



**Master of Science  
International Business Management**

**Programme Specification**

**2023-2024**

## Contents

Introduction .....	3
1. OVERVIEW .....	4
2. ABOUT THE PROGRAMME.....	5
3. PROGRAMME STRUCTURE .....	6
4. PROGRAMME OUTCOMES .....	8
5. TEACHING, LEARNING, AND ASSESSMENT .....	10
6. ENTRY REQUIREMENTS .....	12
7. STUDENT SUPPORT AND GUIDANCE .....	12
8. INTERSHIPS.....	13
9. POSTGRADUATE ACADEMIC POLICIES.....	13
10. REGULATORY FRAMEWORK.....	13
APPENDIX 1: Curriculum Map .....	17

## Introduction

This document describes the **Msc International Business Management**, awarded by Richmond American University in London, using the protocols required by *The Framework for Higher Education Qualifications in England, Wales, and Northern Ireland* (QAA, 2014).

The degree is delivered at a US Liberal Arts university with a degree structure in line with comparable Masters degrees in the UK. Successful students complete 13-14 courses amounting to 36 US / 180 UK credits, comprised of 12 taught courses (26 US/ 130 UK credits), and either an internship (4 US/ 20 UK credits) and a Professional project (6 US/ 30 UK credits) component; or an Extended Professional project (10 US/50 UK credits).

**Please note: This specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if s/he takes full advantage of the learning opportunities that are provided.**

**More detailed information on the learning outcomes, content, and teaching, learning and assessment methods of each course can be found in course specification documents and syllabi.**

**The accuracy of the information contained in this document is reviewed by the University and may be verified by the Quality Assurance Agency for Higher Education.**

## 1. OVERVIEW

<b>Programme/award title(s)</b>	Master of Science International Business Management
<b>Teaching Institution</b>	Richmond American University in London
<b>Awarding Institution</b>	Richmond American University in London
<b>Date of latest validation</b>	11 Feb 2022
<b>Next revalidation</b>	2027
<b>Credit points for the award</b>	36 US credits 180 UK credits (FHEQ Level 7)
<b>Programme start date</b>	Fall 2022
<b>Underpinning QAA subject benchmark(s)</b>	QAA Subject Benchmark Statement: Master's degrees in Business and Management (2015) QAA <i>Masters Degree Characteristics</i> (February 2020)
<b>Professional/statutory recognition</b>	N/A
<b>Language of Study</b>	English
<b>Duration of the programme for each mode of study (P/T, FT,DL)</b>	FT (20 months)
<b>Dual accreditation (if applicable)</b>	Middle States Commission on Higher Education (First accredited 1981; renewed 2016. QAA – Higher Education Review (AP) December 2017
<b>Date of production/revision of this specification</b>	May 2023 (see chart at the end of this document for list of revisions)

## 2. ABOUT THE PROGRAMME

The programme aims to provide a high-quality vocational education and it has been designed to prepare candidates for management positions in business and management fields. For this purpose, innovative courses on contemporary issues are taught, opportunity for practical application is fostered, and seminars are conducted by invited guest speakers. These complementing and supporting elements combine to create a learning opportunity that is profoundly challenging and awakening. Our faculty benefits from global industry experience and will provide candidates with a solid foundation in strategic business management. Students who complete an internship will gain the practical skills to apply their knowledge in the workplace, preparing them for rewarding management roles.

The MSc International Business Management programme offers a comprehensive introduction to the key functional skills that are essential to businesses with international dimensions in their client base, operations, supply chain, or workforce. Personal development, innovation and integration are key themes developed throughout the programme. The School's student-centred, high-contact teaching approach provides a stimulating, interactive and supportive learning environment where students share knowledge from their diverse business experiences. This fosters the cross-fertilisation of ideas and debate on contemporary management themes around the world.

