

MSc Business Management
MSc Business Management: Finance
MSc Business Management: Marketing

Programme Specification

2025-2026

CONTENTS

1. INTRODUCTION	3
2. OVERVIEW	3
3. ABOUT THE PROGRAMME	4
4. MISSION	5
5. PROGRAMME STRUCTURE	6
6. PROGRAMME OUTCOMES	8
• Key Programme Outcomes	8
• Knowledge and Understanding (A)	9
• Cognitive Skills (B)	10
• Practical and/or professional skills (C)	10
• Key Skills (D)	10
7. TEACHING, LEARNING, AND ASSESSMENT	11
• Teaching Strategy	11
• Assessment Strategy	11
8. ENTRY REQUIREMENTS	12
• Admissions	12
9. EXIT AWARD REQUIREMENTS	13
10. STUDENT SUPPORT AND GUIDANCE	13
11. PLACEMENT	14
12. STUDY ABROAD	15
13. REGULATORY FRAMEWORK	15
• Ensuring and Enhancing the Quality of the Programme	15
APPENDIX 1 Curriculum Map	16
Programme Specification Publication Dates	18

1. INTRODUCTION

This document describes the Master of Science Business Management, Master of Science Business Management: Finance, and Master of Science Business Management: Marketing, 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 12 courses amounting to 180 UK credits, comprising coursework (150 UK credits), an internship (Pass/Fail) and a research project (30 UK credits). Normally, each course carries 15 UK credits. On this basis, students are required to earn 180 UK credits including successful completion of the internship and professional research project to complete their degree.

Key components of the Programme:

- provide students with strong business education and a practical focus.
- prepare individuals to plan, organize, direct and control the functions and processes of a business organisation.
- offer students a special focus on ethical and sustainable approaches to business.
- provide assessment and project-based tasks that allow students to apply knowledge and skills appropriately within an authentic context;
- reflect and support the ESE philosophy, values, vision and mission.
- offer a modular approach to teaching and learning.
- offer a comprehensive learning experience.
- develop a range of intellectual and practical skills that will enable graduates to add value within the workplace;
- create a learning environment where professional standards are expected, but simultaneously recognise that learning is challenging and appropriate support is provided by both staff and fellow learners.

2. OVERVIEW

Programme/award title(s)	Master of Science in Management Master of Science in Management with Finance Master of Science in Management with Marketing
Teaching Institution	European School of Economics
Awarding Institution	Richmond, The American International 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)	Subject QAA benchmark statements for Masters Degrees in Business and Management

	March 2023, https://www.qaa.ac.uk/docs/qaa/sbs/subjectbenchmark-statementbusiness-and-management-masters23.pdf?sfvrsn=3570a881_16
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 15-18 months Part-time 24-27 months
Date of production/revision of this specification	June 2025 (See the chart at the end of this document for a list of revisions)

3. ABOUT THE PROGRAMME

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

ESE Master's students complete their specialisation in critical business areas such as marketing, finance, and business management, and are also allowed to further specialise in a sector of interest through the international internship placement programme and final dissertation.

A grouping of essential core subjects is uniquely combined with integrative workshops, research projects, practical work experience and the choice of three specialisations in management, marketing, and finance. 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.

Students will also have the added advantage of being able to pursue the MSc Programme on any of the ESE campuses, whether in London, Madrid, Milan, Florence, Rome or New York 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.

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.

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 (EWNl) 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."

Distinctive features:

- A choice of three specialisations – management, marketing and finance
- Full-time, compulsory attendance or part-time (students must take at least 2 modules per term without interruptions except by academic board permission)
- Integrative workshops to provide the knowledge, skills, practice and pastoral care to ensure maximized personal and academic development
- Internship placement
- Final dissertation
- A degree programme offered across two continents with the possibility of transferring between campuses in London, Milan, Florence, Rome, and Madrid on a per-term basis
- Three intakes per academic year – September, January and April – providing extra enrolment options
- Small 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

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 – ALL SPECIALISATIONS (5 of the following)		CREDIT S
MCW01	Applied Business Research Methods	15
MC002	21 st Century Advanced Business Structures	15
MC003	Organisational Culture & Change	15
MC004	Managing for Sustainability & Corporate Responsibility	15
MC005	Marketing Management	15
MC006	Management of Resources & Operations	15
MC007	Accounting & Finance for Decision Makers	15
Phase 1 Credit Totals		75

Level 7 – PHASE 2 – FINANCE SPECIALISATION (5 of the following)		CREDIT S
MC023	Multinational Corporate Finance	15
MC024	Value Assessment	15
MC025	Investment	15
MC026	Risk Management	15
MC027	Mergers & Acquisitions	15
MC018	International Project Management	15
MC028	Decision Techniques	15
MC029	Management Accounting	15
Phase 2 Credit Totals		75

