



<b>Course Title</b>	MBA  MBA (pathway): 1. Marketing 2. Project Management 3. Events Management 4. Financial Management 5. Business Transformation 6. Enterprise 7. Media Management 8. Business Technology 9. Cyber Security Management
<b>Final Award</b>	Master in Business Administration
<b>Interim Awards</b>	PGCert / PGDip Business Management
<b>Awarding Body</b>	Ravensbourne University London
<b>Teaching Institution</b>	Ravensbourne University London  Franchise partners
<b>UCAS Code</b>	N/A
<b>HECOS code (with Subject percentage Splits if applicable)</b>	100078 - business and management
<b>QAA Subject Benchmark</b>	Business and Management
<b>External Accrediting Bodies</b>	Chartered Management Institute Pending
<b>Apprenticeship Standard used to inform the development of the course (if applicable)</b>	N/A
<b>Accelerated Degree Option</b>	N/A
<b>Level 6 Top Up Option (online only)</b>	N/A
<b>Study Load</b>	Full time
<b>Mode of study</b>	Face – to – Face
<b>Delivery Location(s)</b>	Ravensbourne University campus  Franchise partners
<b>Length(s) of Course(s)</b>	1 year – FT
<b>Type (open/closed)</b>	Open
<b>Validation period</b>	Five years

<b>Intended First Cohort Start Date</b>	September 2025
<b>Date produced/amended</b>	March 2025
<b>Course Leader</b>	Dr Chris Jones acting on behalf of Dr Declan Scully
<b>Course Development Team Members</b>	Dr HARISH JYWALI,  DR CHI MAHER,  DR DANIELLE COOMBS  Dr Chris Jones  Dr Kellie Vincent
<b>Course Administrative Contact</b>	Sadia Ahmed

### Course Description

The Ravensbourne MBA is a future-oriented, evidence-led postgraduate programme designed for professionals who aspire to lead with impact in today's fast-paced, interconnected, and technology-driven world.

Fusing academic rigour with practical insight, the MBA equips participants with the knowledge, tools, and mindset needed to make confident, responsible, and innovative decisions across diverse industries.

Through a dynamic curriculum grounded in real-world relevance, students will engage with contemporary global business challenges via simulations, live case studies, consultancy-style projects, and an applied capstone research experience.

At the core of the programme is the Ravensbourne 5Cs Framework a distinctive model for leadership and professional development built around five critical capabilities:

- Commercial Competence: Mastery of business fundamentals to drive sustainable growth and strategic advantage.
- Confidence: The ability to lead decisively in complex, evolving contexts.
- Communication: Articulate and persuasive engagement with a range of stakeholders.
- Compassion: Ethical leadership grounded in inclusivity, empathy, and social responsibility.
- Creative Commitment: The use of innovation and design thinking to solve problems and deliver value in a sustainable and profitable manner.

Throughout the programme, students will apply evidence-based approaches to decision-making and problem-solving, using data and insights to support strategic actions.

Assessment is 100% coursework-based and includes a rich mix of presentations, analytical reports, collaborative projects, and industry-facing research tasks carefully designed to reflect real-world business practice and leadership challenges.

The Ravensbourne MBA develops agile, confident, and ethically grounded leaders capable of thriving in a rapidly changing global economy and shaping the future of business with purpose and creativity

### Course Aims

1. Develop Commercial-Competence Across Sectors and Industries:  
Participants will build expertise in core business specialisms, enabling them to drive sustainable growth and make successful strategic decisions across multiple industries.

2. Enhance Analytical, Evidence-Based Decision-Making and Problem-Solving:  
Participants will develop criticality in assessing data and applying evidence-based approaches to creatively solve complex business challenges across varying industries and global markets.
3. Develop Strategic Leadership and Industry Expertise:  
Participants will develop the skills to lead effectively in fast-changing environments through innovative thinking and expertise in creative technology deployment.
4. Foster Responsible and Ethical Business Practices:  
Participants will develop responsible and ethical approaches that promote sustainable, inclusive, and profitable business practices

### Course Learning Outcomes

**The course provides opportunities for students to develop and demonstrate knowledge and understanding, qualities, skills and other attributes in the following areas.**

**On completion of the MBA students will be able to:**

<b>Explore</b>	Complex global business environments by applying commercial competence across a range of sectors and industries, demonstrating critical awareness of the interconnectivity between business functions and market forces.
<b>Create</b>	Innovative, evidence-based solutions to strategic and operational challenges by applying analytical thinking, creative problem-solving, and rigorous evaluation of data and business intelligence.
<b>Influence</b>	Organisational and industry practices through strategic leadership, effective communication, and the application of contemporary business theory to real-world problems.
<b>Integrate</b>	Ethical, responsible, and inclusive practices into business strategy and operations, reflecting a commitment to sustainability, diversity, and long-term value creation.

