

PROGRAMME SPECIFICATION

This document describes the **Master of Science in Project Management (and Postgraduate Diploma)**. This specification is valid for new entrants from **September 2013**.

The aims of the programme are:

- to enable students to develop a critical, selective and confident approach to the integration of knowledge domains and practical skills to finance, manage and execute processes and projects successfully, fully cognisant of the specific requirements of each project, the potential for blockages to implementation and preventive strategies to overcome them ;
- to immerse students into contemporary technologies and practices of managing in project-based companies and institutions in a global environment characterised by convergence in the science base, rapid change in complex products, processes and supply chains and the onset of dangerous climate change ;
- to develop advanced skills in the tools and analytical techniques relevant to project management theory and application across several industries and project complexity and size;
- to provide training in research techniques and methods in the field of study;
- to foster an independent learning ability required for continuing professional development; and
- to develop key communications, IT, management, collaborative and interdisciplinary skills relevant to job security, and, enhancement of career advancement and options across industries, NGOs and national boundaries.

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

output and deliverables in terms of performance , time and cost in a vast array of organisations in both small or large complex projects across national boundaries.

- an in depth knowledge on the sources and types of finance necessary for the management of both large complex engineering and construction projects as well as smaller projects in the creative and entrepreneurial sectors.
- an advanced understanding of the importance of effective and continuous management of operations , quality control, risk management in supply chains and the rising importance of climate change and sustainability issues.
- an advanced knowledge of a variety of tools, techniques and new technology approaches applicable to the specific field of project management;
- the articulation of knowledge and the understanding of tools, concepts and theories relating to the chosen area of Project Management at an advanced level;
- understanding of the appropriate analytical, theoretical , technological and practical application and management skills required in the specific field of study;
- the acquisition of knowledge of advanced scholarship in the chosen area of the discipline to a level appropriate for a MA degree.

Skills and other attributes

- the ability to critically develop their own approach and practice in the project 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 articulate knowledge and the understanding of texts, concepts and theories at an advanced level, demonstrating self-direction and originality;
- 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; corporate ethics; awareness of responsibility in sustainability of resources and ecosystems and mitigation and adaptation to global warming; interest in lifelong learning; flexibility and adaptability; creativity.

* transferable skills

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Teaching, learning and assessment

Teaching and learning is mostly by means of formal but interactive lectures, seminar discussions, oral presentations, in-class and independent problem-solving exercises, guided independent research, guided independent study, coursework essays, practical workshops, and a dissertation on project management 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 project management exercises, oral presentations, 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 [Department](#)

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Details of the programme structure:

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

The Programme consists of 15 elements and students are assessed and examined in 11 credit bearing core courses. The 11 core courses comprise 180 credits with the individual course credit values indicated in brackets. Elements with a (*) are **compulsory** but are non-credit bearing and not formally examined. The course on Lectures on Business Research Methods is provided by the School of Management and is assessed by means of the dissertation.

The brief outline of the programme is shown below; however students can obtain further details from the Programme Handbook. The credit values for individual courses are indicated in brackets.

Students must take the following:

TERM 1: 5 Core Courses

1. PM5001: Introduction to Project Management in a Strategic Management Context (10 credits)
2. PM5002: Operations and Quality Management (10 credits)
3. MN5111: International Accounting and Finance (13 credits)
4. PM5003: Information Technology Project Management (10 credits)
5. PM5004: International Strategic and Technology Management (10 credits)

Major 2-Day Workshop on the Management of Innovation and Change: Week 1 Workshops in Microsoft Project**

TERM 2: 5 Core Courses

*One Week Professional Workshop and Certificates for Prince II**

6. PM5005: Advanced Applied Project Management and Planning (10 credits)
7. PM5006: Advanced Project Funding, Finance and Risk Management (20 credits)
8. PM5007: Corporate Governance, Ethics and Sustainability (10 credits)
9. PM5008: Managing Projects I: International Management of Mega Projects (10 credits)
10. PM5009: Managing Projects II: Managing Projects in the TV and Film Industry (10 credits)

Seminar Series in Applied Project Management: CEOs and Practitioners across diverse industries*

TERM 3: 1 Core Course

11. PM5010: Project by Dissertation (60 credits)

Students are given instruction in Business Research Methods in Term1 by attending a series of 8 x 2hr lectures within the School of Management's course (MN5270).

Students are encouraged to attend research seminars in Physics, amongst other Departments, and the School of Management, and have the opportunity to attend a variety of other seminars in the College.

