Master of Business Administration
Film Industry

Programme Specification

2025-2026

1. INTRODUCTION

This document describes the Master of Business Administration Film Industry, 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).

The programme was designed with non-cognate students and professionals in mind who may never have studied film, but would love to participate in the growth and flourishing of this important industry. By providing an overview of the artistic and technical aspects of filmmaking and including a mandatory writing assignment, the aim is to sensitise prospective leaders to the needs and difficulties experienced by each and with a honing of business acumen and focus on the workings of the worlds of film, media and content prepare them to manage them, overcome difficulties and not only 'get the shows on the road,' but get the best work out of themselves and their teams.

Thanks to ESE's multi-campus structure students can take advantage of everything from Rome's cinecitta, London's infinite number of studios and artists, Spain's many filming locations all under the umbrella of one course. Understanding the dynamics involved in precious international cooperations is fundamental to success in the film industry and the campus mobility ensures that students cannot avoid erasing their own boundaries - both inside - psychologically and out - geographically.

Successful students complete 6 courses (20 credits each), 2 non-credit workshops, one internship or Live Project (15 credits) and a Final Project (45 credits) or one extended Final Project (60 credits) amounting to 180 UK credits. Phase 1 and 2 courses carry 20 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 final project, to complete their degree.

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 – Fall, Winter and Spring – providing extra enrolment options;
- The possibility of transferring between campuses in London, Madrid, Milan, Florence and Rome on a per-term basis;
- Internship - Optional;
- 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 Film Industry
Teaching Institution	European School of Economics
Awarding Institution	Richmond American University London
Date of last validation	2025
Next revalidation	2030
Credit points for the award	180 UK credits
Programme start date	Fall 2025
Underpinning subject benchmark(s)	Subject QAA benchmark statements for Masters Degrees in Business and Management March 2023, https://www.qaa.ac.uk/docs/qaa/sbs/sbs-business-and-management-23.pdf?sfvrsn=8370a881_10 Subject Benchmark Statement Communication, Media, Film and Cultural Studies April 2024 https://www.qaa.ac.uk/docs/qaa/sbs/sbs-communication-media-film-and-cultural-studies-24.pdf?sfvrsn=c401b481_4
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)	Full-time 12-15 months Part-time 24-48 months
Date of production/revision of this specification	May 2025 (See the chart at the end of this document for a list of revisions)

3. ABOUT THE PROGRAMME

The MBA Film Industry is designed for aspiring professionals looking to build expertise in the business and management aspects of the film and entertainment industries. Prior production experience or a filmmaking background is not required; however, students should have a strong interest in film and a commitment to achieving their professional goals.

This programme addresses the dynamic and evolving nature of the film industry, driven by advancements in digital technology and changing political, social, and cultural trends. It also responds to the increasing demand for skilled industry managers capable of navigating both traditional and modern production environments, ensuring successful project outcomes.

Students will gain a solid foundation in core business practices through customisable modules that cater to their academic background, work experience, and career ambitions. They will then advance into specialised Film Industry training, covering vital areas such as project planning, financing, marketing, and distribution. Real-world learning opportunities, such as a live industry project in the film marketing and distribution module, will prepare students for leadership roles in the field or the entrepreneurial challenges of launching their own ventures.

Graduates will leave the programme equipped with the practical skills needed to thrive in competitive film and production environments, from mastering business fundamentals to understanding the dynamics of the creative processes essential for success in the industry.

The MBA Film Industry can be completed full-time in one year or part-time over two to four years, offering flexibility for working professionals. The programme culminates in an extensive film industry project or dissertation, allowing students to apply their learning to real-world scenarios and prepare to realise their own venture before they graduate.

Upon completion, graduates are well-positioned to take on leadership roles within production companies, start their own businesses, or contribute to the success of media and film organisations across the private, public, and non-profit sectors.

With access to cutting-edge instruction, hands-on experience, and international campuses across three European countries, ESE offers a truly global learning environment. The programme combines rigorous academic training with personalised support, professional placements, and seamless opportunities for international study, preparing graduates to excel in a competitive and fast-paced industry.

