



Master of Business Administration

Programme Specification

2027-2028

Contents

1. INTRODUCTION	4
2. OVERVIEW	5
3. ABOUT THE PROGRAMME	6
Aims.....	6
4. MISSION	7
5. PROGRAMME STRUCTURE	7
MBA – Standard Structure: Fall and Spring Entry Points	9
MBA – Global Arts Market: Fall and Spring Entry Points	10
MBA – Luxury Brand Management: Fall and Spring Entry points	11
MBA – Creative Leadership: Fall and Spring Entry Points	12
MBA – Film, TV and New Media: Fall and Spring Entry Points	13
MBA – Non profit, Charity & NGO Management: Fall and Spring Entry Points	14
MBA – Sustainability and Responsible Business: Fall and Spring Entry Points.....	15
6. PROGRAMME OUTCOMES	16
A. Subject Knowledge and Understanding.....	16
B. Cognitive Skills	17
C. Subject Specific, Practical, and Professional Skills.....	18
D. General/Transferable Skills.....	18
7. TEACHING, LEARNING, AND ASSESSMENT	18
Teaching and Learning Strategy.....	19
Assessment Strategy	19
Grade Point Average	21
Academic Standing.....	21
8. ENTRY REQUIREMENTS	22
9. EXIT AWARDS	22
US Postgraduate Certificate.....	23
UK Postgraduate Diploma (UK PGDip).....	23
UK Postgraduate Certificate (UK PGCert)	23
10. STUDENT SUPPORT AND GUIDANCE	23
11. INTERNSHIPS	24
12. POSTGRADUATE ACADEMIC POLICIES	25
13. REGULATORY FRAMEWORK.....	25
Ensuring and Enhancing the Quality of the Programme	25

Programme specification and curriculum map – MASTER OF BUSINESS ADMINISTRATION DEGREE

Credit Equivalence	26
Levels.....	26
References	26
11. LIBRARY RESOURCES	27
Books.....	27
Journals	27
Online Journal databases	27
Other online resources	28
Scanning/Digitising.....	28
Library Instruction.....	28
Programme Specification Publication Dates	28
APPENDIX 1: Curriculum Map.....	30

1. INTRODUCTION

This document describes the **Master of BUSINESS ADMINISTRATION** awarded by Richmond American University London (RAUL), using the protocols required by *The Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies (QAA, 2024)*.

The degree is delivered at a US Liberal Arts university with a degree structure in line with comparable MA degrees in the UK. Successful students complete 8 courses amounting to 36 US / 180 UK credits, comprised of coursework (24 US/ 120 UK credits), and either an internship (4 US/ 20 UK credits) and a Professional project (6 US/ 30 UK credits) component or an Extended Professional project (10 US/50 UK credits). Normally, each course carries 4 US/20 UK credits.

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

More detailed information on the learning outcomes, content, and teaching, learning and assessment methods of each course can be found in Course Specification Documents and syllabi.

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

2. OVERVIEW

Programme/award title(s)	Master of Business Administration
Teaching Institution	Richmond American University London
Awarding Institution	Richmond American University London
Date of latest validation	April 2024
Next revalidation	September 2026
Credit points for the award	36 US credits 180 UK credits (FHEQ Level 7)
Programme start date	Fall 2027
Underpinning QAA subject benchmark(s)	QAA Subject Benchmark Statement: Master's degrees in Business and Management (2023)
Professional/statutory recognition	n/a
Language of Study	English
Duration of the programme for each mode of study (P/T, FT,DL)	Full-time: ○ Fall start: 12 months (six core courses + internship and Professional Project or MBA Research Project) ○ Spring start: 16 months (six core courses + internship and Professional Project or MBA Research Project) ○ Spring start: 12 months. Students that choose to participate in Summer Semester can complete the programme in 12 months. (six core courses + internship and Professional Project or MBA Research Project) ○ Part-time: two years (September to August over two years)
Dual accreditation (if applicable)	Middle States Commission on Higher Education (First accredited 1981; renewed 1996, 2006, 2016, 2025). QAA – Higher Education Review (AP) December 2017
Date of production/revision of this specification	June 2026 (see chart at the end of this document for list of revisions)

3. ABOUT THE PROGRAMME

Aims

The Richmond Master of Business Administration (MBA) aims at empowering future business leaders for management success.

It is an interdisciplinary degree that equips candidates for future impactful leadership roles in business and management. Through a high-quality vocational education, we combine:

- **Rigorous coursework:** Innovative courses (modules) tackle contemporary issues and provide a solid foundation in business growth, strategy, organisational management, the economic environment, financial management all delivered by faculty with global industry experience.
- **Real-world application:** Opportunities for internships, guest speaker seminars, live projects, site visits, consultancy projects and industry case studies bridge the gap between theory and practice, preparing students for rewarding leadership and management positions.
- **Student-centred learning:** Our interactive and supportive environment fosters knowledge sharing, debate, and cross-fertilisation of ideas across wide-ranging business experiences.