Level 7 – PHASE 2 – MANAGEMENT SPECIALISATION (5 of the following)		CREDIT S
MC017	Globalised Information and Communication Systems	15
MC018	International Project Management	15
MC012	International Business Management	15
MC019	Human Resources Management	15
MC014	International Strategic Marketing	15
MC020	Entrepreneurial Management & Leadership	15
MC021	International Strategic Management	15
MC022	Leadership & Family Business	15
Phase 2 Credit Totals		75

Level 7 – PHASE 2 – MARKETING SPECIALISATION (5 of the following)		CREDIT S
MC009	Innovation Development and Management	15
MC010	E-Business & E-Commerce	15
MC011	Integrated Marketing Communications	15
MC012	International Business Management	15
MC013	Marketing of Services	15
MC014	International Strategic Marketing	15
MC015	Sales Promotion	15
MC016	Consumer Behaviour	15
Phase 2 Credit Totals		75

Level 7 – PHASE 3 & 4 – ALL SPECIALISATIONS		CREDIT S
MC030	Internship	PASS/FAIL
MC031	Dissertation	30
Phase 3 & 4 Credit Totals		30

6. PROGRAMME OUTCOMES

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 have gained:

- 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;
- Ability to acquire and analyse data and information, evaluate their relevance and validity, and synthesise a range of information in the context of new situations;
- 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 use of philosophy, values, vision and mission.

Within this framework students will explore the following:

- organisations, their external environment and management;
- business functions, international dynamics of business, economic and financial contexts, business processes, managing change and business strategy;
- management, economic and financial theories, business practice, structures;
- accounting and market research;
- cross-cultural management, human resources and operations;
- business enterprise, entrepreneurship, sustainability, globalisation.
- **Knowledge and Understanding (A)**

A1 Understand and apply organisation theory and management knowledge to diverse organisational settings.

A2 Understand and apply strategic management tools and techniques to real-world business situations.

A3 Understand situations related to differences in the business environment between countries, and economic changes in the business environment over time, in either a business or a public policy context.

A4 Understand the nature and processes of entrepreneurship and innovation by applying various concepts to an understanding of the management of new business creation and growth.

A5 Develop an intellectual appreciation of the factors that affect customer expectations and marketing theory and its impact on organisational behaviour.

A6 Analyse key strategies used by business enterprises for profit maximisation, usage of resources, uses and management of finance and the use of accounting and other information systems for managerial applications.

A7 Understand the management and development of people and leadership within organisations.

A8 Understand the role of business in society, corporate social responsibility, meeting stakeholder interests and appreciating emerging social, sustainability and environmental challenges for business.

A9 Develop an understanding of globalisation, diversity, creativity, enterprise development, knowledge management and risk management.

- **Cognitive Skills (B)**

B1 Interpret outputs of statistical techniques for data analysis and interpretation.

B2 Critical evaluation of project management theories as they relate to practical application; the student will be able to understand and act upon the role of the project manager relative to project stakeholders.

B3 Translate conceptual and theoretical implications of innovation to practical applications; the student will be able to critically evaluate debates on the value and potential of intersections between disciplines and emerging innovation practices, particularly as these relate to transformation and change.

B4 Formulate coherent and persuasive interpretations and arguments, informed by interdisciplinary research.

B5 Develop skills of critical thinking, analysis and synthesis including the capability to identify assumptions, evaluate statements in terms of evidence, define terms adequately and generalise appropriately.

B6 develop effective problem-solving and decision-making strategies using appropriate quantitative and qualitative skills including identifying, formulating and solving business problems.

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

C1 Communicate effectively through a range of methods and styles, suitable for analytical and academic applications.

C2 Develop numeracy and quantitative skills including data analysis, interpretation and extrapolation.

C3 Use advanced software for tracking, analysing and managing project tasks, activities, and resources.

C4 Analyse complex information in a critical, rational and objective manner.

- **Key Skills (D)**

D1 Conduct research methodically to find an answer that is complete, accurate and authoritative.

D2 Share and exchange expertise and skills with other students on the module and with other general audiences.

D3 Work under supervision, collaboratively, and independently.

D4 Disseminate research through different media.

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 the 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 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 Science 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
- Four photographs (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* Minimum 6.0 in all components with 6.5 overall	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 Program 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 of time in a work environment consistent with the chosen specialisation.