All English-validated programmes are credit-rated to permit benchmarking. One credit is generally equal to 10 hours of direct 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 which 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

The MBA Film Industry programme aims to equip students with the skills to manage, finance, and lead film projects in a dynamic global industry. By integrating business management theories with practical Film Industry knowledge, students will learn to navigate the economic, legal, and technological factors shaping the industry. They will develop strategic, creative, and leadership abilities that will allow them to balance the dynamics of artistic vision with the demands of commercial success, with an eye on adhering to current equality and diversity benchmarks and promoting sustainable development. The programme emphasizes project-based learning, real-world experience, ethical responsibility, and a commitment to fostering inclusive practices, preparing graduates to excel in roles that require adaptability, innovation, attention to detail and human resource management, and effective decision-making across diverse scenarios and platforms.

5. PROGRAMME STRUCTURE

Table 1 Degree Requirements

Level 7 – PHASE 1 "Film Business Management Core"		CREDITS
MBAF1	International Project Management for Film Industry: A Contemporary Survey of Creative Practice and Realisation	20
MBAF2	Film Financing for the 21st Century: Banking on the Future	20
MBAF3	Film Marketing, Planning & Deployment: Getting the Show on the Road	20
RTR01	Real to Reel: Capturing the Creative Spark	P/F

Phase 1 Credit Totals	60

Level 7 – PHASE 2 "Business Consolidation and the Formalisation of Ideas for Films"		CREDITS
MBAF4	Research and Revival: Mastering Information for Successful Film Ventures	20
MBAF5	Managing People for Film Industry	20
Elective module	One elective of the following: ● MBAF9 Business Ethics for Film Industry ● MBAF10 Entrepreneurial Innovation for Film ● MBAF11 Strategic Leadership for Film Production ● MBAF12 Governance & Corporate Sustainability for Film Industry Organisations	20
21CSW	21st Century Scriptwriting Workshop	P/F
Phase 2 Credit Totals		60

Level 7 – PHASE 3 & 4		CREDITS
MBAF6	Live Project / Internship	15
MBAF7	Final Project / Dissertation	45
OR		
MBAF8	Extended Final Project (no internship)	60
Phase 3 & 4 Credit Totals		60

6. PROGRAMME OUTCOMES

Programme-level learning outcomes are identified below.

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 and wide community. 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 film business and entrepreneurial 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

The European School of Economics (ESE) Modular MBA Film Industry is offered in accord with the QAA benchmark statements for Masters Degrees in Business and

Management March 2023, but more specifically with the Statement relating to Communication, Media, Film and Cultural Studies April 2024.

Within this framework students will explore the following:

- a range of media-focused organisations, their external context and how they are managed
- the processes linking pre-production, production, distribution, circulation, reception and use
- the ways in which individuals and groups express their identity and communicate such identities culturally
- key production processes and professional practices relevant to media, film, cultural and communicative industries, and ways of conceptualising creativity and authorship
- professional and occupational codes and practices in governing the production of media content, distribution and reception across a range of cultures
- the legal, ethical and other regulatory frameworks relevant to media and cultural production, manipulation, distribution, circulation, and reception
- how media, film, cultural and creative organisations operate, communicate and are managed and how work is organised in the creative industries, whether individually or collaboratively
- the material conditions of media and cultural consumption, and of the cultural contexts in which people appropriate, use and make sense of media and cultural products
- how media products and platforms might be understood within broader concepts of culture and the ways in which data are stored, organised and used and the social and political implications thereof
- 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 cutting-edge research and practice in the field
- how to apply advanced problem-solving skills and professional practices within media, film, and cultural industries, showing initiative, responsibility, and leadership in both individual and collaborative contexts
- critical engage with issues of representation, diversity, and inclusion in media, film, and cultural production, understanding how power dynamics and social inequalities are represented and challenged across media platforms
- how to apply principles of social justice and equality in the creation and distribution of media content, and demonstrate an understanding of how cultural identities, ethnicities, and genders are represented in global and local media contexts
- understanding and evaluation of the environmental, economic, and social

dimensions of sustainability within the media, film, and cultural industries, and how to apply this knowledge to the planning, production, and distribution of media products
- the ability to integrate sustainable practices in media production, including the use of eco-friendly materials, reducing carbon footprints, and adopting green technologies in film and media production processes
- the application of ethical and sustainable business practices, considering the impact of media production and distribution on local communities and global ecological systems, while engaging with ethical consumption and responsible audience behaviour
- how to operate from an international perspective including understanding the impact of globalisation on media-related businesses, the impact of various types of media on societies.