The Richmond MBA allows students to specialise their expertise for targeted success, should they wish. It is designed for flexible career paths:

- Our flagship MBA provides a broad, general management education across all core business functions. It allows students to gain a comprehensive understanding of key functional skills across all business areas, perfect for those seeking overall leadership and strategic decision-making expertise.
- It combines core MBA training with a specialised pathway that develops deeper, sector-specific expertise for leadership within a particular industry or field. It allows students to enhance their profile with specialised pathways in:
 - Global Arts Market
 - Luxury Brand Management
 - Creative Leadership
 - Film, TV and New Media
 - Sustainability and Responsible Business
 - Non-profit, Charity and Non-Governmental Organisation (NGO) Management

These focused pathways build on Richmond's liberal arts tradition and interdisciplinary expertise to equip candidates with deep insights and practical skills in these growing employment fields. They develop essential skills with specific professional domains.

A Richmond MBA aims to be more than just a degree; it is a launchpad for a transformative career in business leadership and management.

Programme specification and curriculum map – MASTER OF BUSINESS ADMINISTRATION DEGREE

4. MISSION

It is the mission of the Richmond MBA to enable students to forge leadership paths and create global business minds.

The MBA programme is a transformative journey for students seeking to elevate their careers through strategic leadership. We offer a rigorous academic foundation grounded in contemporary management practices, preparing students to excel in cross-industry business environments.

The Richmond MBA extends experience beyond the classroom by its:

- **Practical Focus:** Our curriculum blends theory with real-world application, featuring case studies, guest lectures by industry leaders, and professional development opportunities.
- **Multicultural Experience:** We welcome a global network of peers and faculty, enriching student learning with cross-cultural perspectives and broadening student's professional horizons.
- **Personalised Growth:** Developing student leadership, communication, and teamwork skills in an interactive and stimulating environment, fostering critical thinking and innovation.

The Richmond MBA enables students to become a leader who:

- Navigate the complexities of global business, gaining a deep understanding of business organisations, cultures, and the evolving global landscape.
- Make impactful decisions by developing the ability to analyse, synthesise, and implement solutions within real-world constraints.
- Connect with others and inspiring others by building interpersonal skills to effectively collaborate with a global network of stakeholders, driving positive change and innovation.

The MBA programme is a gateway to a fulfilling career as a business leader who can shape the future.

5. PROGRAMME STRUCTURE

The programme is a comprehensive 36 US / 180 UK credit package, offering a standalone Master's degree. Completing the initial 24 US / 120 UK credits earns a UK Postgraduate Diploma (PGDip) as an intermediate achievement, but registering for the PGDip alone is not available.

Programme Duration:

Full-time:

- Fall start: 12 months (six core courses + internship and Professional Project or MBA Research Project)
- Spring start: 16 months (six core courses + internship and Professional Project or MBA Research Project)
- Spring start: 12 months. Students that choose to participate in Summer Semester can complete the programme in 12 months. (six core courses + internship and Professional Project or MBA Research Project)
- Part-time: two years (September to August over two years)

Course Structure:

All students take:

- Three core courses (4 US/20 CATS credits each) in the fall semester.
- MBA candidates take 2 core courses plus 1 elective course in the spring semester.
- MBA specialisation candidates take 3 core courses in the spring semester.

Final Semester Capstone options:

Students opting to undertake an internship must take the following courses:

- **MBA or MBA Specialism Internship** course: 4 US/20 UK CATS credits (optional in summer semester for Fall start, and in following summer semester for Summer start).
- **MBA or MBA Specialism Internship Industry Report:** 7,000 words project (or an alternative multimedia equivalent), 6 US/30 UK CATS credits.

Students not choosing an internship take:

- **MBA or MBA Specialism Research Project:** 7,000 words plus oral defence, (or an alternative multimedia equivalent) 10 US/50 UK CATS credits

Notes:

Students must complete all taught courses before taking the internship or research project. Specific summer schedule details are available in Appendix II, if applicable.

MBA – Standard Structure: Fall and Spring Entry Points

Course Code	Course Title	US Credits	UK Credits
OFFERED in FALL and SUMMER SEMESTER			
ECON 7100	Economic Analysis for Managers	4	20
BUSM 7105	Organisational Leadership	4	20
MARK 7102	Marketing and Digital Media Skills	4	20
OFFERED in Spring Semester			
SUST 7100	Strategy for Sustainability	4	20
FINC 7100	Financial Management	4	20
PLUS, ONE OF:			
BUSM 7103	Business Analytics: Data and Decisions	4	20
GLAM 7100	Working in Global Arts Markets		
MARK 7103	Integrated Marketing Communications		
LEAD 7100	Digital Persuasion: Content Creation, Influence, and Narrative Strategy		
BUSM 7101	Project Management		
NGOM 7100	Funding and Governance		
BUSM 7106	Corporate Sustainability Reporting		
Prerequisite of 26 US/130 UK credits:			
BUSM 7104	Business Research	2	10
OFFERED in FALL, SPRING and SUMMER SEMESTER Prerequisite of 26 US/130 UK credits			
EITHER BOTH			
BUSM 7902	MBA Internship	4	20
BUSM 7502	MBA Internship Sector Report	6	30
OR			
BUSM 7503	MBA Research Project	10	50
TOTAL CREDITS		36	180