### **Mission**

The MSc International Business Management programme is a career development programme for UK, European, and international students. The main emphasis of this programme is on the development of leadership and management competencies through critical awareness and strategic thinking about the dynamic world of business. While the academic level is that of Masters level, there is a strong practical and professional orientation within the curriculum. It provides a high-quality educational experience for students of management, practicing managers, entrepreneurs, and business specialists, and thus improves the quality of professional management here and overseas.

The MSc International Business Management programme aims to equip students with an understanding of international business organisations, their cultures, and the changing global environment in which they operate. Students will build on their existing understanding of management within a framework that enables them to relate their business experience to contemporary management ideas and practice. This is achieved through critical thinking, teamwork, creativity, and personal development in a highly interactive and stimulating environment that encourages rigorous, relevant, and innovative learning and research.

Students will have developed the skills to implement agreed solutions within the boundaries of constraints effectively and efficiently. They should therefore have developed strong interpersonal skills and to be able to interact effectively with a range of culturally diverse students, lecturers, and management specialists.

### 3. PROGRAMME STRUCTURE

The programme is a discrete and self-contained programme of 36 US / 180 UK credits. A UK PGDip is awarded as an exit award in recognition of students who complete the required 24 US/120 UK credits of the taught course elements (see Appendix II). It is not possible for students to register for the PGDip.

For students on the general MSc International Business Management programme, it is possible to complete the programme over 15 months full-time. On the successful completion of taught courses students take the internship course of 4 US/20 UK CATS credits if they so wish and write the Professional Project which is submitted at the end of the summer and is weighted at 6 US/30 UK CATS credits. Full-time students not taking the internship complete an extended Professional Project of 10,000 words for 10 US/50 UK CATS credits instead of the Professional Project of 7,000 words. Students must complete the mandatory taught courses before progressing to the internship/research project.

US credit is equivalent to one contact teaching hour per week and each 2 credit course typically involves two credit hours per week over a semester, except the Professional or Enterprise Project which requires self-directed learning with academic supervision, and the internship which requires part-time work placement for 2-3 months (minimum of 200 hours). In the case of shorter semesters, the contact hours will be increased. There is a ratio of 1 US to 5 UK credits at FHEQ Level 7.

Details of the University's degree programmes, including approved Programme Specifications are Course Specification Descriptions (CSDs) are held in an official archive by academic year, available at <https://www.richmond.ac.uk/programme-and-course-specifications/>

All students on Masters programmes are expected to be in London for thesis/dissertation supervision and seminars, unless their internship takes them outside London. The student must be registered with the University at this time if the work is to be accepted for marking.

#### Successful students complete 36 US / 120 UK credits at FHEQ Level 7

##### A: Structure for Fall Entry

		US credits	UK credits
<b>FHEQ Level 7 (Total)</b>		36	180
<b>FALL</b>			
EAP 7200	Advanced English for Business Studies	2	10
MGT 7200	Business Communications Skills	2	10
MGT 7201	Quantitative Analysis for Decision Making	2	10
MKT 7200	Social Media Marketing	2	10
MGT 7202	Managing across Cultures	2	10

SPRING			
INB 7200	International Business	2	10
HRM 7200	Leadership Development	2	10
FNN 7102	Financial Management	4	20
MGT 7203	Sustainable Business Strategies	2	10

SUMMER			
MGT 7160	Business Research	2	10
MKT 7201	Marketing International Products and Services	2	10
MGT 7204	International Operations Management	2	10

FALL			
<b>plus either both of the following:</b>		<b>10</b>	<b>50</b>
MGT 7902		Internship (4cr)	
MGT 7510		Dissertation (6cr)	
<b>OR:</b>			
MGT 7560		Dissertation (10cr)	

### B: Structure for Spring Entry

		US credits	UK credits
<b>FHEQ Level 7 (Total)</b>		36	180
SPRING			
EAP 7200	Advanced English for Business Studies	2	2
INB 7200	International Business	2	10
HRM 7200	Leadership Development	2	10
FNN 7102	Financial Management	4	20

