

**Royal Holloway, University of London**  
**Course specification for a postgraduate award**  
**MSc International Business Management (Strategy & Leadership) (3688)**

**Section 1 – Introduction to your course**

This course specification is a formal document, which provides a summary of the main features of your course 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 University prospectus, and in various handbooks, all of which you will be able to access online. Alternatively, further information on the University's academic regulations and policies can be found [here](#). Further information on the University's Admissions Policy can be found [here](#).

Your degree course in International Business Management (Strategy and Leadership) provides progressive structures in which you will be able to gain ever-wider knowledge and understanding, and appropriate skills. The course aims to provide a broadly based, postgraduate level education in general management to pre-experience graduates. The course, which assume students had read management as part of a first (undergraduate) degree, provide core knowledge of management functions, specific knowledge of leadership and supplement courses for personal development.

Your degree courses at Royal Holloway, University of London, will be delivered over one year, which normally involves modules to the value of 180 credits (which is equivalent to 90 ECTS credits<sup>1</sup>).

While Royal Holloway keeps all the information made available under review, courses and the availability of individual modules, especially optional modules 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 course. In turn, Royal Holloway will inform you as soon as is practicable of any significant changes which might affect your studies.

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

*Degree course* – Also referred to as 'programme', this term refers to the qualification you will be awarded upon successful completion of your studies. 'Courses' were formerly known as 'programmes' at Royal Holloway.

*Module* – This refers to the credits you will study each year to complete your degree course. Postgraduate taught degrees at Royal Holloway comprise 180 credits. On some degree courses a certain number of optional modules must be passed for a particular degree title. 'Modules' were formerly known as 'course units' at Royal Holloway.

<sup>1</sup> The European Credit Transfer and Accumulation System (ECTS) is a learner-centred system for credit accumulation and transfer. ECTS credits reflect the total workload required to achieve defined learning outcomes and their associated workload, including teaching hours and guided independent study. 15 UK credits is equivalent to 7.5 ECTS. 30 UK credits is equivalent to 15 ECTS. Further details on ECTS can be found within the [ECTS User Guide 2015](#).

| Section 2 – Course details                                            |                                                                                                             |                                                   |                                                                                                         |
|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|---------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| Date of specification update                                          | May 2024                                                                                                    | Location of study                                 | Egham                                                                                                   |
| Course award and title                                                | MSc International Business Management (Strategy & Leadership)                                               | Level of study                                    | Postgraduate                                                                                            |
| Course code                                                           | 3688                                                                                                        | Year of entry                                     | 2027/28                                                                                                 |
| Language(s) of Tuition                                                | English                                                                                                     |                                                   |                                                                                                         |
| Awarding body                                                         | Royal Holloway, University of London                                                                        |                                                   |                                                                                                         |
| Department                                                            | Royal Holloway Business School                                                                              | Other departments involved in teaching the course | N/A                                                                                                     |
| Mode(s) of attendance                                                 | Full time and part time                                                                                     | Duration of the course                            | One year (52 weeks) full-time<br>Two to five years (104 - 260 weeks) part-time                          |
| Accrediting Professional, Statutory or Regulatory Body requirement(s) | N/A                                                                                                         |                                                   |                                                                                                         |
| Link to Coursefinder for further information:                         | <a href="https://www.royalholloway.ac.uk/studying-here/">https://www.royalholloway.ac.uk/studying-here/</a> | For queries on admissions:                        | <a href="https://royalholloway.ac.uk/applicationquery">https://royalholloway.ac.uk/applicationquery</a> |

