Master of Business Administration

Programme Specification

2027-2028

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Introduction

This document describes the **Master of Business Administration** 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 degree is delivered at a US Liberal Arts university with a degree structure in line with comparable Masters degrees in the UK. Successful students complete 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 s/he takes full advantage of the learning opportunities that are provided.

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

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

1. OVERVIEW

Programme/award title(s)	Master of Business Administration
Teaching Institution	Richmond American University London
Awarding Institution	Richmond American University London
Date of latest validation	5th April 2024 For 5 Years
Next revalidation	2029
Credit points for the award	36 US credits 180 UK credits (FHEQ Level 7)
Programme start date	Fall 2024
Underpinning QAA subject benchmark(s)	QAA Business & Management Benchmark Statements March 2023 and The Education for Sustainable Development Guidance document March 2021.
Professional/statutory recognition	N/A
Language of Study	English
Duration of the programme for each mode of study (P/T, FT, DL)	FT (one year, if Fall start), PT (two years, if Fall start) FT (one year and four months, if Spring start), PT (two years and four months, if Spring start)
Dual accreditation (if applicable)	Middle States Commission on Higher Education (First accredited 1981; renewed 2016. QAA – Higher Education Review (AP) December 2017
Date of production/revision of this specification	July 2025 (see chart at the end of this document for list of revisions)

ABOUT THE PROGRAMME

Aims

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

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

- Rigorous coursework: Innovative modules tackle contemporary issues and provide a solid foundation in business growth, strategy, organisational management, the economic environment, financial management delivered by faculty with global industry experience.
- Real-world application: Opportunities for internships and guest speaker seminars bridge the gap between theory and practice, preparing students for rewarding management positions.
- Student-centred learning: Our interactive and supportive environment fosters knowledge sharing, debate, and cross-fertilization of ideas across diverse business experiences.

Our MBA 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.

Mission

It is the mission of the Richmond MBA to enable students to forge their leadership path and create Global Business Minds.

The MBA programme is a transformative journey for UK, and international 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 diverse 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.
- Diverse Impact: We welcome a global network of peers and faculty, enriching student learning with cross-cultural perspectives and broadening student's professional horizons.
- Personalized 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 organizations, cultures, and the evolving global landscape.
- Make impactful decisions by developing the ability to analyse, synthesize, and implement solutions within real-world constraints.
- Connect with others and inspiring others by building interpersonal skills to effectively collaborate with diverse 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.

2. PROGRAMME STRUCTURE

Master of Business Administration Degree

The programme is a comprehensive 36 US / 180 UK credit package, offering a standalone Master's degree.

Programme Duration:

Full-time:

- Fall start: 12 months (7 core courses + internship and Professional Project or Extended Professional Project)
- Spring start: 16 months (7 core courses + internship and Professional Project or Extended Professional Project)
- Spring start: 12 months. Students that choose to participate in Summer Semester can complete the programme in 12 months. (7 core courses + internship and Professional Project or Extended Professional Project)
- Summer start: 12 months (7 core courses + internship and Professional Project or extended project)

Part-time: 2 years (September to August)

Programme Structure:

All students take:

- 3 core courses (4 US/20 CATS credits each) in the fall semester.
- 2 core courses, 1 elective course and Business Research Methods class (2 UK/10 CATS credits) in the spring semester.

Additional options:

- Internship course: 4 US/20 UK CATS credits (optional in summer semester for Fall start, and in following summer semester for Summer start).
- Professional Project:
- Internship plus project, 6 US/30 UK CATS credits.
- No internship option: Extended project, 10 US/50 UK CATS credits

Notes:

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

Successful students complete 36 US /180 credits at *FHEQ* Level 7

MBA Structure: Fall and Spring Entry Points

		US Credits	UK Credits
FHEQ Level 7 (Total)			
OFFERED in FALL and SUMMER SEMESTER*			
ECN 7200	Economic Analysis for Managers	4	20
MGT 7105	Organisational Leadership	4	20
MKT 7100	Global Marketing Strategy	4	20
OFFERED in Spring Semester			
MGT 7109	Strategy for People, Planet and Profit	4	20
BUSM 7104	Business Research	2	10
FINC 7100	Financial Management	4	20
Plus One of the Following:		4	20
ENT 7111	Innovative Entrepreneurship	4	20
MGT 7106	Corporate Sustainability Reporting	4	20
HRM 7100	Strategic Human Resource Management	4	20
BUSM 7101	Project Management	4	20
MARK 7100	Marketing in a Digital World	4	20
MGT 7107	Managing the Creative Industries	4	20
MGT 7104	Business Analytics: Data and Decisions	4	20
APR 7104	Professional Digital Media Skills	4	20
MGT 7108	NGO Strategy, Governance and Leadership	4	20
LBM 7107	Integrated Marketing Communications	4	20
Offered in FALL, SPRING and SUMMER SEMESTER			
Plus either both of the following:			
BUSM 7901	Graduate Internship in Business Administration	4	20
BUSM 7500	Professional Project	6	30
Or			
BUSM 7501	Extended Professional Project	10	50

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)
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.