SUMMER			
MKT 7201	Marketing International Products and Services	2	10
MGT 7204	International Operations Management	2	10
MGT 7203	Sustainable Business Strategies	2	10

FALL			
------	--	--	--

MGT 7200	Business Communications Skills	2	10
MGT 7201	Quantitative Analysis for Decision Making	2	10
MKT 7200	Social Media Marketing	2	10
MGT 7202	Managing across Cultures	2	10
MGT 7160	Business Research	2	10

SPRING		
<b>plus either both of the following:</b>	<b>10</b>	<b>50</b>
MGT 7902	Internship (4cr)	
MGT 7510	Dissertation (6cr)	
<b>OR:</b>		
MGT 7560	Dissertation (10cr)	

### US Postgraduate Certificate (PGC) / UK Postgraduate Diploma (PGDip) in Business Administration

The US Postgraduate Certificate (PGC) and UK Postgraduate Diploma (PGDip) in Business Administration are awarded to students registered on the programme who have successfully completed 26 US / 130 UK credits of taught courses in good academic standing (with a 3.0 GPA/B average) for all courses but: 1) fail to submit the final professional project (without extenuating circumstances eligible for resubmission), or 2) fail to pass the professional project. Both awards are therefore conferrable as exit awards in recognition of successful completion of postgraduate coursework, but it is not possible for students to register on the US PGC or UK PGDip.

Successful students awarded the exit awards can demonstrate all learning outcomes for the MSc International Business Management programme except the professional project component – see ‘H’ in Section 4 “Programme Outcomes” below, and in the Curriculum Map (Appendix I below).

#### 4. PROGRAMME OUTCOMES

Programme-level learning outcomes are identified below, based on *SEEC* categories linked to level 7 of the *FHEQ*.

Refer to Appendix II – Curriculum Map for details of how outcomes are deployed across the programme of study.

Upon successful completion of the **MSc International Business Management** programme successful students will be able to:

- demonstrate a deep understanding of theory and practice - fundamental to the success of businesses operating in an international environment;
- demonstrate the ability to engage in critical thinking, that demonstrates independent thought and problem solving – underpinned by evidenced based arguments;



- demonstrate the ability to synthesize conceptual knowledge and understanding – applied to businesses with international dimensions to their client base, operations, supply chain, or workforce through current business issues, case studies, and simulations;
- be able to employ advanced technical skills and analysis to conduct autonomous research with reflexivity;
- develop management and personal soft skills to ensure best practice - articulated through varied and appropriate communications and report methods to a range of stakeholders.

#### **A. Subject Knowledge and Understanding**

Upon completion of the MSc International Business Management degree, students should be able to:

1. Demonstrate the ability to manage strategically.
2. Demonstrate possession of the required tools for decision-making and data analysis and apply these techniques to actual international business situations.
3. Demonstrate the ability to apply the techniques and tools utilized within a international business for financial analysis and control.
4. Develop and enhance marketing skills using case studies to identify and evaluate the diversity of marketing strategies employed by successful international businesses.
5. Develop the management skills needed to enhance productivity and performance across a range of international businesses.

#### **B. Cognitive Skills**

Upon completion of the MSc International Business Management degree, students should have:

1. The ability to master a complex and specialised areas of knowledge and skills.
2. The ability to use theories and concepts to address modern business issues.
3. The ability to reflect on practical business problems and offer solutions to specific problems.
4. The ability to engage intelligently in arguments over what constitutes ‘best practice’ in solving business problems.
5. The ability to develop critical reasoning, and creative thinking in a multicultural context.

#### **C. Subject Specific, Practical, and Professional Skills**

Upon completion of the MSc International Business Management degree, students should be able to:

1. Employ advanced technical skills to conduct autonomous research, or other managerial activities.
2. Have a systematic understanding of the practical problems faced by managers in a range of international organisational functions.

3. Be familiar with the managerial tools used by various international business functions.
4. Organise, motivate, and lead people in a multicultural environment.

