

Master of Business Administration Entrepreneurship & Leadership

Programme Specification

2025-2026

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1. INTRODUCTION

This document describes the Master of Business Administration Entrepreneurship & Leadership, designed, offered and run by the European School of Economics and awarded by Richmond American University London, using the protocols required by The Framework for Higher Education Qualifications in England, Wales, and Northern Ireland (QAA, 2008).

Successful students complete 13 courses amounting to 180 UK credits, comprising coursework (156 UK credits), an optional internship (Pass/Fail) and a research project/dissertation (24 UK credits). Phase 1 and 2 courses carry 12 UK credits and Phase 3 courses carry 15 UK credits each. On this basis, students are required to earn 180 UK credits including successful completion of the internship (optional at MBA level) and professional research project, to complete their degree.

ESE master's students complete their specialisation in Entrepreneurship & Leadership and are also allowed to further specialise in a sector of interest through the international internship placement programme (optional) and final dissertation or business project.

Students will also have the added advantage of being able to pursue the MBA Programme in any of the ESE campuses, whether in London, Madrid, Milan, Florence or Rome. They will have the unique opportunity to transfer between campuses on a per-term basis, experiencing the same programme in multiple international contexts and cultures.

Key components of the Programme:

- Full-time / part-time, compulsory attendance;
- Three intakes per academic year – September, January and April – providing extra enrolment options;
- The possibility of transferring between campuses in London, Madrid, Milan, Florence and Rome on a per-term basis;
- Internship;
- Compact class sizes which help faculty cultivate a mentor relationship with students and provide the individual attention needed to discover their special skills and succeed in their chosen pathway;
- The ESE International experience with students from around the world offers an invaluable opportunity to learn, network and make friends for life.

2. OVERVIEW

Programme/award title(s)	Master of Business Administration Entrepreneurship & Leadership
Teaching Institution	European School of Economics
Awarding Institution	Richmond American University London
Date of last validation	November 2017 by the University of Chichester
Next revalidation	2027 by Richmond American University London
Credit points for the award	180 UK credits

Programme start date	22 nd September 2025
Underpinning subject benchmark(s)	<p>Subject QAA benchmark statements for Masters Degrees in Business and Management March 2023, https://www.qaa.ac.uk/docs/qaa/sbs/subject-benchmark-statementbusiness-and-management-masters-23.pdf?sfvrsn=3570a881_16</p> <p>Characteristics Statement Master's Degree (February 2020) https://www.qaa.ac.uk/docs/qaa/quality-code/master's-degree-characteristics-statement.pdf?sfvrsn=86c5ca81_18</p>
Professional/statutory recognition	N/A
Language of Study	English
Language of Assessment	English
Duration of the programme for each mode of study (P/T, FT, DL)	<p>Full-time 15-18 months</p> <p>Part-time 24-27 months</p>
Date of production/revision of this specification	<p>June 2024</p> <p>(See the chart at the end of this document for a list of revisions)</p>

3. ABOUT THE PROGRAMME

The MBA Programme at ESE is designed to develop the personal and professional strengths of the individual student. The entrepreneurial education received at ESE is intended to assist individuals in defining their professional dream and put them on a specially tailored career path.

This MBA aims to provide an interdisciplinary and integrative educational programme for individuals seeking to consolidate their managerial achievements to date and prepare for a career in senior management, ultimately at the highest strategic levels.

Students will also have the added advantage of being able to pursue the MBA Programme on any of the ESE campuses, whether in London, Madrid, Milan, Florence or Rome in study abroad. They will have the unique opportunity to transfer between campuses on a per-term basis, experiencing the same programme in multiple international contexts and cultures.

ESE benefits from international industry experience and provides MBA candidates with a solid foundation in strategic entrepreneurial and leadership management. Students who decide to complete the optional internship will gain the practical skills to apply their knowledge in the workplace, preparing them for rewarding management roles.

A grouping of essential core subjects is uniquely combined with integrative workshops, research projects and practical work. A distinctive constellation of interlocking subjects ensures that each student receives the knowledge and the analytical, creative and quantitative expertise needed to be able to manage people, resources and information in a dynamic business environment.

With these key skills, ESE students are more attractive to employers and are equipped to enable companies to achieve their goals and objectives in the private, public and non-profit sectors. As such they will be proficient in a team environment, have acquired skills that will enable them to reflect upon a problem or situation and identify appropriate strategies, and have the confidence and capability to allow them to develop as lifelong learners.