MBA – Global Arts Market: Fall and Spring Entry Points

Course Code	Course Title	US Credits	UK Credits
OFFERED in FALL and SUMMER SEMESTER			
ECON 7101	Economics of Culture	4	20
BUSM 7107	Managing Creative Industries	4	20
MARK 7102	Marketing and Digital Media Skills	4	20
OFFERED in Spring Semester			
SUST 7100	Strategy for Sustainability	4	20
GLAM 7100	Working in Global Arts Markets	4	20
FINC 7100	Financial Management	4	20
<i>Prerequisite of 26 US/130 UK credits:</i>			
BUSM 7104	Business Research	2	10
Offered in FALL, SPRING and SUMMER SEMESTER			
<i>Prerequisite of 26 US/130 UK credits:</i>			
EITHER BOTH			
GLAM 7901	Global Arts Market Internship	4	20
GLAM 7501	MBA Global Arts Market Internship Sector Report	6	30
OR:			
GLAM 7500	Global Arts Market Research Project	10	50
TOTAL CREDITS		36	180

MBA – Luxury Brand Management: Fall and Spring Entry points

Course Code	Course Title	US Credits	UK Credits
OFFERED in FALL and SUMMER SEMESTER			
ECON 7101	Economics of Culture	4	20
LUXB 7100	Luxury Brand Management	4	20
MARK 7102	Marketing and Digital Media Skills	4	20
OFFERED in Spring Semester			
SUST 7100	Strategy for Sustainability	4	20
MARK 7103	Integrated Marketing Communications	4	20
FINC 7100	Financial Management	4	20
<i>Prerequisite of 26 US/130 UK credits:</i>			
BUSM 7104	Business Research	2	10
Offered in FALL, SPRING and SUMMER SEMESTER			
<i>Prerequisite of 26 US/130 UK credits:</i>			
EITHER BOTH			
LUXB 7901	Luxury Brand Management Internship	4	20
LUXB 7501	LBM Internship Sector Report	6	30
OR			
LUXB 7500	Luxury Brand Management Research Project	10	50
TOTAL CREDITS		36	180

MBA – Creative Leadership: Fall and Spring Entry Points

Course Code	Course Title	US Credits	UK Credits
OFFERED in FALL and SUMMER SEMESTER			
MARK 7103	Integrated Marketing Communications	4	20
BUSM 7107	Managing Creative Industries	4	20
MARK 7102	Marketing and Digital Media Skills	4	20
OFFERED in Spring Semester			
SUST 7100	Strategy for Sustainability	4	20
LEAD 7100	Digital Persuasion: Content Creation, Influence, and Narrative Strategy	4	10
FINC 7100	Financial Management	4	20
<i>Prerequisite of 26 US/130 UK credits:</i>			
BUSM 7104	Business Research	2	10
Offered in FALL, SPRING and SUMMER SEMESTER			
<i>Prerequisite of 26 US/130 UK credits:</i>			
EITHER BOTH			
LEAD 7901	Creative Industries Internship	4	20
LEAD 7501	Creative Industries Internship Sector Report	6	30
OR			
LEAD 7500	Creative Industries Research Project	10	50
TOTAL CREDITS		36	180

MBA – Film, TV and New Media: Fall and Spring Entry Points

Course Code	Course Title	US Credits	UK Credits
OFFERED in FALL and SUMMER SEMESTER			
ECON 7101	Economics of Culture	4	20
BUSM 7107	Managing Creative Industries	4	20
MARK 7102	Marketing and Digital Media Skills	4	20
OFFERED in Spring Semester			
SUST 7100	Strategy for Sustainability	4	20
FILM 7100	Production Management: From Script to Screen	4	20
FINC 7100	Financial Management	4	20
<i>Prerequisite of 26 US/130 UK credits:</i>			
BUSM 7104	Business Research	2	10
Offered in FALL, SPRING and SUMMER SEMESTER			
<i>Prerequisite of 26 US/130 UK credits:</i>			
EITHER BOTH			
FILM 7901	MBA Film TV and New Media Internship	4	20
FILM 7501	MBA Film TV and New Media Internship Sector Report	6	30
OR			
FILM 7500	MBA Film TV and New Media Research Project	10	50
TOTAL CREDITS		36	180

MBA – Non profit, Charity & NGO Management: Fall and Spring Entry Points

Course Code	Course Title	US Credits	UK Credits
OFFERED in FALL and SUMMER SEMESTER			
ECON 7100	Economic Analysis for Managers	4	20
BUSM 7105	Organisational Leadership	4	20
MARK 7102	Marketing and Digital Media Skills	4	20
OFFERED in SPRING SEMESTER			
SUST 7100	Strategy for Sustainability	4	20
NGOM 7100	Funding and Governance	4	20
FINC 7100	Financial Management	4	20
<i>Prerequisite of 26 US/130 UK credits:</i>			
BUSM 7104	Business Research	2	10
Offered in FALL, SPRING and SUMMER SEMESTER			
<i>Prerequisite of 26 US/130 UK credits:</i>			
EITHER BOTH			
NGOM 7901	MBA Non-Profit and NGO Internship	4	20
NGOM 7501	MBA Non-Profit and NGO Internship Sector Report	6	30
OR			
NGOM 7500	MBA Non-Profit and NGO Research Project	10	50
TOTAL CREDITS		36	180