All Master of Science students will 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 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 Master of Science 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 Science 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				
COD E	MODULE	A 1	A 2	A 3	A 4	A 5	A 6	A 7	A 8	A 9	B 1	B 2	B 3	B 4	B 5	B 6	C 1	C 2	C 3	C 4	D 1	D 2	D 3	D 4	
Phase 1 (ALL SPECIALISATIONS)																									
MC W01	Applied Business Research Methods										x			x			x			x	x	x	x	x	
MC0 02	21 st Century Advanced Business Structures	x		x	x										x	x	x			x		x	x		
MC0 03	Organisational Culture & Change							x		x					x		x			x		x	x		
MC0 04	Managing for Sustainability & Corporate Responsibility								x				x		x		x			x		x	x		
MC0 05	Marketing Management					x									x		x			x		x	x		
MC0 06	Management of Resources & Operations			x			x			x	x		x		x	x	x	x		x		x	x		
MC0 07	Accounting & Finance for Decision Makers			x			x			x	x				x	x	x	x		x		x	x		

		Knowledge and understanding									Cognitive Skills						Prof Skills				Key Skills			
COD E	MODULE	A 1	A 2	A 3	A 4	A 5	A 6	A 7	A 8	A 9	B 1	B 2	B 3	B 4	B 5	B 6	C 1	C 2	C 3	C 4	D 1	D 2	D 3	D 4
Phase 2 (FINANCE)																								
MC0 23	Multinational Corporate Finance			x			x			x	x				x	x	x	x		x		x	x	
MC0 24	Value Assessment		x				x			x	x				x	x	x	x		x		x	x	
MC0 25	Investment									x	x				x	x	x	x		x		x	x	

MC0 26	Risk Management						x			x	x					x	x	x	x		x	x	
MC0 27	Mergers & Acquisitions	x		x						x			x			x				x		x	
MC0 18	International Project Management	x			x							x						x		x		x	
MC0 28	Decision Techniques		x				x			x	x					x	x	x		x		x	
MC0 29	Management Accounting	x		x			x			x	x					x	x	x	x		x		x

		Knowledge and understanding									Cognitive Skills						Prof Skills				Key Skills			
COD E	MODULE	A 1	A 2	A 3	A 4	A 5	A 6	A 7	A 8	A 9	B 1	B 2	B 3	B 4	B 5	B 6	C 1	C 2	C 3	C 4	D 1	D 2	D 3	D 4
Phase 2 (MANAGEMENT)																								
MC0 17	Globalised Information and Communication Systems		x										x	x			x			x		x	x	
MC0 18	International Project Management	x			x							x					x			x		x	x	
MC0 12	International Business Management			x						x			x	x		x	x	x		x		x	x	
MC0 19	Human Resources Management							x					x				x			x		x	x	
MC0 14	International Strategic Marketing		x			x							x	x	x	x	x	x		x		x	x	
MC0 20	Entrepreneurial Management & Leadership				x			x		x	x		x	x	x		x	x		x		x	x	
MC0 22	Leadership & Family Business				x			x					x	x	x		x			x		x	x	
MC0 21	International Strategic Management	x	x							x			x	x	x	x	x	x		x		x	x	

		Knowledge and understanding						Cognitive Skills						Prof Skills						Key Skills					
COD E	MODULE	A 1	A 2	A 3	A 4	A 5	A 6	A 7	A 8	A 9	B 1	B 2	B 3	B 4	B 5	B 6	C 1	C 2	C 3	C 4	D 1	D 2	D 3	D 4	
Phase 2 (MARKETING)																									
MC0 09	Innovation Development and Management	x			x								x	x			x			x		x	x		
MC0 10	E-Business & E-Commerce					x						x	x				x		x	x		x	x		
MC0 11	Integrated Marketing Communications					x								x	x		x			x		x	x		
MC0 12	International Business Management			x						x			x	x		x	x	x		x		x	x		
MC0 13	Marketing of Services					x								x	x		x			x		x	x		
MC0 14	International Strategic Marketing		x			x							x	x	x	x	x			x		x	x		
MC0 15	Sales Promotion					x								x	x		x			x		x	x		
MC0 16	Consumer Behaviour					x								x	x		x			x		x	x		

		Knowledge and understanding									Cognitive Skills						Prof Skills				Key Skills			
CODE	MODULE	A 1	A 2	A 3	A 4	A 5	A 6	A 7	A 8	A 9	B 1	B 2	B 3	B 4	B 5	B 6	C 1	C 2	C 3	C 4	D 1	D 2	D 3	D 4
Phase 3 & 4 (ALL SPECIALISATIONS)																								
MC03 0	Internship																						x	
MC03 1	Dissertation													x	x		x			x	x	x	x	x

Programme Specification Publication Dates

First edition	2010
Revision 1	2013, Validation by the University of Buckingham
Revision 2	2017 (substantial revision, including FHEQ and ILOs mapping with assessments)
Revision 3	2018, the addition of QAA benchmark statements
Revision 4	2020, minor changes (ILOs update)
Revision 5	2022, revision with Richmond, The American International University London (programme titles changed to “MSc Business Management”, “MSc Business Management: Finance”, ‘MSc Business Management: Marketing”, programme outcomes update, curriculum map update for Internship course)
Revision 6	June 2023, Subject Benchmark Statement update