All English-validated programmes are credit-rated to permit benchmarking. One credit is generally equal to 10 hours of directed study time (this includes all that is done e.g., lecture, seminar and private study) in terms of QAA guidelines "Academic Credit in Higher Education in England" issued in 2006. The overall credit rating of the Master's degree is 180 credits, 120 credits for the Post Graduate Diploma, and 60 credits for a Post Graduate Certificate. These credit values are in agreement with the QAA document 'A consultative paper on Higher Education Qualifications Frameworks for England, Wales and Northern Ireland (EWNI) and for Scotland - October 1999' which states:

"Masters degrees will consist of a minimum of 180 credits of which at least 150 will be at Masters level; postgraduate diploma programmes will consist of a minimum of 120 credits of which at least 100 will be at Master's level, and postgraduate certificate programmes will consist of a minimum of 60 credits of which at least 50 will be at Masters level."

This is confirmed by the QAA Higher education credit framework for England: guidance on academic credit arrangements in higher education in England - August

2008 further states that: "Credit values (180 credits) are the minimum typically associated with the qualification and are included as guidance (in the light of the diversity of practice) but are not prescriptive."

4. MISSION

Upon successful completion of the Programme, students will gain:

- The advanced study of organisations, their management and the changing external context in which they operate. 'Organisations' should be interpreted to include a wide range of different types including, for example, public, private and not-for-profit, together with a comprehensive range of sizes and structures of organisations;
- Preparation for and/or development of a career in business and management by developing skills at a professional level, or as preparation for research or further study in the area. This involves the development of a range of business knowledge and skills, together with the self-awareness and personal development appropriate to postgraduate/management careers in business. This includes the development of positive and critical attitudes towards leadership, change and enterprise, to reflect the dynamism and vibrancy of the business and management environment;
- The ability to apply knowledge and understanding of business and management to complex or difficult issues, both systematically and creatively, to improve business and management practice, including within an international context. This includes the ability to convert theory into practice from a critical and informed perspective to advance the effectiveness of employees and competitiveness of employing organisations;
- An enhanced range of general transferable skills and attributes, which, while being highly appropriate to a career in business, are not restricted to this;
- Lifelong learning skills, including engendering enthusiasm for business and for learning more generally as part of continuing personal and professional development.

5. PROGRAMME STRUCTURE

Table 1 Degree Requirements

Level 7 – PHASE 1		CREDIT S
MBA07	Entrepreneurial Innovation	12
MBA00	Governance & Corporate Social Responsibility	12
MBA03	Research & Quantitative Methods for Business	12
MBA04	E-Business E-Commerce	12
Phase 1 Credit Totals		48

Level 7 – PHASE 2		CREDIT S
MBAB1	International Strategic Management	12
MBAB2	Entrepreneurial Finance	12
MBAE2	Strategic Leadership	12
MBAB4	International Marketing	12
MBAW01	Applied Business Research Methods Workshop	PASS/FAIL
Phase 2 Credit Totals		48

Level 7 – PHASE 3		CREDIT S
MBAE1	Entrepreneurship	15
MBAB3	Managing People and Motivation	15
MBAE3	Negotiation	15
MBAC4	Business Ethics	15
MBAW02	Start-up Development Workshop	PASS/FAIL
Phase 3 Credit Totals		60

Level 7 – PHASE 4 – ALL SPECIALISATIONS		CREDIT S
MBA06	Internship (optional)	PASS/FAIL
MBA05	Dissertation	24
Phase 4 Credit Totals		24

6. PROGRAMME OUTCOMES

Programme-level learning outcomes are identified below, based on SEEC categories linked to level 7 of the FHEQ. Refer to Curriculum Map for details of how outcomes are deployed across the programme of study.

The programme is designed to develop proactive business studies graduates who will be equipped to gain appropriate and rewarding employment and make an immediate and ongoing contribution within the workplace. As such they will be proficient in a team environment, have acquired skills that will enable them to reflect upon a problem or situation and identify appropriate strategies, and have the confidence and capability to allow them to develop as lifelong learners. Whilst the programme is a multidisciplinary course that brings together a wide range of business and management disciplines, there is a primary focus on the development of students' intellectual and practical skills that will support them both as learners and as future managers.

