programme a student should have an understanding of the area of the MSc 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 management field.

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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 in the programme are 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 raw materials, components, sub-assemblies and final output and deliverables in terms of quality, performance, time and cost in a vast array of organisations in both small or large complex supply chains within and across national boundaries;
- An advanced understanding of the importance of effective and continuous monitoring and management of risk in supply chains, operations and quality in different product categories;
- An advanced understanding of sustainability issues and their implications for supply chain strategy, operations and management;
- An advanced knowledge of a variety of tools, techniques and new technology approaches applicable to the specific field of supply chain management;
- An understanding of the appropriate methodologies and application of theory to investigate supply chain issues.

Skills and other attributes

- The ability to critically develop their own approach and practice in the supply chain 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 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.*

* transferable skills

Teaching, learning and assessment

Teaching and learning is mostly by means of formal but interactive lectures, seminar discussions, oral presentations, in-class and supply chain and related problem-solving exercises, guided independent research, coursework essays, and a dissertation on supply chain and related practice. The basic strategies are to nurture the interest and enthusiasm of the 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 coursework essays, examinations and a dissertation 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.

Details of the programme structure:

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

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 PG Cert it is 60 credits. Credit values are given in brackets and indicate proportional weighting towards the MSc, PG Dip and PG Cert 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 PG Cert is that students are required to take and pass courses to the value of 60 credits.

The MSc International Supply Chain Management consists of 10 taught elements (worth 120 credits) and 1 project by dissertation (worth 60 credits) equally 180 credits in total.

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

Students must take the following:

TERM 1: 5 Courses

PM5022 International Supply Chain Management	(20 credits)
PM5023 Global Logistics and International Trade	(10 credits)
PM5002 Operations and Quality Management	(10 credits)
PM5021 Supply Chain and Financial Performance	(10 credits)
PM5001 Introduction to Project Management	(10 credits)

TERM 2: 5 Courses

PM5024 Risk Management and Resilient Supply Chains	(20 credits)
PM5027 Sustainability and Megatrends	(10 credits)
PM55025 Information Systems and Technology	(10 credits)
PM55026 Global Sourcing and Procurement	(10 credits)
PM5020 Business Research Methods	(10 credits)

TERM 3: 1 Course

PM5028 Project by Dissertation	(60 credits)
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Students are encouraged to attend research seminars in other Departments, and the School of Management, and have the opportunity to attend a variety of other seminars in the College.

Progression and award requirements

Progression throughout the year is monitored through performance in oral presentations, contributions to seminar and class 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 element 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 element 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 credit bearing element of the programme.

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

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.

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.

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.

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 programme's 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.

Admission requirements

For details of admissions requirements please refer to the [Course Finder](#).

Further learning and career opportunities

Graduates can successfully enter and progress their careers in a wide range of positions in several industries, make substantial contributions to multidisciplinary teams which strategically manage domestic and

international supply chains, logistics, procurement, global sourcing, finance, technology acquisition, and risk management, amongst others, thereby progressing higher up in the organisation and into senior management positions of the firm or change career paths across industries, government and NGOs. The MSc International Supply Chain Management Programme is designed to prepare students for successful careers in institutions and businesses in, amongst others:

- Electronics, Mobile Communication and Computing
- Pharmaceuticals and Healthcare
- Food and Agriculture
- Energy
- Supermarkets
- Textiles, Clothing and Fashion Industries
- Finance and International Banking
- Manufacturing, Aerospace, Automotive, Heavy Engineering
- High –tech Materials and Components Start-Ups
- Minerals, Oil & Gas
- Procurement and Distribution
- Shipping
- Aerospace
- Music, Film Production, TV Production
- Government Departments
- International Aid, Disaster Relief and NGOs

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](#).

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 result placed Royal Holloway 31st overall in the UK for 4* and 3* research and 33rd based on an overall Grade Point Average (GPA) score.

List of programmes with details of awards, teaching arrangements and accreditation

The programme is taught by staff at Royal Holloway, University of London and experts from industry, and the Masters leads to an award of the University of London. The Postgraduate Diploma leads to an award of Royal Holloway and Bedford New College. Programmes in International Supply Chain Management are not subject to accreditation by a professional body.

Master of Science Programme in International Supply Chain Management

MSc in International Supply Chain Management (2756)

Postgraduate Diploma in International Supply Chain Management

PG Diploma in International Supply Chain Management (XXXX)