#### **D. General/Transferable Skills**

Upon completion of the MBA degree, students should be able to:

1. Have the ability to analyse, present and communicate information effectively.
2. Have the ability to manage time effectively.
3. Have the capacity to work effectively and efficiently as a group member or leader towards the achievement of SMART objectives.
4. Develop a reflexive approach to learning and the self-evaluation of personal strengths and weaknesses.
5. Have the personal and social skills gained from studying in a multicultural environment.

### **5. TEACHING, LEARNING, AND ASSESSMENT**

#### **Teaching and Learning Strategy**

The teaching and learning strategy aims to provide a framework of knowledge within which students can take responsibility for their own learning, to introduce students to the latest thinking and research, to give opportunities for students to consider and evaluate the issues and to explore them further with their peers and lecturers. To achieve these aims the teaching and learning will include:

- Small to medium size (15-50) group sessions that will give opportunities for students to discuss and demonstrate their learning with their peers and lecturers.
- Taught over three semesters to provide a greater arc of learning consisting of 13 taught courses from a wide range of business and management disciplines.
- Group sessions that are designed to provide an overall framework of current knowledge and which will give sufficient information for students to research independently.
- Group sessions that will introduce students to contemporary issues, controversial topics, recent research, etc., that are not dealt with in the existing literature.
- For international students whose first language may not be English additional non-credit bearing English for Academic Purposes and Study skills classes will be provided in Fall and Spring semesters.
- Individual supervision in which students will be able to explain, discuss and refine their ideas.

The strategy for each individual course is designed to contain a mix of teaching and learning methods to provide a rich and varied learning environment. Sessions may take the form of traditional lectures, seminars, tutorials, workshops, or they may be delivered through paper or electronic media. The combination of teaching and learning approaches, detailed above, develops students' knowledge, critical and analytical skills, and practical skills. These include

Programme specification and curriculum map – MSc International Business Management

presenting an overview of a topic, encouraging concentration, note taking and sifting of information. The use of case studies within seminars encourages the application of knowledge to real life situations, independent learning, group cooperation, imagination, and original thinking.

### **Assessment Strategy**

Assessment is by examination, essays, dissertations, and other forms of written work; oral presentations and group work; as well as projects and this assessment strategy usually meets the University Assessment Norms at level 7.

MSc International Business Management classes rely on the system of continuous assessment on a course-by-course basis and throughout any given semester. This approach often involves the use of short essays, research papers, learning journals, annotated bibliographies, gallery reviews, book reviews, student presentations, research proposals and general class discussion. Not every component applies to every course, but most do relate to many of the classes that are offered. There is an emphasis on writing essays, particularly research papers, at postgraduate level, and reflective work including learning journals.

A component part of the programme's efforts to ascertain an appropriate approach to the assessment of student learning involves the use of grade descriptors (made available in the Student Handbook). This information allows the student to see the expected level of performance that co-relates with a particular letter grade summarizing his or her overall achievement level. The programme also has a formalised system of exit questionnaires and feedback meetings punctuated at key moments throughout the year (mid-semester break, end of semester and end of year) for its students as a framework through which the views and opinions of those who have experienced the programme, as students, can be captured and responded to. Evidence of this approach in action is demonstrated in minutes of meetings with students and academic staff and response to comments from the External Examiner.

### **Academic Standing**

A	4.000	Excellent
A-	3.666	Excellent
B+	3.333	Good
B	3.000	Good
B-	2.666	Good
C+	2.333	Satisfactory
C	2.000	Satisfactory
C-	1.666	Below average (may only be awarded at graded activity level)
F	0.000	Fail (may be awarded at graded activity level, and awarded at
FA	0.000	Fail (Attendance)
FS	0.000	Fail (Non-Submission)
FX	0.000	Fail (Academic Misconduct)

A graduate student is in good academic standing if maintaining a cumulative Grade Point Average (GPA) of 2.0 (C).

Graduate students with a cumulative (GPA) of less than 2.0 (C) risk dismissal from the university (see below under “Grade Point Average” and “Academic Probation”).