- **Key Programme Outcomes**

Upon completion of the **Master's degree**, students will be able to:

- A systematic understanding of relevant knowledge about organisations, their external context and how they are managed;
- Application of relevant knowledge to a range of complex situations taking account of its relationship and interaction with other areas of the business or organisation;
- A critical awareness of current issues in business and management which is informed by leading-edge research and practice in the field;
- An understanding of appropriate techniques sufficient to allow detailed investigation into relevant business and management issues;
- Creativity in the application of knowledge, together with a practical understanding of how established techniques of research and enquiry are used to develop and interpret knowledge in business and management;
- Demonstrate the ability to synthesize conceptual knowledge and understanding – applied with criticality to identify current business issues, case studies, and simulations;
- Conceptual understanding that enables them to:
 - a) evaluate the rigour and validity of published research and assess its relevance to new situations
 - b) use existing research and scholarship to identify new or revised approaches to practice
- Ability to conduct research into business and management issues that requires familiarity with a range of business data, research sources and appropriate methodologies, and for such to inform the overall learning process;
- Ability to communicate effectively using a range of media (for example, orally, in writing, and through digital media);
- Ability to operate effectively in a variety of team roles and take leadership roles, where appropriate;

- Ability to take an international perspective including understanding the impact of globalisation on businesses, societies and the environment and the ethical implications;
- Reflect and support the ESE philosophy, values, vision and mission.
- **Knowledge and Understanding (A)**

A1 Demonstrate the ability to manage strategically.

A2 Demonstrate possession of the required tools for decision-making and data analysis and apply these techniques to actual business situations.

A3 Demonstrate the ability to apply the techniques and tools utilized within a business for financial analysis and control.

A4 Develop and enhance marketing skills using case studies to identify and evaluate the diversity of marketing strategies employed by successful businesses.

A5 Develop the management and leadership skills needed to enhance productivity and performance across a range of businesses.

- **Cognitive Skills (B)**

B1 The ability to master complex and specialised areas of knowledge and skills.

B2 The ability to use theories and concepts to address and propose creative solutions for modern business issues.

B3 The ability to reflect on practical business problems and offer solutions to specific problems.

B4 The ability to engage intelligently in arguments over what constitutes 'best practice' in solving business problems.

B5 The ability to develop critical reasoning, and creative thinking in a multicultural context.

- **Practical and/or professional skills (C)**

C1 Employ advanced technical skills to conduct autonomous research or other managerial activities.

C2 Have a systematic understanding of the practical problems faced by managers in a range of organisational functions.

C3 Be familiar with the managerial tools used by various business functions.

C4 Organise, motivate and lead people in a multicultural environment.

- **Key Skills (D)**

D1 Can analyse, present and communicate information effectively.

D2 Can manage time effectively.

D3 Can work effectively and efficiently as a group member or leader towards the achievement of SMART objectives.

D4 Develop a reflexive approach to learning and the self-evaluation of personal strengths and weaknesses.

D5 Have the personal and social skills gained from studying in a multicultural environment.

7. TEACHING, LEARNING, AND ASSESSMENT

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There is an integrated teaching, learning and assessment strategy which is explicit and which demonstrates the appropriateness of the learning and teaching methods used about the intended learning outcomes and skills being developed, linked to the mode of delivery and the student profile. All modes are expected to develop an independent learning culture and to be a challenging learning experience. The design facilitates real-world learning and includes authentic assessment.

There is integration between theory and practice by a variety of means according to the type of degree and mode of delivery. Where appropriate, participants are expected to capitalise on their current and prior experiences. The strategy makes available opportunities for participants to reflect on their knowledge, experience and practice. This also leads to participants being able to modify and develop their own, and others' business practices. Where appropriate, assignments may include the application of knowledge and skills within organisations. A dissertation or project can be particularly effective in integrating theory and practice although other significant pieces of assessable integrative work may be undertaken.

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- **Teaching Strategy**

The Teaching and Learning Environment has been specifically constructed in a manner that accords with the QAA benchmark statements for Masters Degrees in Business and Management March 2023, in particular, Section 3:

- lectures
- seminars
- workshops
- fieldwork
- work-based learning including placements and internships
- employer or organisation-based case studies
- live or 'real world' projects
- guided learning
- study trips
- simulations
- practical skills
- discussion groups

- virtual forums
- business mentoring
- business start-up.

- **Assessment Strategy**

Overall, the assessment methods aim to assess achievement, both formatively and cumulatively over the whole degree programme. It is recognised, however, that achievement of some components may be difficult to assess. Nevertheless, graduates will be expected to have achieved a master's level in knowledge, understanding and skills taken as a whole.

