

PROGRAMME SPECIFICATION

This document describes the **Master of Science Degree programme and Postgraduate Diploma in Sustainability and Management**. This specification is valid for new entrants from **September 2010**.

The aims of the Masters and Postgraduate Diploma programmes are:

- to provide a systematic understanding of knowledge relating to problems of environmental sustainability and corporate social responsibility;
- to develop critical awareness of current qualitative and quantitative research methodologies relevant to the subject area under investigation;
- to develop conceptual tools for analysing and evaluating complex problems in both the scientific environmental and business ethical areas;
- to provide structured opportunities for students to develop and test their own hypotheses in relation to issues in the sustainability and management responsibility areas;
- to provide a suitable level of training for students interested in careers in government, international and non-governmental organisations, teaching, journalism or corporate life, as well as postgraduate research.

The programme is delivered collaboratively by the School of Management and the Department of Geography in a single stage, equating to one year of full-time study (52 weeks). The programme is characterised by blending together subject matter from the sciences, (notably environmental sustainability) and the more value driven corporate social responsibility.

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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 programmes 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:

- how corporate social responsibility (CSR) fits into a programme of sustainable development for an organisation;
- key concepts in sustainability and corporate social responsibility and the ability to apply them correctly;
- links between corporate actions and resulting environmental problems;
- how to determine the role of environmental management in responding to corporate impacts.

Skills and other attributes:

- cognitive skills of critical thinking, analysis and synthesis, including the capacity to identify assumptions, evaluate statements in terms of evidence, to detect false logic or reasoning, to identify implicit values, to define terms adequately and generalise appropriately;*
- identifying, formulating and solving business problems with respect to sustainability issues using appropriate quantitative and qualitative skills;
- exercising judgment in the choice of various policy options;*
- effective oral and written communication using a range of media which are widely used in business, for example, the preparation and presentation of business reports;*
- numeracy and quantitative skills including data analysis, interpretation and extrapolation and the use of models of business problems and phenomena;*
- effective use of Communication and Information Technology (CIT) for business applications;*
- 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;*
- effective performance within a team environment including leadership, team building, influencing and project management skills;*
- interpersonal skills of effective listening, negotiation and persuasion;*
- ability to conduct research into business and management issues, either individually or as part of a team, using a range of business data, research sources and appropriate, advanced research methodologies to create and support hypotheses;

* transferable skills

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Teaching, learning and assessment

Teaching and learning methods mainly comprise lectures, seminars and workshops 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 independent study and library work, often in preparation for seminars, workshops and lectures. In addition to consolidating and supplementing lectures, seminars or workshops enable 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, 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/or 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. Many of the assignments involve group work, where assessment is of the work of the group as a whole. Individual projects, in-course tests, group presentations, individual presentations, reports, quantitative analysis, and essays are all used at some point in the assessment of the programme. Full details of the assessments of individual courses can be obtained from the [Department](#).

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Details of the programme structure(s)

The programme includes two core units, of which MN5300 Corporate Social Responsibility is delivered twice weekly during the Autumn term and Principles of Environmental Sustainability once weekly during the Autumn and Spring terms. In the Spring term, students must also choose one course from a range of elective units. Students will also study two core units on research methods to support the writing of a dissertation over the summer.

Core units

GG5300 Principles of Environmental Sustainability (20%)
MN5300 Corporate Social Responsibility (20%)
MN5410 Methodology and Qualitative Research Methods (12.5%)
MN5405 Quantitative Methods for Graduates (12.5%)
MN5481 Dissertation (25% weighting)

Elective units (students must choose one from the following):

MN5425 Business Ethics (10%)
MN5435 Corporate Governance (10%)
MN5455 Business Strategy (10%)
GG5301 Practices of Sustainability in Developing Areas (10%)

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).

Postgraduate Diploma structure

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](#).

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Requirements for the award of Master of Science, Postgraduate Diploma and Graduate Diploma

To receive the award of **Master of Science**, a student must achieve a mark of at least 50% in each element of the programme. Failure marks between 40-49.99% can be condoned in elements, which constitute up to 25% of the programme provided that the overall average is at least 50%, but a failure mark (i.e. below 50%) in the dissertation cannot be condoned.