### **Grade Point Average**

A grade point average (GPA) is calculated each semester and summer session and is recorded on the student’s transcript. A cumulative GPA, including all graduate courses taken at Richmond, is also calculated. The numerical equivalent for the grade (see above) of each course is multiplied by the number of credits for that course to give the number of quality points for the course.

The GPA is then the sum of quality points for all courses divided by the total number of credits of all courses attempted.

- Students achieving a minimum cumulative GPA of 3.333 will be awarded the degree with Distinction.
- Students achieving a cumulative GPA within the range of 2.667 to 3.332 will be awarded the degree with Merit.
- Students achieving a minimum cumulative GPA within the range of 2.0 to 2.666 will be awarded a Pass degree.
- Students achieving a cumulative GPA of less than 2.0 will fail the degree.

Students who choose not to submit the Professional Project, or who do not obtain a minimum grade of C (2.0) on the Professional Project, may transfer programs and apply to receive a (US) Postgraduate Certificate. A minimum cumulative GPA of 2.0 on all coursework is required for the award of the Postgraduate Certificate. Students must successfully submit and have approved a research proposal before progressing to the Professional Project.

## **6. ENTRY REQUIREMENTS**

Details of the entry requirements, including English language requirements, may be found at the appropriate page of the University website listed below, where a comprehensive Admissions Policy and Summary of Practice document is also published.

<http://www.richmond.ac.uk/admissions/postgraduate-admissions/>

## **7. STUDENT SUPPORT AND GUIDANCE**

Programme specification and curriculum map – MSc International Business Management

There is a range of student support and guidance, for both academic and general wellbeing, available to students at Richmond. This is accomplished through a range of programmes and services which positively impact learning as well as the total student life experience.

Every student is advised academically by the Academic Director for Postgraduate Programmes in the Richmond Business School, who, takes a close interest in the students' academic progress. Students who need a particular form of academic help can approach the convener who can then provide the necessary liaison with Registry Services, Student Affairs, Library, and other offices forming the key parts of the academic and pastoral support infrastructure.

Richmond endeavours to make all practical and reasonable adjustments to ensure students can fully participate in the University community. Students who declare a physical disability or a special educational need are supported to ensure the quality of their educational experience meets their individual requirements. Students with Special Educational Needs (SEN), for instance, receive extra time in examinations, and have the option of writing exams on university-provided computers, and/or of taking exams in a separate room.

The university operates a well-staffed Student Affairs department that provides services intended to support and encourage student welfare, safety, and development. This department oversees medical registration of students and provides counselling services. It also organizes a range of extracurricular activities and travel designed to further enhance students' educational experiences. Disciplinary and social grievance procedures are also overseen by this department.

## 8. INTERNSHIPS

Students on the MSc International Business Management have the option to undertake an internship which will earn credits and is supervised by a faculty member. This is an excellent opportunity for students with little or no prior professional experience to gain insight into business operations. It is also an excellent opportunity for students to deepen their understanding of functional areas. If students have decided to pursue a specialisation of the MBA programme, the internship will have to be undertaken in the specified area.

## 9. POSTGRADUATE ACADEMIC POLICIES

Please see the Policies page on the University website listed below for the relevant academic policies of this programme. (<https://www.richmond.ac.uk/university-policies/>)

## 10. REGULATORY FRAMEWORK

The **MSc International Business Management** is operated under the policy and regulatory frameworks of Richmond American University in London, the Middle States Commission on Higher Education, the Framework of Higher Education Qualifications, and the UK Quality Code for Higher Education.