While assessment methods need to be a reliable means of assessing the intended learning outcomes and inclusive in design, they can be diverse and assist in developing skills in their own right. Programmes reflect the consideration given to the appropriateness of authentic versus more conventional academic assessment, and how this can engage the student.

Creative authentic assessment is encouraged, particularly where it maximises the learning in a particular context (for example in international group work).

Where an assessment is completed in groups, careful consideration is given to the extent of group work in a programme and the attribution of group versus individual marks.

Peer review and assessment will play an important role in assessment and learning and can assist in engaging students with their learning. It is normally undertaken for formative purposes.

Assessment is designed to provide opportunities to learn through formative assessment and feedback and to support learning from level to level.

Assessment methods typically include, but are not limited to:

- coursework reports, reviews and essays
- examinations
- presentations
- dissertations and projects
- posters
- learning journals and portfolios
- practical activities simulations.

8. ENTRY REQUIREMENTS

- **Admissions**

Entrance into the Master of Business Administration Entrepreneurship & Leadership at ESE requires the submission of the following documents to the Admissions Office at the ESE centre of interest:

- Application Form filled out with complete information
- Photocopy of Passport / ID document
- Photograph (passport-sized)

- A good first degree** in a related field or permission of the Head of Academic Coordination* to register for the course (direct entry requires 2.1 or 2.2 Hons. UK degree or equivalent depending on the course) ***
- Resume/CV + Personal Statement
- IELTS/ TOEFL/CEC

IELTS	TOEFL iBT	Pearson	Cambridge	City and Guilds IESOL	Trinity College	Common European Framework
6.5	95	58 - 64	CAE grade B	Expert C1	ISE III	C1

ESE discourages any candidate with a TOEFL score lower than 577/233/90 (Paper/Computer/Internet) or a Cambridge English Advanced Certificate score lower than grade C or IELTS score lower than 6.5 (minimum of 6.0 in each skill) from applying as the language of instruction is English. Students have 90 days to complete the English certificate.

*See regulations regarding RPL

**a 'good first degree' would be considered a student who has according to US standards 2.5 or above in his field of major in his undergraduate studies. Students below 2.0 must have permission from the Head of Academics.

*** All non-English documents must be officially translated. Students with non-standard requisites will be referred to the Programme Director and may be required to attend a personal interview to determine eligibility

Applications arriving without the appropriate fee will not be considered.

9. EXIT AWARD REQUIREMENTS

60 credits – Post-Graduate Certificate
120 credits – Post-Graduate Diploma

10. STUDENT SUPPORT AND GUIDANCE

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

Student Portal pages provide useful sources of information for a wide range of 'frequently asked questions, but should this not provide the information that you need then other members of the programme or the Academic Department will be happy to help.

For day-to-day questions or queries, members of the Academic Department will provide students with answers, or direct them to the most appropriate person to liaise with.

At a module level, guidance and support are typically provided by the lecturer, and they should usually be the first point of call, about queries/concerns students have about an individual module when the information you need is not on the module page on the ESE Student Portal. If there are broader questions about a particular degree route/programme of study, the relevant programme coordinator is often the best person to get in touch with.

Student support and guidance is an integral feature of the programme at ESE and is centred upon the Academic Advisor/Personal Tutor system.

Students will be assigned a tutor at the start of the course and it is intended that they will meet formally at least once a term throughout the programme, principally to review academic progress. There is also the opportunity to discuss relevant personal matters and where necessary, this tutor will refer students on to the appropriate central services.

Working with tutors, students will also be encouraged to reflect on their own degree experience, so that they can recognise where and how they have developed specific skills.

Students are expected to be proactive in developing a professional relationship with their tutor. This will in part be achieved through the formal meeting each term. In addition, students are expected to contact the tutor on other occasions should the need arise.

During the course of the degree, the role of the Personal Tutor will be to:

- i. Provide initial advice on life at the School and be the first point of contact should you encounter any problems;*
- ii. Liaise with academic staff about any problems you may be having in adjusting to higher education;*
- iii. Liaise with the Academic Coordinator if you have any problems concerning numeracy and literacy;*
- iv. Liaise with the local health services if any medical problems arise and provide advice on the University counselling services if required;*
- v. Discuss your learning strategies in light of the target objectives of the modules to be studied;*
- vi. Meet with you to reflect upon your personal development and career planning.*

11. PLACEMENT

ESE offers one of the most extensive and competitive internship programmes available today. The quality of the placement service is a result of the long-established relationships that ESE has fostered with global companies for years. This means that students are given excellent opportunities to enter the job market and gain exposure. The internships are structured, evaluated and recognised as an important part of the ESE philosophy and provide each student with the opportunity to spend a period in a work environment consistent with the chosen specialisation.