Moreover, the MBA Film Industry also provides students with essential enterprise knowledge and skills, such as:
- Intellectual property laws and practices, especially in relation to copyright, trademark and licensing regulations, enabling students to protect their own creative works and respect the rights of others
- Financial and legal literacy, enabling students to navigate the complex business landscape of relevant industries
- Production finance, with particular regard to co-production models, sales and distribution agreements, sponsorship, crowdfunding and other income streams
- Understanding the importance of the commissioning and funding structures of the creative industries and work within the constraints imposed by them
- Being sensitive to the dynamics behind initiating, developing and realising distinctive and creative works within various forms of writing or of aural, visual, audiovisual, sound or other electronic and digital media
- Applying new understanding of the ethical, regulatory and legal considerations relevant to the production of cultural forms and products
- Understanding and awareness informed by leading Communication, Media, Film and Cultural Studies academic research and/or professional practice
- Finding originality in the application of knowledge, and practical understanding of how the boundaries of knowledge in the discipline are advanced through research
- Understanding and enabling the critical evaluation of current research, research methodologies and advanced scholarship in the discipline relative to various global scenarios
- Development of their disciplinary knowledge and understanding to a high level
- Understanding the implications of digital transformation on the future of work within the media, film, and cultural industries, and adapting skills and knowledge to address emerging challenges such as automation, artificial intelligence, and the changing nature of digital production and consumption

- Understanding the social and political responsibilities of media professionals in shaping public discourse and influencing cultural practices, while maintaining their personal ethical stance on freedom of expression and media accountability
- Fostering an entrepreneurial mindset that encourages innovation, risk-taking, and adaptability in the face of evolving industry landscapes, while prioritising ethical decision-making and long-term sustainability.
- Advocating for and implementing policies that promote the ethical treatment of all individuals and communities involved in the production of media content, focusing on marginalised and underrepresented groups.

- **Critical analysis (A)**

A1 Understand forms of communication, media, film and culture as they have emerged historically and appreciate the processes through which they have come into being, with reference to social, cultural and technological change

A2 Comprehend how different social groups variably make use of, and engage with, forms of communication, media, film and culture

A3 Make critical judgements in the understanding and evaluation of these forms

A4 Consider and evaluate their own work in a reflexive manner, with reference to academic codes of practice and/or professional conventions, issues and debates and appreciate and apply ethical consideration and judgement to analysis of production, distribution and consumption in communication, media, film and culture.

- **Research and Citizenship (B)**

B1 Carry out various forms of research for essays, projects, creative productions or dissertations involving sustained independent and critical enquiry

B2 Show analytical ability and the capacity to consider and solve problems, which might be theoretical, practical or professional in nature

B3 Apply critical understanding to ethically and culturally responsible use of communication, media, film and cultural forms, practices and technologies in both professional and everyday contexts

B4 Use communication, media, film and cultural expression in ways informed by cultural and media literacies (including digital and information literacy)

B5 Understand media and cultural policies and the ways in which they are developed and implemented and consider the ways in which diverse communities and organisations can contribute to the development of media and cultural policies and practices

- **Production and Practice (C)**

C1 Supervise work that uses the effective manipulation of one or more of sounds, images, and the written word, including understanding relevant industry standards and how they are defined and achieved

C2 Understand the importance of the commissioning and funding structures of the creative industries and work within the constraints imposed by them

C3 Initiate and commission distinctive and creative work within various forms of writing or of aural, visual, audiovisual, sound or other electronic and digital media and employ appropriately-skilled production specialists and practices to challenge or advance existing forms

C4 Identify intellectual property issues, prevent infringement of other's intellectual property rights, and understand how to take the appropriate steps to safeguard the innovation and commercialisation