3. PROGRAMME OUTCOMES

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

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

Graduates of the Business Administration programme will:

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

A. Subject Knowledge and Understanding

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

1. Lead with strategic vision: Analyse market forces, evaluate competitive landscapes, and formulate effective business strategies for growth and success.
2. Make data-driven decisions: Leverage advanced tools and techniques for data analysis and decision-making, confidently navigating complex business situations.
3. Control finances with expertise: Apply financial analysis and control methods to optimize resource allocation, ensure profitability, and maximize shareholder value.
4. Craft winning marketing strategies: Analyse successful businesses, identify diverse marketing approaches, and develop targeted campaigns to reach your audience.
5. Boost productivity and performance: Implement effective management practices to enhance efficiency, motivate teams, and drive results across various business contexts.

B. Cognitive Skills

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

1. Dive deep into specialization: Master advanced knowledge and skills within your chosen area, becoming an expert in a specific field.
2. Connect theory to reality: Apply concepts and frameworks to contemporary business challenges, developing practical solutions with real-world impact.
3. Go beyond problem-solving: Analyze complex issues critically, reflect on alternative solutions, and propose thoughtful and innovative approaches.

4. Challenge the status quo: Engage in informed debate about "best practices," questioning assumptions and proposing creative solutions for diverse business contexts.
5. Think globally, act strategically: Develop critical reasoning and creative thinking skills within a multicultural framework, ensuring your solutions are effective in today's interconnected world.

C. Subject Specific, Practical, and Professional Skills

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

1. Harness advanced technical skills: Conduct independent research, analyze data, and utilize technology to tackle complex managerial challenges.
2. Navigate real-world challenges: Understand the practical problems faced by managers across diverse organizational functions, from finance to marketing to human resources, sustainable growth, innovation and entrepreneurship.
3. Command the managerial toolbox: Master the essential tools and techniques used by various business functions to promote environmental, social and financial sustainability, drive efficiency, optimize resources, and achieve desired outcomes.
4. Build and inspire diverse teams: Foster effective collaboration, motivate diverse team members, and lead with cultural sensitivity in a globalized business landscape.

D. General/Transferable Skills

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

1. Communicate with clarity and impact: Analyze information, present findings persuasively, and engage diverse audiences through effective communication channels.
2. Prioritize and optimize time: Manage time strategically to maximize productivity and achieve goals efficiently.
3. Collaborate for success: Work effectively as a team member or leader, contributing to the achievement of SMART objectives and fostering a positive, productive environment.
4. Embrace lifelong learning: Develop a reflexive approach to learning, continuously evaluate your strengths and weaknesses, and seek continuous improvement.
5. Thrive in a global world: Leverage the personal and social skills gained from a multicultural environment to navigate diverse perspectives and build effective cross-cultural collaborations.

4. TEACHING, LEARNING, AND ASSESSMENT

Teaching and Learning Strategy

The teaching and learning strategy for the MBA 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. This 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

Student knowledge will be acquired 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

Student thinking skills are developed through:

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

Student practical skills are developed through:

- Applying theory to practice in practical exercises and assessed work
- Team and individual project work and reflection thereon
- Vocational experience gained through internships

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.

Assessment Strategy

Assessment is by examination, essays, dissertations, and other forms of written work; oral presentations and group work; as well as projects and this assessment strategy 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 the postgraduate level. 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 instruments used permits academic staff to assess each student's developing and evolving knowledge and skills base as outlined in the previous section. For example, the research paper tests for, amongst other things, a student's ability to engage with primary and/or secondary sources of information and his or her ability to evaluate and analyse this. Site visits encourage students to engage with objects, applying theory and method taught in classes. In addition, the University sets specific guidelines on the weighting of coursework to effect balance in the process of assessment. As the coursework load for each course set out in the course descriptor shows, a variety of assessment strategies with weighting spread facilitates this across the courses, with the typical course settling for around 50% for 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 Course Specification Documents and Syllabi). This information allows the student to see the expected level of performance that co-relates with a particular letter grade summarizing his or her overall achievement level. The programme also has a formalised system of exit questionnaires and feedback meetings punctuated at key moments throughout the year (mid-semester break, end of semester and end of year) for its students as a framework through which the views and opinions of those who have experienced the programme, as students, can be captured and responded to. Evidence of this approach in action is demonstrated in minutes of meetings with students and academic staff and response to comments from the External Examiner.

Academic Standing

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

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

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

Grade Point Average

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

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

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

5. ENTRY REQUIREMENTS

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

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

6. 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 that positively impact learning as well as the total student life experience.