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Progression and award requirements

Progression throughout the year is monitored through performance in oral presentations, contributions to seminar and class discussion and coursework. To pass the 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 do not constitute more than 25% of the final assessment, provided that the overall weighted average is at least 50.00%, but a failure mark (i.e. below 50%) in the dissertation cannot be condoned.

The Masters degree with Merit may be awarded if a student achieves an overall weighted average of 60.00% or above, with no mark in any element which counts towards the final assessment falling below 50%.

The Masters degree with Distinction may be awarded if a student achieves an overall weighted average of 70.00% or above, with no mark in any element which counts towards the final assessment falling below 50%. A Distinction will not normally be awarded if a student re-sits or re-takes any credit bearing element

of the programme. In exceptional circumstances a viva may be held for a student at the request of the Examiners.

The **Postgraduate Diploma** may be awarded if a student achieves an overall weighted average of at least 50.00%, with no mark in any taught element which counts towards the final assessment falling below 50% *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 25% of the final assessment.

The Postgraduate Diploma with Merit may be awarded if a student achieves an overall weighted average of 60.00% or above, with no mark in any course which counts towards the final assessment falling below 50%.

The Postgraduate Diploma with Distinction may be awarded if a student achieves an overall weighted average of 70.00% or above, with no mark in any 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. In exceptional circumstances a viva may be held for a student at the request of the Examiners.

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Student support and guidance

- The **Programme Director** meets with the students on a regular basis to advise on academic, pastoral and welfare issues. The Programme Director acts as a point of contact for pastoral support and any questions about the programme throughout the year.
- Course coordinators, tutors and dissertation supervisors provide a back-up system of academic, pastoral and welfare advice.
- All students are allocated a personal adviser, with whom they meet at least once a term, and more regularly if required, to discuss all matters relating to their programme and for pastoral support.
- Induction programmes for orientation and introduction to the Department and College by the Director of Graduate Studies.
- All RHUL staff available and accessible through an office-hour system. All Teaching Fellows accessible through appointment on the day they teach during Term time.
- Representation on the Student-Staff Committee.
- Detailed PG 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 space at the dedicated Programme room in the International Building and facilities in the Physics Department
- College Careers Service and Departmental Careers Service liaison officer.
- Access to all College and University support services, including Student Counselling Service, Health Centre, Students' Union and the Educational Support Office for students with special needs.

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Admission requirements

Admission to the programme normally requires a First or Upper Second Class (2:1) Honours Degree in science, engineering, media and the arts, humanities, business and management studies and finance. However, the Department also has considerable flexibility in its admissions and offers policy and strongly encourages applications from students with a Lower Second Class (2:2) or non-standard applicants with special attributes and business experience. Students whose first language is not English and have not studied their degree in an English speaking institution will be asked for a qualification in English Language at an appropriate level, namely an IELTS score of 6.5 with no sub-score below 5.5, or, equivalent. For further details please refer to the [Course Finder](#). It may also be helpful to contact the [Admissions Office](#) for specific guidance on the entrance requirements for particular programmes.

www.rhul.ac.uk/management/coursefinder/mscprojectmanagement.aspx

<http://www.rhul.ac.uk/Registry/Admissions/applyonline.html>

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Further learning and career opportunities

Graduates can successfully enter and progress into a wide range of professions and several industries, make substantial contributions to multidisciplinary project teams, and the financing, execution and delivery of projects thereby progressing higher up in the organisation and senior management positions of the firm or change career paths. The MSc in Project Management is designed to draw from across a wide range disciplines and professions and prepare students for successful careers in project-based institutions and businesses in, amongst others:

- Electronics, Software , Wireless , Internet-based ventures
- Pharmaceuticals , Healthcare, Biotechnology
- Finance , International Banking , International Project Finance
- Manufacturing, Aerospace , Automotive , Heavy Engineering
- Fashion marketing, fast fashion, high fashion, technical textiles
- Construction project finance and management,
- Mega projects : Airports, High Speed Rail, Gas , Oil, Minerals
- Sustainability : Agriculture, Water, Renewable Energy projects
- Music, Film production, TV Production, Concerts, Theatre
- Information Systems , Lean Methods , Agile Projects
- Government Departments and International Organisations

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](#).

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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 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.

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

The programme is taught entirely by staff at Royal Holloway, University of London, 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 Project Management are not subject to accreditation by a professional body.

The Banner programme codes are given in parentheses.

Master of Science Programme in Project Management

MSc in Project Management (2638)

Postgraduate Diploma in Project Management

PG Diploma in Project Management (2704)

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