Also key to the background for this description are the following documents:

- QAA (2018). The Revised UK Quality Code for Higher Education. ([www.qaa.ac.uk](http://www.qaa.ac.uk))
- QAA (2008). Higher Education Credit Framework for England: guidance on academic credit arrangements in Higher Education in England.
- SEEC (2016). Credit Level Descriptors for Higher Education. Southern England Consortium for Credit Accumulation and Transfer ([www.seec.org.uk](http://www.seec.org.uk)).
- Middle States Commission on Higher Education. Standards for Accreditation and Requirements of Affiliation. 2014: Thirteenth Edition; Rev. Ed. 2015. (<http://www.msche.org/publications/RevisedStandardsFINAL.pdf>)

### **Ensuring and Enhancing the Quality of the Programme**

The **MSc International Business Management** features detailed published educational objectives that are consistent with the mission of the institution. All course outlines contain course specific objectives that are regularly monitored by the individual instructors and by the faculty as a group.

The University has several methods for evaluating and improving the quality and standards of its provision. These include:

- External Examiners
- Internal Moderation
- Student representation
- Curricular change approval process
- Annual Programme Monitoring and Assessment
- Formal Programme Review, every 5 years
- Course evaluation
- Student satisfaction surveys and the NSS
- Feedback from employers

The **MSc International Business Management** is provided through a system of ongoing evaluations that demonstrate achievement of the programme's objectives, and uses the results to improve the effectiveness of the programme. Ongoing evaluation is carried out for both US (the Middle States Commission on Higher Education) and UK (QAA) reviews. The University is a voluntary subscriber member of the QAA, and underwent its first full Institutional Review in May 2013 and a Higher Education Review (AP) in 2017.

### **Credit Articulation**

The ratio for credit translation at the Masters level (Level 7) is as follows:

	<b>US credit</b>	<b>ECTS credit</b>	<b>UK credit</b>
UK Level 7	1	2.5	5

Required minimum number of credits for MSc	36	90	180 (120 of which must be at Level 7)
Richmond MSc in International Business Management	36	90	180 (at Level 7)

### Levels

The FHEQ (Framework for Higher Education Qualifications) in the UK defines Higher Education levels in the following way:

Levels 4-6 (previously HE1-3) – years 1 to 3 of a UK undergraduate degree

Level 7 (previously M) – UK Masters degrees and postgraduate diplomas and certificates

Level 8 (previously D) – UK Doctoral degrees

Each level is illustrated by, and each award determined by, reference to a qualification descriptor. The level 7 descriptors can be found in the FHEQ (QAA, November 2014).

### References

QAA. The Framework for Higher Education Qualifications in England, Wales, and Northern Ireland. November 2014.

QAA. The Higher Education Credit Framework for England: guidance on academic credit arrangements in higher education. August 2008.

QAA. Academic Credit in Higher Education in England – an introduction. 2009

European Communities. ECTS Users' Guide. February 2009; ECTS Users' Guide—Draft Revision January 2015

### Programme Specification Publication Dates

Revision 1	August 2022
Revision 2	May/June 2023

Programme specification and curriculum map – MSc International Business Management




## APPENDIX 1: Curriculum Map

Course ID	Title	Knowledge and Understanding					Cognitive Skills					Prof Skills				Key Skills				
		A1	A2	A3	A4	A5	B1	B2	B3	B4	B5	C1	C2	C3	C4	D1	D2	D3	D4	D5
EAP 7200	Advanced English for Business Studies											X	X							
MGT 7200	Business Communications Skills		X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
FNN 7102	Financial Management		X	X		X	X		X	X			X	X		X	X	X	X	X
MGT 7202	Managing across Cultures	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
MGT 7201	Quantitative Analysis for Decision Makers		X	X		X	X		X	X	X	X	X	X	X	X	X	X	X	X
INB 7200	International Business	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
MKT 7200	Social Media Marketing	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
MGT 7203	Sustainable Business Strategies	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
HRM 7200	Leadership Development	X				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
MKT 7201	Marketing International Products and Services	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
MGT 7204	International Operations Management	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
MGT 7160	Business Research	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
MGT 7902	Internship		X			X	X		X	X	X	X	X	X	X	X	X	X	X	X
MGT 7550	Professional Project (6 credits)	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X
MGT 7560	Extend. Professional Project (10 credits)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Faculty may access the KILO map: [010 KILO KPO tables](#)