**Where a student does not complete the full course, but exits with a 60 credits they will have had the opportunity to develop and demonstrate knowledge and understanding, qualities, skills and other attributes in the following areas. On completion of the Postgraduate certificate in business management students will be able to:**

<b>Explore</b>	<i>key business concepts, functions, and environments across sectors, demonstrating awareness of commercial practices and how businesses respond to internal and external challenges.</i>
<b>Create</b>	Practical responses to common business problems using structured approaches to research, data interpretation, and informed decision-making.
<b>Influence</b>	Team-based projects and organisational tasks by applying communication, collaboration, and basic leadership skills in professional or academic contexts.
<b>Integrate</b>	Principles of ethical conduct and social responsibility into business tasks and decision-making processes, showing consideration for sustainable and inclusive practice.

**Where a student does not complete the full course but exits with a Postgraduate Diploma in Business Administration they will have had the opportunity to develop and demonstrate knowledge and understanding, qualities, skills and other attributes in the following areas. On completion of the Diploma in Business administration students will be able to:**

<b>Explore</b>	fundamental principles of business and management across key functional areas, demonstrating an understanding of how organisations operate within local and global contexts.
<b>Create</b>	structured responses to defined business problems using basic data analysis, established models, and standard planning tools.
<b>Influence</b>	structured responses to defined business problems using basic data analysis, established models, and standard planning tools.
<b>Integrate</b>	group-based activities and routine business processes by applying interpersonal skills, teamwork, and emerging communication strategies.

Ravensbourne University Assessment Criteria	
<b>Explore</b>	Research and Analysis Subject Knowledge Critical Thinking and Reflection Problem Solving
<b>Create</b>	Ideation Experimentation Technical Competence Communication and Presentation
<b>Influence</b>	Social Impact Ethical Impact Environmental Impact
<b>Integrate</b>	Collaboration Entrepreneurship and Enterprise Professional Development

### Core Competencies

Each module learning outcome should be aligned to at least one competency.

Competency	Definition	Aligned Assessment Criteria
<b>Cognitive</b>	<p>The ability to acquire, retain and use knowledge, recognise, pose and solve problems. Attributes may include:</p> <ul style="list-style-type: none"> <li>Evaluate their own beliefs, biases and assumptions</li> <li>Evaluate strengths, weaknesses, and fallacies of logic in arguments and information</li> <li>Apply lesson from the past or learned knowledge and skills to new and varied situations</li> <li>Perform basic computations or approach practical problems by choosing appropriately from a variety of mathematical techniques</li> <li>Devise and defend a logical hypothesis to explain observed phenomenon</li> <li>Recognize a problem and devise and implement a plan of action</li> </ul>	<b>Explore, Create, Integrate, Influence</b>
<b>Creative</b>	The ability to generate new ideas, express themselves creatively, innovate and/ or solve complex problems in an original way.	<b>Create</b>

<b>Professional</b>	The ability to understand and effectively meet the expectations of industry partners, through outputs and behaviours.	<b>Integrate, Influence</b>
<b>Emotional, Social and Physical</b>	<p>Emotional -The intrapersonal ability to identify, assess, and regulate one's own emotions and moods; to discriminate among them and to use this information to guide one's thinking and actions and where one has to make consequential decisions for oneself. Attributes may include:</p> <ul style="list-style-type: none"> <li>• Self-awareness &amp; regulation (including metacognition)</li> <li>• Mindfulness</li> <li>• Cognitive flexibility</li> <li>• Emotional resilience</li> <li>• Motivation</li> <li>• Ethical decision- making</li> </ul> <p>Social - The interpersonal ability to identify &amp; understand the underlying emotions of individuals and groups, enhancing communication efficacy, empathy and influence. Attributes may include:</p> <ul style="list-style-type: none"> <li>• Managing your audience</li> <li>• Coordinating with others</li> <li>• Negotiation</li> <li>• Creativity</li> <li>• People management</li> <li>• Leadership &amp; entrepreneurship</li> <li>• Service orientation</li> <li>• Active listening</li> <li>• Coaching and mentoring</li> </ul> <p>Physical - The ability to perceive and optimise physiological activity and responses to influence emotion, solve problems or otherwise effect behaviour. Physical intelligence engages the body to train neuron pathways to help change an inappropriate response to an appropriate response. Attributes may include</p> <ul style="list-style-type: none"> <li>• Self-discipline &amp; management</li> <li>• Attention</li> <li>• Reaction &amp; response time</li> <li>• Cognitive &amp; muscle memory</li> <li>• Managing stress</li> </ul>	<b>Explore, Influence, Integrate</b>