MBA – Sustainability and Responsible Business: Fall and Spring Entry Points

Course Code	Course Title	US Credits	UK Credits
OFFERED in FALL and SUMMER SEMESTER			
ECON 7100	Economic Analysis for Managers	4	20
BUSM 7105	Organisational Leadership	4	20
MARK 7102	Marketing and Digital Media Skills	4	20
OFFERED in SPRING SEMESTER			
SUST 7100	Strategy for Sustainability	4	20
BUSM 7106	Corporate Sustainability Reporting	4	20
FINC 7100	Financial Management	4	20
<i>Prerequisite of 26 US/130 UK credits:</i>			
BUSM 7104	Business Research	2	10
Offered in FALL, SPRING and SUMMER SEMESTER			
<i>Prerequisite of 26 US/130 UK credits:</i>			
EITHER BOTH			
SUST 7901	MBA Sustainability Internship	4	20
SUST 7501	MBA Sustainability Internship Sector Report	6	30
OR			
SUST 7500	MBA Sustainability Research Project	10	50
TOTAL CREDITS		36	180

US Postgraduate Certificate

The US Postgraduate Certificate is an exit award available to students registered on a Masters Degree who have successfully completed the following requirements: a) 24 US / 120 UK Level 7 credits from the required taught components; b) 12 US/60 UK Level 7 credits of the total number of credits required for the US Postgraduate Certificate must be completed; c) a minimum GPA of 2.0 in the courses being used for the exit award is required; but who have NOT successfully completed the thesis for any of the following reasons: d) they have not submitted the thesis (either by choice, or they have failed to submit it without extenuating circumstances eligible for resubmission); or e) they have received a failing grade on the thesis (and so are not eligible to apply for resubmission); or f) the grade following thesis resubmission remains insufficient for the award of the Masters Degree (it has not achieved a minimum grade of C). Students eligible under a-g above may choose to transfer onto and be considered for the award of the US Postgraduate Certificate/UK Postgraduate Diploma

UK Postgraduate Diploma (UK PGDip)

Programme specification and curriculum map – MASTER OF BUSINESS ADMINISTRATION DEGREE

The requirements of the UK Postgraduate Diploma are aligned with those of the US Postgraduate Certificate (as outlined above). Postgraduates who have completed the requirements for the US Postgraduate Certificate will also be awarded the UK Postgraduate Diploma.

UK Postgraduate Certificate (UK PGCert)

The UK Postgraduate Certificate may be awarded as an exit award for those students registered on a Master's degree who have successfully completed the following minimum requirements: a) 12 US / 60 UK Level 7 credits from taught requirements; b) 6 US/30 UK Level 7 credits of the total number of credits required for the UK PGCert must be completed; c) a minimum GPA of 2.0 in the courses being used for the exit award is required.

There is no US equivalent for the UK PGCert.

6. PROGRAMME OUTCOMES

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

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

Graduates of the BUSINESS ADMINISTRATION programme will:

1. **Master core business principles and practices:** Gain a deep understanding of theory and real-world application that are essential for long-term growth and innovation, equality, diversity and inclusion, and social, environmental and financial sustainability.
2. **Think critically and solve problems:** Develop independent thought and problem-solving skills, backed by evidence-based arguments, to tackle complex business challenges.
3. **Apply knowledge with creativity:** Analyse current business issues, case studies, and simulations with a critical eye, synthesizing conceptual knowledge into practical solutions and innovative ideas.
4. **Conduct independent research:** Employ advanced technical skills and analytical thinking to conduct autonomous research with self-reflection and critical assessment.
5. **Lead and communicate effectively:** build management and “soft” skills to foster best practice. Communicate clearly and appropriately with wide-ranging stakeholders through various channels.

A. Subject Knowledge and Understanding

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

1. **Global Strategic Management:** Evaluate and critique advanced strategic frameworks

and market entry theories utilised by organisations operating in complex international business environments

2. **Data-Driven Decision Making:** Demonstrate advanced quantitative and qualitative data analytics paradigms to diagnose and solve multi-faceted international business problems.
3. **Financial Control & Analysis:** Critically evaluate corporate finance theories and international control systems to determine their impact on cross-border organisational performance and risk management.
4. **International Marketing Paradigms:** Analyse sophisticated global marketing models and consumer behaviour theories to assess how multinational enterprises adapt to market diversity.
5. **Organisational Productivity & Leadership:** Critically analyse organisational behavior, operations frameworks, and cross-cultural leadership theories that drive systemic productivity and corporate agility.

B. Cognitive Skills

Upon completion of the MBA, students should have:

1. **Specialised Knowledge:** Analyse and critically evaluate complex, specialised bodies of academic literature and professional insights at the forefront of business management.
2. **Theoretical Application:** Integrate abstract business theories and concepts to diagnose, contextualise, and address contemporary, volatile global business challenges.
3. **Analytical Reflection & Problem Solving:** Critically analyse empirical data and practical operational bottlenecks to synthesize viable, reflective, and evidence-based strategic solutions.
4. **Critical Evaluation of 'Best Practice':** Challenge and deconstruct prevailing industry assumptions and standard "best practices" to identify their limitations in solving dynamic organisational problems.
5. **Creative & Culturally Agile Reasoning:** Demonstrate advanced critical reasoning and innovative thinking to evaluate business issues within complex, multicultural, and

diverse organisational contexts.

