ROYAL HOLLOWAY
University of London

PROGRAMME SPECIFICATION

This document describes the **Master of Science, Postgraduate Diploma and Postgraduate Certificate in Project Management**. This specification is valid for new entrants from **September 2017**.

The Master's programme is delivered over one year of full-time study (52 weeks) or up to five years of part time study (260 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 field.

The aims of the programmes 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.
- to equip students with an impressive range sector-specific practical tools and skills that are applicable internationally.

Further information

Learning outcomes
Teaching, learning and assessment
Details of the programme structure(s)
Progression and award requirements
Student support and guidance Admission requirements
Further learning and career opportunities
Indicators of quality and standards
List of programmes, with details of awards, degree titles, accreditation and teaching arrangements

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.

Version 5.0
7.11.2017

Learning outcomes

Teaching and learning on the programmes is 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 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; and
- the acquisition of knowledge of advanced scholarship in the chosen area of the discipline to a level appropriate for an MSc Degree.

Skills and other attributes
- the ability to critically develop their own approach and practice in the project management filed;
- 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;*and
- 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; and creativity.

 * transferable skills

[Back to top](#)

Version 5.0
7.11.2017

Teaching, learning and assessment

Teaching and learning is mostly by means of formal interactive lectures, seminar discussions, oral presentations, in-class and independent problem-solving exercises, 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 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 that counts for one third of the degree's assessment and is meant to integrate and crystallise knowledge and understanding across the domains in the student's chosen field and allow the student to illustrate this knowledge through clear reporting of research requiring business and/or analytical objectives 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.

Back to top

Details of the programme structure:
The full-time 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 PGCert 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 Project Management consists of 11 taught mandatory courses (to the value of 120 Credits) and a dissertation (worth 60 credits), equalling 180 credits in total. There are also two mandatory workshops of 2 - 5 days' duration, plus mandatory lectures, including a number of external-speaker seminars. Students are assessed and examined in the credit bearing courses only. The programme also includes elements which are **compulsory** but are non-credit bearing and any assessment for these elements does not count towards the degree average (these are listed at the end of this section).

Students on the Master of Science in Project Management programme must take the following mandatory courses:

Full time mode:

TERM 1: 5 Core Courses
1. PM5001: Introduction to Project Management (10 credits)
2. PM5002: Operations and Quality Management (10 credits)
3. PM5003: Information Technology Project Management (10 credits)
4. P M 5004: International Strategic and Technology Management (20 credits)
5. PM5011: International Accounting and Finance (10 credits)
6. PM5010: Business Research Methods (10 Credits)

TERM 2: 5 Core Courses
7. PM5005: Advanced Applied Project Management and Planning (10 credits)
8. PM5006: Advanced Project Funding, Finance and Risk Management (10 credits)
9. PM5007: Corporate Governance, Ethics and Sustainability (10 credits)
10. PM5008: Management of International Megaprojects (10 credits)

11. PM5009: Managing Projects in TV and Film (10 Credits)

TERM 3: Dissertation
        12. PM5018: Project by Dissertation (non-condonable)

Compulsory, non-credit bearing elements (please note any associated assessment for these elements will not count towards your degree classification):

TERM 1
Workshop on teamwork and group work.

TERM 2
One Week Professional Workshop and Certificates for Prince2
Seminar Series: Speakers from Industry

Part time mode:
The part-time programme usually takes 2 years. However part time students are permitted under College regulations to complete their programme of study over a period of up to 5 years. Students who are unable to complete the programme within the standard 2 year timeframe should liaise with the programme director to agree a time frame for completion.

YEAR 1 TERM 1

1. PM5001: Introduction to Project Management (10 credits)
2. PM5002: Operations and Quality Management (10 credits)
3. PM5003: Information Technology Project Management (10 credits)
4. PM5004: International Strategic and Technology Management (20 credits)
5. PM5011: International Accounting and Finance (10 credits)

YEAR 1 TERM 2
6. PM5005: Advanced Applied Project Management and Planning (10 credits)
7. PM5006: Advanced Project Funding, Finance and Risk Management (10 credits)
8. PM5007: Corporate Governance, Ethics and Sustainability (10 credits)
9. PM5008: Management of International Megaprojects (10 credits)
10. PM5009: Managing Projects in TV and Film (10 Credits)

YEAR 2
11. PM5010 Business Research Methods (10 credits)
12. PM5018 Project by Dissertation (60 credits)

Compulsory, non-credit bearing elements (please note any associated assessment for these elements will not count towards your degree classification):

Part time students will normally take these in Year 1 of the programme.

TERM 1
Workshop on teamwork and group work.

One Week Professional Workshop and Certificates for Prince2
Seminar Series: Speakers from Industry

Progression and award requirements

Progression throughout the year/s is monitored through performance in oral presentations, contributions to seminar 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 course 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 course 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 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 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 course 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%.

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

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%.

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

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 programmes 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. A minimum of one committee is to be held each term.
- 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 Employability Lead.
- 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 further details please refer to Course Finder.

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 Master of Science in Project Management has been 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
- 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
- Finance, International Banking, International Project Finance

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.

Back to top

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 results for the quality of our research outputs placed Royal Holloway 15th in the UK based on an overall Grade Point Average (GPA) score and 20th in the UK for 4* and 3* research.

Back to top

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 (2789)

Postgraduate Diploma in Project Management

PG Diploma in Project Management (2704)

Postgraduate Certificate in Project Management

PG Cert in Project Management (6001)

Back to top