All students have an allocated full-time faculty member who acts as their Programme Director. Programme Directors have on-going 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 Maths, 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 endeavors to make all practical and reasonable adjustments to ensure students are able to fully participate in the University community. Students who declare a physical disability or a special educational need are supported to ensure the quality of their educational experience meets their individual requirements. SEN students, 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 organizes a range of extracurricular activities and travel designed to further enhance students' educational experiences. Disciplinary and social grievance procedures are also overseen by this department.

7. 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 Masters 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 Cole 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 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.

8. POSTGRADUATE ACADEMIC POLICIES

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

9. REGULATORY FRAMEWORK

The 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 (www.qaa.ac.uk)
- QAA (2018). The Revised UK Quality Code for Higher Education. (www.qaa.ac.uk)
- QAA (2008). Higher Education Credit Framework for England: guidance on academic credit arrangements in Higher Education in England.
- SEEC (2016). Credit Level Descriptors for Higher Education. Southern England Consortium for Credit Accumulation and Transfer (www.seec.org.uk).

- Middle States Commission on Higher Education. Standards for Accreditation and Requirements of Affiliation. 2014: Thirteenth Edition; Rev. Ed. 2015. (http://www.msche.org/publications/RevisedStandardsFINAL.pdf)

Ensuring and Enhancing the Quality of the Programme

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

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

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

The Business Administration is provided through a system of ongoing evaluations that demonstrate achievement of the programme's objectives, and uses the results to impr ove 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 MBA	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 MBA degree in higher education in terms of a series of numbered levels, as follows:

Level 4-6 (previously HE1-3) – years 1 to 3 of a UK undergraduate degree
Level 7 (previously M) – UK Masters degrees and postgraduate diplomas and certificates Level 8 (previously D) – UK Doctoral degrees

Each level is illustrated by, and each award determined by, reference to a qualification descriptor. The level 7 descriptors can be found in the *FHEQ* (QAA, August 2008).

References

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

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

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

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

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 publicized 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).

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

Other online resources

Other online resources include the Proquest: Global Newsstream. This is used to access 4,000 titles, mainly national and international newspapers but also to related newswires and monitoring services. We also have a subscription to FT Education which provides on-line and mobile 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 & 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 customized 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,
Revision 3	March 2023 – updated
Revision 4	March 2024- Updated
Revision 5	July 2025 - Updated

APPENDIX 1: Curriculum Map

MBA CURRICULUM MAP

		Knowledge and Understanding					Cognitive Skills					Prof Skills				Key Skills				
Course ID	**Title**	**A1**	**A2**	**A3**	**A4**	**A5**	**B1**	**B2**	**B3**	**B4**	**B5**	**C1**	**C2**	**C3**	**C4**	**D1**	**D2**	**D3**	**D4**	**D5**
ECN 7200	Economic Analysis for Managers	x	x			x		x	x	x	x	x	x			x	x	x	X	
MGT 7105	Organisational Leadership	x	x	x		x	x	x	x	x		x	x	x	x	x			x	x
MGT 7104	Business Analytics: Data and Decisions		x	x			x		x		x	x		x		x				x
MKT 7100	Global Marketing Strategy	x	x		x	x	x	x	x	x	x	x	x	x		x	x	x	x	x
MGT 7109	Strategy for People, Planet and Profit	x	x			x	x	x	x	x	x		x	x		x	x	x		x
BUSM 7104	Business Research	x	x	x			x	x		x	x	x	x			x	x	x	x	
FINC 7100	Financial Management	x	x	x		x	x	x	x	x				x	x	x	x	x		
ENT 7110	Innovative Entrepreneurship	x	x	x	x	x	x	x	x	x	x	x	x	x		x			x	x
MGT 7106	Corporate Sustainability Reporting	x	x				x		x	x			x	x		x		x		
HRM 7100	Strategic Human Resource Management	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
MARK 7100	Marketing in a Digital World	x	x	x	x	x	x	x	x	x	x	x	x	x		x			x	x
LBM 7107	Integrated Marketing Communications	x			x			x	x		x		x	x	x			x		x
APR 7104	Professional Digital Media Skills						x	x				x	x			x			x	
MGT 7107	Managing Creative Industries	x	x			x	x	x	x	x	x	x	x	x	x	x				x
MGT 7108	NGO Strategy, Governance and Leadership	x				x	x	x	x	x	x	x		x		x				x
BUSM 7901	Graduate Internship in Business Administration	x	x	x		x	x	x	x	x	x		x	x	x	x	x	x	x	x
BUSM 7500	Professional Project	x	x	x	x	x	x	x	x	X		x	x	x	x	x	x	x	x	
BUSM 7501	Extended Professional Project	x	x	x	x	x	x	x	x	x		x	x	x	x	x	x	x	x	

Faculty may access the KILO map: KILO KPO Tables