C. Subject Specific, Practical, and Professional Skills

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

1. **Ethical Autonomous Research Execution:** Deploy ethically robust advanced methodological frameworks and data tools to independently plan, execute, and manage a rigorous business research project.
2. **Functional Problem Diagnosis:** Critically diagnose complex operational and systemic problems faced by managers across diverse, international organisational functions.
3. **Strategic Tool Application:** Apply and critique specialised managerial diagnostic tools, software, and frameworks utilised within global business operations.
4. **Sustainable and Ethical Leadership Integration:** Critically review and evaluate professional strategies used to sustainably and ethically organise, motivate, and lead organisations within a global corporate environment.

D. General/Transferable Skills

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

1. **Multi-Media Communication Agility:** Analyse and articulate complex ideas and research data effectively using advanced written formats or approved alternative digital media (film, podcast, exhibition).
2. **Project & Time Management:** Demonstrate advanced self-management and operational agility by independently delivering a major, high-stakes research project within strict milestones and time constraints.
3. **Collaborative Leadership:** Manage, lead, or constructively engage with peers or organisational stakeholders or research participants to achieve defined, SMART research objectives.
4. **Reflexive Practitioner Development:** Critically reflect and self-evaluate personal leadership strengths, cognitive biases, and areas for professional development.
5. **Cultural Intelligence:** Navigate complex human interactions and multinational and multicultural corporate landscapes, demonstrating advanced social skills and cultural empathy in a global business environment.

7. TEACHING, LEARNING, AND ASSESSMENT

Programme specification and curriculum map – MASTER OF BUSINESS ADMINISTRATION DEGREE

Teaching and Learning Strategy

The teaching and learning strategy for the **Masters of BUSINESS ADMINISTRATION** is based on the understanding that all students are active learners and researchers and are embarking on advanced professional practice with a view to their future career development. The learning and teaching strategy at RAUL is designed to maximise student engagement in the programme and ensure full participation throughout. The precise approach will vary from course to course, but the learning outcomes relating to each class are designed to ensure that students immerse themselves fully in the subject and take full responsibility for their progress through the programme. The concept of progression through the distinct aspects of the degree (class-based learning focusing on theory and practice, guided independent study and practical work, internship and professional research project including a critical reflection) is integral to the intellectual journey that the students will make during their time on the programme.

A variety of approaches will be used in teaching, including:

- Formal seminars and debates
- Formal lectures, supplemented with audio-visual materials
- Informal lectures and discussions with guest speakers or on visits
- Individual and group projects, culminating in oral presentations and written work
- Group and individual tutorials
- Self-directed and directed reading

Students acquire knowledge through:

- Structured seminars and debates (including the sharing of other students' learning and experience), lectures, guest lectures, visits to agencies – including supporting materials
- Directed reading and use of electronic sources
- Independent research and work experience

Students develop cognitive skills through:

- Undertaking practical exercises and making presentations
- Learning alongside others, including group work, seminars, debates and discussions
- Conducting research
- Preparing assessed work

Students' practical skills are developed through:

- Applying theory to practice in practical exercises and assessed work
- Team and individual project work, including reflective practice
- Vocational experience gained through internships

Assessment Strategy

Assessment comprises examinations, essays, dissertations, other forms of written work, project, oral presentations and group work. This assessment strategy meets the University Assessment Norms at level 7.

As seen above, the University places considerable emphasis on developing its students' learning and skills. Creating independent thinkers is a part of the University's mission statement and MBA academic staff deliver on this promise in a number of different ways at Level 7. A key aspect of their work involves devising methodologies, consistent with best-practice approaches within the field, with which to adequately assess students' performance. These approaches include the setting of learning outcomes encompassing each course as well as regular discussion and interaction amongst academic staff in order to set common goals for the entire degree and each of its courses.

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

The variety of assessment methods used enables academic staff to evaluate each student's developing and evolving knowledge and skills base, as outlined in the previous section. For example, the research paper assesses, among other things, a student's ability to engage with primary and/or secondary sources and to critically evaluate and analyse them. Site visits encourage students to apply the theory and method taught in classes.

The University establishes specific guidelines on coursework weighting to ensure balance within the assessment process. As outlined in each course descriptor, the coursework load reflects a range of assessment strategies and a distributed weighting approach across courses, with the typical course allocating approximately 50% to the final research paper.

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

The academic staff are confident that the assessment processes are sound. Much of this confidence emanates from the comments MBA academic staff have received from External Examiners. An equally important measure is the success that so many students on the Master of Business Administration programme enjoy beyond their post-Richmond experiences. Students generally move on to take on challenging opportunities on postgraduate programmes and as professionals in the arts and creative cultural industries. This is testimony to their level of preparedness for the real world of careers in the visual arts, and are an indication of the academic staff's and University's ability to fulfil its mission.

Grade Point Average

Grade Point Average (GPA) is a system used to translate letter grades into a numerical format and provide an average grade for students as a precise indication of performance.

- To calculate a GPA, the numerical equivalent for the grade (see below) of each course is multiplied by the number of credits assigned to the course, to determine a number of quality points for that course. The GPA is then the sum of the quality points for a set of courses, divided by the total number of credits of all courses attempted.
- Transfer credit is not included in the calculation of GPA.
- The termly grade point average is calculated each semester and summer session and recorded on the student's transcript.
- A Cumulative GPA (cGPA), including all courses taken at the University, is also calculated. The numerical equivalent for the grade of each course is multiplied by the number of credits for the course to give the number of quality points for that course.
- Postgraduates must obtain a minimum cumulative GPA of 2.000 in order to graduate.