- **Transferrable Skills (D)**

D1 Work in flexible, creative and independent ways, showing self-discipline awareness of relevant ethical considerations, self-direction and healthy self-criticism to be able to work productively alone or in a team

D2 Collate, organise and deploy ideas and information in order to formulate arguments cogently, and express them effectively in written, oral or other forms

D3 Communicate effectively in interpersonal settings, in writing and in a variety of media and use a variety of computer-based skills ranging from basic competences such as data analysis to web-based technology

D4 Apply entrepreneurial skills if and where appropriate in dealing with audiences, clients, consumers, markets, sources and/or users

D5 Research and identify possible employment destinations

7. TEACHING, LEARNING, AND ASSESSMENT

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.

- **Teaching Strategy**

The School approach to teaching and learning is built around an "executive development" style model where delivery is via small groups which provide for an interactive and participative environment.

Emphasis is placed on the personal development of students within a supportive environment that enables students to master challenges and achieve goals. This approach is further underpinned by individual support through the personal tutor system.

There is a practitioner focus on the programme underpinned by innovative, practice-based assessment tasks and opportunities for project-based learning. This is further enhanced through opportunities to undertake live, industry projects for external clients.

Our teaching strategy is based on the following principles:

- Professional practice informs teaching
- Leading practitioners, when not regular lecturers should be contacted and included for spontaneous lectures and workshops
- Teaching modes should be styled to reflect and best communicate module content
- Externality of teaching and learning experience – learning must be put into action
- The best learning is that which is achieved in the learner's own hands under the guidance
- Sustainability through a system of lifetime learning can be achieved by instilling principles of self-study and evaluation

The Teaching and Learning Environment has been specifically constructed in line with the QAA benchmark statements for Masters Degrees in Business and Management March 2023, https://www.qaa.ac.uk/docs/qaa/sbs/subject-benchmark-statement-business-and-management-masters-23.pdf?sfvrsn=3570a881_16 and Subject Benchmark Statement Communication, Media, Film and Cultural Studies April 2024 https://www.qaa.ac.uk/docs/qaa/sbs/sbs-communication-media-film-and-cultural-studies-24.pdf?sfvrsn=c401b481_4

Teaching methods and situations are appropriate and supportive, inclusive in design and engage students. They may include face-to-face, blended or distance learning and make good use of supporting technology to aid student learning.

Independent of the mode of delivery, teaching in business and management includes some combination of:

- lectures;
- demonstrations;
- screenings;
- seminars;

- workshops;
- work simulations;
- tutorials;
- group and individual project work;
- live projects;
- supervised independent learning;
- open and resource-based learning;
- e-learning, production practice;
- internship placement.

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● Assessment Strategy

Formative

Each module contains provision for formative assessment or evaluation of performance to enable reflection on progress. Formative assessment is designed to give early and continuous feedback about learning and provides an opportunity to monitor the progress towards the achievement of the stated learning outcomes for a specific module(s). The nature of the formative and summative assessments is detailed in the syllabus of each course and the Assessment Strategy, which can be accessed via the links at https://esestudents.com/mod/forum/discuss.php?d=8334

Detailed outlines of specific assessment tasks can be found on the relevant module Moodle pages.

Summative Assessment and final award calculation

The assessment strategy adopted for the programme utilises a range of assessment forms at an appropriate level. The primary focus when designing assessment tasks has been to ensure the appropriateness of the assessment in enabling the demonstration of achievement of the learning outcomes through undertaking authentic tasks.

At a module level, each module page on the ESE Student Portal will provide detailed information as to the nature of the assessment(s).
More detailed overarching information about grading criteria, progression through the programme and calculation of final awards can be accessed here in the University's

"Academic Regulations (Taught Undergraduate and Taught Postgraduate)" documentation.

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.

Courses reflect the consideration given to the appropriateness of authentic versus more conventional academic assessment, and how this can engage the student.