| Section 3 – Degree course structure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                        |         |            |                                                                         |
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| 3.1 Mandatory module information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                        |         |            |                                                                         |
| The following table summarises the mandatory modules which students must take in each year of study                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                        |         |            |                                                                         |
| Module code                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Module title                                           | Credits | FHEQ level | Module status (Mandatory Condonable MC or Mandatory Non-Condonable MNC) |
| MN5331                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Economics, Finance & Accounting                        | 30      | 7          | MC                                                                      |
| MN5333                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Strategy & Ethics in International Business Management | 30      | 7          | MC                                                                      |
| MN5334                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | People & Organisation                                  | 15      | 7          | MC                                                                      |
| MN5336                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Digital Business & Marketing                           | 30      | 7          | MC                                                                      |
| MN5341                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Professional Business & Research Skills                | 15      | 7          | MC                                                                      |
| MN5343                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Leadership and Business Transformation                 | 15      | 7          | MC                                                                      |
| <p>This table sets out the most important information for the mandatory modules on your degree course. These modules are central to achieving your learning outcomes, so they are compulsory, and all students on your degree course will be required to take them. You will be automatically registered for these modules each year. Mandatory modules fall into two categories: ‘condonable’ or ‘non-condonable’.</p> <p>In the case of mandatory ‘non-condonable’ (MNC) modules, you must pass the module before you can proceed to the next year of your course, or to successfully graduate with a particular degree title. In the case of mandatory ‘condonable’ (MC) modules, 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 course 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 course 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.</p> |                                                        |         |            |                                                                         |
| 3.2 Optional modules                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                        |         |            |                                                                         |
| <p>In addition to mandatory modules, there may be a number of optional modules available during the course of your degree. 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 course requirements must change accordingly, or where changes are deemed</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                        |         |            |                                                                         |

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; please contact the Department for further information.

You must choose either MN5346 Independent Business Project (Strategy & Leadership) (45 Credits) or MN5431 International Study Fieldwork Project (45 credits).

#### **Section 4 - Progressing through each year of your degree course**

For further information on the progression and award requirements for your degree, please refer to Royal Holloway's [Academic Regulations](#).

Progression throughout the year/s is monitored through performance in summative or formative coursework assignments. Please note that if you hold a 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.

All postgraduate taught students are required to take and pass the non-credit bearing Moodle-based Academic Integrity module SS1001 in order to be awarded. The pass mark for the module assessment is stated in the on-line Academic Integrity Moodle module. Students may attempt the assessment as often as they wish with no penalties or capping. Students who otherwise meet the requirements for award as stipulated in the [Academic Taught Regulations](#) but fail to pass the Moodle-based Academic Integrity module will not be awarded.

## Section 5 – Educational aims of the course

The aims of this course are to:

- Equip students with an advanced understanding of core management disciplines and subject specific knowledge
- Enable students to evaluate professional and ethical issues of international business management
- Support students acquiring skills in investigating, analysing, and communicating challenges and solutions concerning international business management
- Provide a combination of modules informed by the distinctive values and research expertise of the Royal Holloway Business School
- Equip students with conceptual tools for analysing and evaluating complex problems in strategy and leadership in international business management

## Section 6 - Course learning outcomes

In general terms, the courses 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 (\*)*)

| Theme                                                                 | Course learning outcome                                                                                                                                                                                                         | Level 7                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Graduates from this course will foster KNOWLEDGE and CURIOSITY</b> | 1. Acquire business knowledge and apply relevant disciplinary theories and concepts to generate and evaluate solutions to contemporary business challenges. (Focussing, Curiosity, Sense making, Critical thinking, Creativity) | 1.7.1 Critically evaluate relevance and interactions between international business management (strategy & leadership) and other key functions and processes.<br>1.7.2 Design evidence-based analysis in international business management (strategy & leadership).<br>1.7.3. Synergize theories and concepts to resolve international business management (strategy & leadership) problems. |
| <b>Graduates from this course will focus on SUSTAINABILITY</b>        | 2. Demonstrate excellent sustainability competencies to shape a sustainable future. (Feeling, Initiative, Creativity, Adapting, Sense making)                                                                                   | 2.7.1 Reflect on relevance and contributions of international business management (strategy & leadership) to sustainable business and society.<br>2.7.2 Generate sustainable solutions to challenges in international business management (strategy & leadership).                                                                                                                           |