Academic Standing

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

Postgraduates must obtain a minimum cumulative GPA of 2.000 in order to graduate.

Programme specification and curriculum map – MASTER OF BUSINESS ADMINISTRATION DEGREE

Graduate students with a cumulative (GPA) of less than 2.000 (C) risk dismissal from the university.

8. ENTRY REQUIREMENTS

Details of the entry requirements, including English language requirements, is available on the University website:

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

The University welcomes applications from students with disabilities. These disabilities might include a physical or sensory impairment, a medical or psychiatric condition or a specific learning difficulty such as dyslexia and may require additional support or adaptations to our facilities. The University endeavours to make all practical and reasonable adjustments to ensure students are able to fully participate in the University community.

9. EXIT AWARDS

For those postgraduates who do not meet graduation requirements of the US and UK master's awards (See Credit Requirements Policy: Postgraduate), Boards of Examiners may recommend the award of a single exit award or a permitted combination of US and UK exit awards possible at Level 7.

Postgraduate Exit Awards at the University consist of:

- The US Postgraduate Certificate
- The UK Postgraduate Diploma
- The UK Postgraduate Certificate

To avoid any confusion regarding nomenclature, the prefix “US” or “UK” must be attached to any postgraduate exit award.

Students transferring in more than 60 UK credits from another institution on a UK-only degree programme will not be eligible for an exit award from the University and can only work towards the full UK-only Master's award.

Postgraduates qualifying for the US Postgraduate Certificate will also be eligible for the UK Postgraduate Diploma. The UK Postgraduate Certificate (which requires fewer credits than the US Postgraduate Certificate) may be awarded independently to eligible students.

If a postgraduate has been awarded an exit award but has not attempted the dissertation, they may apply for readmission to the University under normal readmission policies to complete the master's degree.

Exit awards are conferrable in recognition of successful completion of postgraduate coursework; it is not possible, however, for students to register directly onto these awards.

Students in the UK on a student visa, who are granted an exit award, will not be eligible for the Graduate Route Visa post studies.

US Postgraduate Certificate

The US Postgraduate Certificate is an exit award available to students registered on a Master's programme who have successfully completed the following requirements:

- a) 24 US/120 UK Level 7 credits from the required taught components;
- b) 12 US/60 UK Level 7 credits of the total number of credits required for the US Postgraduate Certificate must be completed;
- c) A minimum GPA of 2.000 in the courses being used for the exit award is required; but who have NOT successfully completed the thesis for any of the following reasons:
 - i. they have not submitted the thesis (either by choice, or they have failed to submit it without extenuating circumstances eligible for resubmission); or
 - ii. they have received a failing grade on the thesis and have not informed Registry Services that they plan to retake the thesis in the next semester.

Students eligible under the above requirements may choose to transfer onto and be considered for the award of the US Postgraduate Certificate/UK Postgraduate Diploma (see below).

UK Postgraduate Diploma (UK PGDip)

The requirements of the UK Postgraduate Diploma are aligned with those of the US Postgraduate Certificate (as outlined above). Postgraduates who have completed the requirements for the US Postgraduate Certificate will also be awarded the UK Postgraduate Diploma.

UK Postgraduate Certificate (UK PGCert)

The UK Postgraduate Certificate may be awarded as an exit award for those students registered on a Master's programme who have successfully completed the following minimum requirements:

- a) 12 US/60 UK Level 7 credits from taught requirements, completed at the University and not via transfer credit;
- b) 6 US/30 UK Level 7 credits of the total number of credits required for the UK PGCert must be completed at the University;
- c) a minimum GPA of 2.000 in the courses being used for the exit award is required.

There is no US equivalent for the UK PGCert.

10. STUDENT SUPPORT AND GUIDANCE

The University offers a comprehensive range of support and guidance services designed to help students succeed both academically and personally. From academic mentoring and study skills development to wellbeing initiatives and personal counselling, the support mechanisms at the University ensure that every student feels empowered and cared for throughout their journey. These services not only enhance learning and academic performance but also contribute to a positive, fulfilling and well-rounded university experience.

All students have an allocated full-time faculty member who acts as their Programme Director. Programme Directors have ongoing responsibility for students' academic progress, meeting with each student at least once per semester. Programme Directors assist students with registration, enabling smooth progression through the degree. They also advise on career opportunities and provide pastoral support in many cases.

A range of Mathematics, English, Technology and Writing workshops have been established to support students with needs in these areas. Librarians are on hand to assist with Library use, which includes instruction in web-based resources.

The University endeavours to make all practical and reasonable adjustments to ensure all students are able to fully participate in the University community. Students who disclose a physical disability or a specific learning difference are supported to ensure the quality of their educational experience meets their individual requirements. Students with specific learning differences, for instance, receive extra time for examinations, and have the option of writing exams on University-provided computers, and/or of taking exams in a separate room.

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

11. INTERNSHIPS

The Careers & Internship Office of the University offers a formal mechanism through which students may receive work-placement opportunities. These placements are supervised, career-related work experiences combined with reflective, academic study that help students apply theoretical knowledge in the workplace. Participation in the internship programme is optional but highly encouraged because the Master's Programmes have been designed to offer students the option to graduate with both a qualification as well as experience of the workplace.