A Master of Science degree with Distinction may be awarded if a student achieves a weighted average of 70.00% with no mark in a taught course or the dissertation falling below 60%. A Distinction cannot be awarded if a student re-sits or re-takes any element of the programme. The Master of Science degree with Merit may be awarded if a student achieves a weighted average of 65.00%, with no mark for any element falling below 50%.

The **Postgraduate Diploma** may be awarded if a student:

- achieves a mark of 50% or above in all the taught courses of the programme; *or*
- has failure marks in the region 40-49.99% in courses which do not constitute more than 25% of the final assessment and which therefore may be condoned;

and has either chosen not to proceed to the dissertation, or has failed the dissertation on either the first or second attempt.

The Postgraduate Diploma with Distinction may be awarded if a weighted average of 70.00% or above is achieved, with no mark below 60%. The Postgraduate Diploma with Merit may be awarded if a student achieves a weighted average of 65.00%, with no mark for any element falling below 50%.

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**¹ or re-taking the failed units in the following summer, to attempt to achieve the 50% level required to continue on the Master's programme. A student who does not achieve

¹ This is an Undergraduate Honours level award. See Programme Guide for full details of the learning outcomes which apply to the Graduate Diploma.

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.

A student will be required to re-sit at the next available opportunity any element awarded a mark of 39% or below which cannot be condoned as described above. 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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Student support and guidance

- Personal Advisors: allocated to each student and responsible for their academic and personal welfare. Personal Advisors are available for consultation during advertised surgery hours, and, whenever necessary, students may also request appointments outside these times.
- 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, 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 and course resources.
- Induction programme during the first week of the degree, followed by formal advisory sessions on degree programmes and course choices.
- Postgraduate Student-Staff Committee in the School of Management, chaired by the Director of Graduate Studies.
- Extensive supporting materials and learning resources in the College library and Senate House, computing facilities in the School of Management and the Department of Geography as well as 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, the Language Centre, 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

Students are normally required to have at least a good Lower Second Class Honours UK first degree in a relevant discipline or the equivalent from an overseas university. No prior knowledge of any of the subject areas taught is assumed. Non-standard applications, including those from mature students, are strongly encouraged and will be judged individually on merit. 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 may be called for interview.

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Further learning and career opportunities

As well as providing a firm foundation for further postgraduate study and research, the programme trains students for a wide range of management or sustainability-related careers. Some graduates have gained corporate positions in CSR/sustainability management, others work in a sustainability role in the public sector, while others again found employment in NGOs with a focus on sustainability. A number of graduates have also opted for an academic career through embarking on PhD research. In a nutshell, this programme provides a wide range of skills that are transferable to a variety of employment opportunities. For more details on further learning and career 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. The School of Management's RAE 2008 return has seen excellent improvement from the exercise in 2001. The research profile is on a 5-point scale, where 4* world ranking; 3* internationally excellent; 2* internationally recognised; 1* nationally recognised; 0 – unclassified. The School research profile was:

- * 4* – 15%
- * 3* – 40%
- * 2* – 40%
- * 1* – 5%
- * 0* – 0%

This rating indicates that the overall quality of research is equivalent to levels of national excellence with some aspects of 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 with details of awards, teaching arrangements and accreditation

All the programmes are taught entirely by staff at Royal Holloway, University of London. The Master's degree programme leads to an award of the University of London. The Postgraduate Diploma and the Graduate Diploma lead to awards of Royal Holloway and Bedford New College. These programmes are not subject to accreditation by a professional body. The Banner programme codes are given in parenthesis.

Masters Degree programmes in Sustainability and Management

MSc Sustainability and Management (1363)

Postgraduate Diploma in Sustainability and Management

PgDip Sustainability and Management (1872)

Graduate Diploma in Sustainability and Management (exit award only)

Grad Dip Sustainability and Management

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