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| <b>Graduates from this course will demonstrate PROFESSIONAL SKILLS AND BEHAVIOURS</b> | 3. Behave ethically and evidence effective professional and interpersonal skills for success. (Communicating, Collaborating, Integrity, Initiative, Leading)                         | 3.7.1 Perform professionally in international business management (strategy & leadership).<br>3.7.2 Direct effective teamwork.<br>3.7.3 Employ the principles and codes of conduct that underpin ethical practice in international business management (strategy & leadership).    |
| <b>Graduates from this course will develop DIGITAL LITERACY</b>                       | 4. Use appropriate technologies responsibly to innovate and solve problems creatively in a digital world. (Focussing, Communicating, Collaborating, Sense making, Critical thinking) | 4.7.1 Select digital tools to search, analyse and manage information responsibly.<br>4.7.2 Determine appropriate digital media and networks to influence social behaviour.                                                                                                         |
| <b>Graduates from this course will act with INCLUSION in mind</b>                     | 5. Develop and nurture an adaptive mindset to operate inclusively in business and society. (Feeling, Collaborating, Adapting, Integrity, Initiative)                                 | 5.7.1 Reflect on the role of international business management (strategy & leadership) to influence inclusion in organisations and society.<br>5.7.2 Judge the merit of different perspectives and worldviews.<br>5.7.3 Relate own values in context of diverse others. (Adapting) |
| <b>Graduates from this course will evidence GLOBAL CITIZENSHIP</b>                    | 6. Actively contribute to the development of local and global communities. (Curiosity, Sense making, Leading, Communicating, Creativity, Initiative)                                 | 6.7.1 Interpret the impact of current world affairs on international business management (strategy & leadership).<br>6.7.2 Critically evaluate the impact of international business management (strategy & leadership) to local and global communities.                            |

## Section 7 - Teaching, learning and assessment

Teaching and learning on your course is closely informed by the active research of staff, particularly in the areas of Business and Management. In general terms, the course provides an opportunity for you to develop and demonstrate the learning outcomes detailed herein.

Teaching and learning is mostly by means of lectures; seminars, study groups, essay consultations, oral presentations and guided independent study. Assessment of knowledge and understanding is typically by formal examinations, coursework, examined essays, translation exercises, online tests and exercises, oral presentations and the dissertation or long essay. Assessment of knowledge and understanding is typically by coursework assignments, examinations, and a dissertation or project.

Contact hours come in various 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 module on your degree course is assessed will also vary. Assessments designated as 'summative' will receive a mark which will count towards your overall mark for the module, and potentially your degree classification, depending on your year of study. On successful completion of the module you will gain the credits listed.

More detailed information on modules, including teaching and learning methods, and methods of assessment, can be found via the online [Royal Holloway Curriculum 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.

## Section 8 – Additional costs

There are no single associated costs greater than £50 per item on this course. For those who select to participate in the Optional Module 'International Business Study Field Trip', there will be some additional costs relating to the expenses of the trip.

**These estimated costs relate to studying this particular degree course 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                             |
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| <b>QAA Framework for Higher Education Qualifications (FHEQ) Level</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 7                                                                                                                                           |
| Your course 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 courses of study. |                                                                                                                                             |
| <b>QAA Subject benchmark statement(s)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <a href="http://www.qaa.ac.uk/quality-code/subject-benchmark-statements">http://www.qaa.ac.uk/quality-code/subject-benchmark-statements</a> |
| Subject benchmark statements provide a means for the academic community to describe the nature and characteristics of courses 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– Intermediate exit awards (where available)                                                                                                                                                                                               |                                                                                                                                                            |                                        |
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| You may be eligible for an intermediate exit award if you complete part of the course as detailed in this document. Any additional criteria (e.g. mandatory modules, credit requirements) for intermediate awards is outlined in the sections below. |                                                                                                                                                            |                                        |
| Award                                                                                                                                                                                                                                                | Criteria                                                                                                                                                   | Awarding body                          |
| PG Diploma                                                                                                                                                                                                                                           | Passes in at least 120 credits, with fails of between 40% to 49% for up to 40 credits condonable (with the exception of any course specific requirements). | Royal Holloway and Bedford New College |
| PG Certificate                                                                                                                                                                                                                                       | Passes in at least 60 credits with no condonable fails                                                                                                     | Royal Holloway and Bedford New College |