The internship has been established to act as a conduit between the classroom and a career, enabling students to meet and work with potential future employers. The internship programme demands that students interact with professionals in their field, allowing them to learn by seeing as well as by doing. Key to the success of this initiative is the relationship that has been developed with organisations and governmental agencies.

Expectations with regard to careers education, information, advice and guidance (as outlined in The UK Quality Code for Higher Education) are handled by the university's Student Affairs Department. This department conducts a variety of career services for students, ranging from resource provision to a CV advice and feedback service, and in particular through the professional development seminar series. For full details of career services offered to students at Richmond may be obtained from the Student Affairs Department.

In addition to these services, the alumni office offers networking opportunities where students may contact alumni working in a variety of fields. The alumni office also offers these services via social media such as LinkedIn and Facebook.

12. POSTGRADUATE ACADEMIC POLICIES

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

13. REGULATORY FRAMEWORK

The Masters of **BUSINESS ADMINISTRATION** is operated under the policy and regulatory frameworks of Richmond American University London, the Middle States Commission on Higher Education, the Framework of Higher Education Qualifications, and the UK Quality Code for Higher Education.

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

- QAA (2024) *UK Quality Code for Higher Education*.
- QAA (2024) *The Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies*.
- SEEC (2021) *Credit Level Descriptors for Higher Education*.
- MSCHE (2023) *Standards for Accreditation and Requirements of Affiliation. Fourteenth Edition*.

Ensuring and Enhancing the Quality of the Programme

The Masters of **BUSINESS ADMINISTRATION** features detailed published educational objectives that are consistent with the mission of the institution. All course outlined contain course specific objectives that are regularly monitored by the individual instructors and by the faculty as a group.

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

- External examiners
- Internal Moderation
- Student representation

- Curricular change approval process
- Annual Programme Monitoring and Assessment
- Revalidation
- Course evaluation
- Student satisfaction surveys and the NSS
- Feedback from employers

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

Credit Equivalence

	US credit	ECTS credit	UK credit
UK Level 7	1	2.5	5
Required minimum number of credits for MA	36	90	180 (120 of which must be at Level 7)
Richmond MBA	36	90	180 (at Level 7)

Levels

The framework for Higher Education Qualifications in the UK defines the MA degree in higher education in terms of a series of numbered levels, as follows:

- Level 4–6 – years 1 to 3 of a UK undergraduate degree
- Level 7 – UK Master's degrees and postgraduate diplomas and certificates
- Level 8 – UK Doctoral degrees

Each level is illustrated by, and each award determined by, reference to a qualification descriptor. The Level 7 descriptors can be found in the FHEQ (QAA, February 2024).

References

European Communities (February 2009). *ECTS Users' Guide*; and European Communities (January 2015). *ECTS Users' Guide*. Draft Revision.

QAA (2024). *The Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies*.

Programme specification and curriculum map – MASTER OF BUSINESS ADMINISTRATION DEGREE

QAA (2024). *UK Quality Code for Higher Education*.

Southern England Consortium for Credit Accumulation and Transfer (SEEC) (2021). *Credit Level Descriptors for Higher Education*.

Middle States Commission on Higher Education (2023). *Standards for Accreditation and Requirements of Affiliation*. Fourteenth edition.

11. LIBRARY RESOURCES

Books

Faculty and Students are encouraged to help in the purchase of Library resources and submit requests for new purchases relating to, and supporting their, subject areas and research. Details of selected new acquisitions are publicised on the Library subject pages and online catalogue.

The Library also purchases academic ebooks to support students required reading, as well as cataloguing open access resources. These books are made available through the Library catalogue.

Every year, the Library collection is reviewed and non-relevant or out-of-date stock is withdrawn. Analysis of loans compared to purchases and new publications within core subject areas are used to drive additional purchases to make sure that the collection remains relevant and current.

Journals

At present the Library subscribes directly to approximately 30 periodical titles. Where electronic access is provided with a subscription, this has been made available through the Library's online Publications Finder.

In consultation with Faculty, the Library regularly reviews its periodical subscriptions, ensuring relevant coverage is provided as the curriculum changes.

Online Journal databases

Full text e-journal services include access to Ebsco's: Academic Search Premier, Art Full Text, Business Source Premier, Communication and Mass Media Complete, Education Full Text, International Bibliography of Theatre & Dance, International Security & Counter Terrorism Reference Center, SPORTDiscus and PsycArticles; WARC and JSTOR. These provide access to around 42,000 titles, as well as business and market data and case studies.

In addition, students are directed to a multitude of other online databases which they can search for citations including Google scholar and subject specific internet gateways.

In all cases where the full text is neither in the Library's subscription resources nor available online the Library provides free inter-library loans to students and faculty using the services of the British Library (BL On Demand).

Programme specification and curriculum map – MASTER OF BUSINESS ADMINISTRATION DEGREE

Access to the e-journal databases can be found on the Library portal.