All MBA students have the chance to complete one internship placement during their course of study. Not only will students gain valuable work experience before entering the job market, but through the internship report assessment, they will apply a strong

application of their studies to the experience helping them to explore and assess their specific field of interest within a professional business environment.

ESE has an internship department in each centre responsible for maintaining close relationships with both students and companies, to offer each student the possibility of entering a company or an area of business, which is of true interest.

The completeness of this preparation - a mix of academic excellence, internationality and work experience - allows ESE graduates to kick off their careers without hesitation, often in the same companies that hosted them for their internships.

12. STUDY ABROAD

Students have the possibility of transferring between campuses in London, Milan, Florence, Rome, and Madrid, on a per-term or per-year basis.

13. REGULATORY FRAMEWORK

The MBA degree is operated under the policy and regulatory frameworks of Richmond the American International University in London, the Framework of Higher Education Qualifications, and the UK Quality Code for Higher Education.

- Ensuring and Enhancing the Quality of the Programme**

The Master of Business Administration Entrepreneurship & Leadership 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.

ESE 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 feedback forms;
- Feedback from employers.

APPENDIX 1 Curriculum Map

		Knowledge and understanding					Cognitive Skills					Prof Skills				Key Skills				
CODE	MODULE	A1	A2	A3	A4	A5	B1	B2	B3	B4	B5	C1	C2	C3	C4	D1	D2	D3	D4	D5
Phase 1																				
MBA07	Entrepreneurial Innovation	x	x	x			x	x	x	x		x	x	x		x	x			
MBA03	Research & Quantitative Methods for Business		x	x			x	x	x	x		x				x	x			
MBA04	E-Business E-Commerce				x		x	x		x							x			x
MBA00	Governance & Corporate Responsibility		x			x	x	x	x	x		x			x	x	x	x	x	x

		Knowledge and understanding					Cognitive Skills					Prof Skills				Key Skills				
CODE	MODULE	A1	A2	A3	A4	A5	B1	B2	B3	B4	B5	C1	C2	C3	C4	D1	D2	D3	D4	D5
Phase 2																				
MBAB 1	International Strategic Management	x	x	x	x		x	x	x	x	x	x	x	x		x	x	x	x	x

MBAB 2	Entrepreneurial Finance	x	x	x			x	x	x			x		x		x	x		
MBAE 2	Strategic Leadership	x	x			x	x	x	x	x	x	x	x	x	x	x	x	x	
MBAB 4	International Marketing	x			x		x	x		x	x				x	x			

MBA05	Dissertation	x			x	x	x	x	x	x			x	x		
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Programme Specification Publication Dates

First edition	2013, Validation by the University of Buckingham
Revision 1	2017 (substantial revision, including FHEQ and ILOs mapping with assessments)
Revision 2	2018, the addition of QAA benchmark statements
Revision 3	2020, minor changes (ILOs update)
Revision 4	<p>2022, removal of specialisations 'International business', 'finance' and 'marketing'. Revision with Richmond, the American International University in London and reading lists update.</p> <p>The programme has been further reviewed following the Validation Meeting with Richmond and External Panellists as per below:</p> <ul style="list-style-type: none"> - "Economics" and "Financial Accounting" modules have been removed from phase 1 and substituted with "Entrepreneurial Innovation" and "Governance and Corporate Social Responsibility" (which was previously offered as a Pass/Fail Workshop) - "Corporate Finance" has been removed and substituted with "Entrepreneurial Finance"; - "Strategic Leadership" anticipated to phase 2 and postponed the module "Managing People and Motivation" to phase 3 (following the External Panellists' recommendation to have 25% minimum relevance to Entrepreneurship & Leadership per term)

	<p>-Assessment strategy was updated and 100% of assessments were removed from the programme and substituted with 25% midterm + 75% final</p> <p>-Wordcount for Dissertation was reduced to 12-15000 words.</p>
Revision 5	June 2023, Subject Benchmark Statement update