Assessment methods typically include, but are not limited to:
- essays of different lengths
- individual or group portfolios of work (whether critical, creative or reflexive, relating to the outcome of professional practice)
- group and individually produced production artefacts, including, but not restricted to, productions in sound, audiovisual and playable media
- other forms of project-based or creative outputs
- reviews and reports, including those from work placements or simulated work environments
- individual and group presentations and/or pitches (live or recorded)
- critical self and peer-evaluation
- logbooks, diaries and autobiographical writing
- research exercises and projects
- tasks aimed at the assessment of specific skills or professional standards (for example production, research and skills of application)
- festivals, exhibitions and events
- social media and digital media design
- role, scenarios or text analyses/evaluations
- authentic assessment, such as developing client-based project work, policy documents, working to briefs or completing employment simulations
- developing and pitching media campaigns, business plans for productions or media ventures, promotions or marketing strategies
- seen and unseen examinations and tests, including verbal and/or non-verbal communication, viva-voce and online examinations.

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 course and the attribution of group versus individual marks.

Peer review and assessment can play an important role in assessment and learning and can assist in engaging students with their learning. Whether undertaken for formative or summative purposes, clear guidance is provided to students, and limits are set on the weighting of peer assessment in a unit/module.

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

8. ENTRY REQUIREMENTS
● Admissions

Entrance into the Master of Business Administration Film Industry 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 Quality & Standards* 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 and Interview
• 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 Quality & Standards.

*** 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. INTERNSHIP 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 option of completing 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. INTRA-CAMPUS TRANSFERS

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 American University 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 Film Industry 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

CODE	MODULE	Critical Analysis				Research and Citizenship					Production and Practice				Transferrable Skills				
		A1	A2	A3	A4	B1	B2	B3	B4	B5	C1	C2	C3	C4	D1	D2	D3	D4	D5
Phase 1 - Film Business Management Core																			
MBAF1	International Project Management for Film Industry: A contemporary Survey of Creative Practice and Realisation	x		x	x	x	x	x	x		x	x	x		x	x	x	x	
MBAF2	Film Financing for the 21st Century: Banking on the Future			x			x	x				x		x	x	x	x	x	
MBAF3	Film Marketing, Planning & Deployment: Getting the Show on the Road	x	x	x	x		x	x	x	x	x	x		x	x	x	x	x	
RTR01	Real to Reel: Capturing the Creative Spark		x	x			x		x	x	x		x		x	x	x	x	

		Critical Analysis				Research and Citizenship					Production and Practice				Transferrable Skills				
CODE	MODULE	A1	A2	A3	A4	B1	B2	B3	B4	B5	C1	C2	C3	C4	D1	D2	D3	D4	D5
Phase 2 - Business Consolidation and the Formalisation of Ideas for Films																			
MBAF4	Research and Revival: Mastering Information for Successful Film Ventures	x		x	x	x			x		x				x	x	x	x	
MBAF5	Managing People for Film Industry (casting, crew etc)		x	x	x	x	x	x	x			x			x	x	x	x	
MBAF9	Business Ethics for Film	x	x	x	x	x		x	x	x					x	x	x	x	
MBAF11	Strategic Leadership for Film	x	x	x			x	x		x					x	x	x	x	
MBAF10	Entrepreneurial Innovation for Film			x	x						x	x	x	x	x	x	x	x	
MBAF12	Governance & Corporate Sustainability for Film Industry Organisations		x	x		x		x							x	x	x	x	
21CSW	21st Century Scriptwriting	x		x	x	x			x	x	x		x		x	x	x	x	

CODE	MODULE	Critical Analysis				Research and Citizenship					Production and Practice				Transferrable Skills				
		A1	A2	A3	A4	B1	B2	B3	B4	B5	C1	C2	C3	C4	D1	D2	D3	D4	D5
Phase 3 & 4																			
MBAF6	Live project or optional Internship									x	x	x	x	x	x	x	x	x	x
MBAF7	Final Project	x	x	x	x	x	x	x	x	x	x	x			x	x	x	x	x
MBAF8	Extended Final Project	x	x	x	x		x	x	x	x	x	x			x	x	x	x	x

Programme Specification Publication Dates

First edition	May 2025
Revision 1	
Revision 2	
Revision 3	
Revision 4	
Revision 5	