Other online resources

Another online resource is a subscription to FT Education, which provides online access to the newspaper archive as well as a wide range of digital and multi-media features, in-depth reports on a wide range of business and political topics and a digital learning tool that allows students and faculty to annotate and share articles. Additionally, the Statista platform provides easy access to over 1,900,000 statistics on a wide range of business and social topics from over 22,500 sources as well as industry reports, research dossiers and market outlooks. A subscription to Mintel Academic provides access to market research data and expertise across the retail, media and financial services sectors in the UK, as well as global trends and consumer behaviour analysis.

There are pages of subject-related resources on the Library's portal which aim to guide students to quality internet material as well as the most relevant subscription resources.

Scanning/Digitising

Under CLA licence, the Library provides online access to scanned materials from the Library print collection to Faculty. These can then be accessed by students on a particular course of study through the member of faculty's Blackboard pages.

Library Instruction

In addition to a Library induction session during Orientation, each Post-Graduate Programme offers a hands-on Library resources session customised to cover the most relevant resources for the subject area. Additional workshops can also be arranged with experts from our e-resource suppliers or with librarians to provide guidance for specific assignments.

Students can also receive individual, tailored help with resources and research skills on a one-to-one basis either in person or online.

Programme Specification Publication Dates

First Edition	
Revision 1	Sep 2022 – added KILOs
Revision 2	July 2023 – removed KILOs, updated grading and
Revision 3	June 2026 – included MBA pathways

Programme specification and curriculum map – MASTER OF BUSINESS ADMINISTRATION DEGREE

APPENDIX 1: Curriculum Map

		Knowledge and Understanding					Cognitive Skills					Subject Specific, Practical and Professional Skills				General/ Transferable Skills				
Course ID	Title	A1	A2	A3	A4	A5	B1	B2	B3	B4	B5	C1	C2	C3	C4	D1	D2	D3	D4	D5
ECON 7100	Economic Analysis for Managers	X	X			X	X	X	X	X	X	X	X		X	X		X		
BUSM 7105	Organisational Leadership	X					X	X	X	X	X	X	X	X	X	X		X	X	X
MARK 7102	Marketing and Digital Media Skills	X	X	X	X	X	X	X	X	X	X	X	X	X		X			X	X
SUST 7100	Strategy for Sustainability	X	X					X	X	X	X		X			X				
FINC 7100	Financial Management	x	x			x	x		x				x	x		x				
BUSM 7103	Business Analytics: Data and Decisions	x	x	x		x	x		x		x	x		x		x	x			
GLAM 7100	Working in Global Arts Markets	x	x	x	x	x				x	x	x	x	x	x	x		x	x	x
MARK 7103	Integrated Marketing Communications	X	X	X		X	X	X	X		X	X	X		X	X	X	X	X	X
LEAD 7100	Digital Persuasion: Content Creation, Influence, and Narrative Strategy	X	X		x	X	X	X	X	X	X	X	X	X	X	X			X	X
BUSM 7101	Project Management	X	X		X	X	X	X	X	X		X	X	X	X	X	X	X	X	X
NGOM 7100	Funding and Governance		x	x		x		x	x	x			x	x	x	x				x

BUSM 7106	Corporate Sustainability Reporting	x	x				x		x				x	x		x		x		
BUSM 7104	Business Research Methods		X				X	X	X	X		X	X			X		X		
BUSM 7902	MBA Internship							x					x			x			x	x
BUSM 7502	MBA Internship Sector Report	X	X	x	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
BUSM 7503	MBA Research Project		X				X	X	X	X	X	X	X			X	X			
ECON 7101	Economics of Culture	X	X	X	X		X	X	X	X	X	X	X	X		X	X	X	X	
BUSM 7107	Managing Creative Industries	X	X	X	X	X	X	X	X	X	X		X	X	X	X		X	X	X
GLAM 7901	Global Arts Market Internship							X					X			X			X	X
GLAM 7500	MBA Global Arts Market Internship Sector Report	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
GLAM 7501	Global Arts Market Research Project		X				X	X	X	X	X	X	X			X	X			
LUXB 7100	Luxury Brand Management	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
LUXB 7901	Luxury Brand Management Internship							X					X			X			X	X
LUXB 7500	LBM Internship Sector Report	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
LUXB 7501	Luxury Brand Management Research Project		X				X	X	X	X	X	X	X			X	X			
LEAD 7901	Creative Industries Internship							X					X			X			X	X

LEAD 7501	Creative Industries Internship Sector Report	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
LEAD 7500	Creative Industries Research Project		X				X	X	X	X	X	X	X			X	X			
FILM 7100	Production Management: From Script to Screen	X	X	X		X	X	X	X	X		X	X	X	X	X	X	X	X	
FILM 7901	MBA Film TV and New Media Internship							X					X			X			X	X
FILM 7500	MBA Film, TV and New Media Internship Sector Report	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
FILM 7501	MBA Film TV and New Media Research Project		X				X	X	X	X	X	X	X			X	X			
NGOM 7901	MBA Non-Profit and NGO Internship							X					X			X			X	X
NGOM 7500	MBA Non-Profit and NGO Internship Sector Report	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
NGOM 7501	MBA Non-Profit and NGO Research Project		X				X	X	X	X	X	X	X			X	X			
SUST 7901	MBA Sustainability Internship							X					X			X			X	X
SUST 7500	MBA Sustainability Internship Sector Project	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
SUST 7501	MBA Sustainability Research Project		X				X	X	X	X	X	X	X			X	X			