	<ul style="list-style-type: none"> <li>Physical resilience</li> </ul>	
<b>Cultural</b>	The capability to relate to and work effectively across cultures including intercultural engagement, cultural understanding and intercultural communication.	<b>Influence, Integrate</b>
<b>Enterprise and Entrepreneurial</b>	The generation and application of ideas within a practical setting. It combines creativity, idea generation and design thinking, with problem identification, problem solving, and innovation followed by practical action. This can, but does not exclusively, lead to venture creation (UK Quality Assurance Agency, Enterprise and Entrepreneurship Education 2018).	<b>Create, Influence, Integrate</b>
<b>Digital</b>	The confident adoption of applications, new devices, software and services and the ability to stay up to date with ICT as it evolves. The ability to deal with failures and problems of ICT and to design and implement solutions (Jisc Digital Capabilities Framework)	<b>Explore, Create, Integrate, Influence</b>
<b>Ravensbourne Return</b>	Engagement with inhouse activities including mentoring other students, volunteering, acting as a student rep or ambassador. Demonstrate a knowledge of current events and social issues Identify their personal convictions and explore options for putting these convictions into practice Engagement with the external community through (from) employment, volunteering, participation in a Professional Life or other programme-based project.	<b>Explore, Create, Influence, Integrate,</b>

### Learning, Teaching and Assessment

Learning and Teaching methods	Assessment Strategy
<p>Ravensbourne university is committed to project based, experiential and active learning and as such utilises a range of creative pedagogies to stimulate and deepen students' learning.</p> <p>As part of the design of our teaching and learning across all our postgraduate courses the following principles were applied:</p> <ol style="list-style-type: none"> <li>1. Celebrate pedagogy to support business subjects that is not delivered in a lecture theatre</li> <li>2. Competency framework (RALF) will be used to support personalised learning</li> <li>3. Design for flexibility – support more student choice and match to competencies</li> </ol>	<p><i>[set out the overall method(s) of assessment for the course, for example by exams, coursework or practical assessments, etc (or a combination of these) need to be set ou (CMA guidance)]</i></p> <p>The standard assessment strategy on Masters' business-focused courses at Ravensbourne includes both formative and summative assessments.</p> <p>As part of the design across all our postgraduate business courses we have applied the following principles:</p> <ol style="list-style-type: none"> <li>1. Overarching 5 Cs to be referred to when assessment briefs are designed – commercial, competence, collaboration, creative commitment, compassion.</li> <li>2. Competency framework (RALF) will be assessed in each module (20%) and</li> </ol>

<p>demonstrate eg simulation, field trip, consultancy etc for final projects</p> <p>4.Design for students to be able to intellectually stimulate, build confidence and capability</p> <p>5. Designed for scalability to support large groups</p> <p>6.Designed to integrate reality-based learning</p> <p>7.Designed to increase pass first time rates through the use of confidence building and experiential learning activities that students engage with</p> <p>8.Provide structured learning support and adaptive learning supported digitally through embedded learning resources used both on campus and in Canvas</p> <p>In addition to lectures, seminars, workshops, tutorials and business, creativity and technology 'bursts', on the <i>MSc Event Management</i>, teaching and learning will include:</p> <p>Case studies Simulations Learning Gamification Multiple Choice Quizzes Role-playing Debate Consultancy Real-world practical event planning and organisation Masterclasses led by industry practitioners In-class practice and development of leadership competencies</p> <p>A competency framework known as the Ravensbourne Advanced Leadership Framework is central to all PG Business courses. This framework is reviewed each year by industry practitioners to ensure it reflects global employer needs. The framework is provided to students as a collection of contemporary business, technology and creativity skills, attributes and competencies that they can select from to develop and build on throughout their course gaining digital badges to demonstrate their achievements</p> <p>Where field trips and visits are offered within the course these are not compulsory and may be subject to a financial contribution by the student. In</p>	<p>supports student led choice and consideration of career aspirations.</p> <ol style="list-style-type: none"> <li>Design for flexibility and choice– adapt the task and brief as business contexts change</li> <li>Intellectually stimulate, build <b>confidence</b> and capability in students</li> <li>Supports ongoing talent showcasing – tested with industry</li> <li>Designed for scalability so that feedback turnaround time is achieved</li> <li>Designed to reduce authenticity issues</li> <li>Designed to increase pass first time rates while improving quality of submissions</li> </ol> <p>Formative assessments are ungraded and offer students the opportunity to check their understanding of a subject or topic and receive formative feedback for improving that understanding.</p> <p>Summative assessments are graded. Students will need to pass the summative assessments for each module to pass the course and indeed to evidence their mastery of their chosen subject, viz. of Event Management.</p> <p>On this course, summative assessments take the following format:</p> <ul style="list-style-type: none"> <li>Live element (20%)</li> <li>Main written/filmed/report element – (60%),</li> <li>Competency framework (20%).</li> </ul> <p>(refer to Modules Descriptors for details)</p> <p>The Ravensbourne Advanced Leadership Framework is embedded into all assessments to enable students to reflect on their growing competencies as they progress through the programme. The first modules support a diagnostic which the final project facilitates the ability to project how these competencies support their graduate careers velocity.</p> <p>Annually the course team will work with an industry panel in order to ensure that specific assessment briefs are in line with industry expectations and tasks set are opportunities for students to showcase their capability.</p>
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instances where overseas trips are involved these will not be compulsory and the student will be responsible for ensuring appropriate visas are in place and requirements complied with.

#### Work Placement

*Please provide details of potential key employers' students may obtain work placements with and the support available to assist students with securing a placement. Though exact placement locations will not be available yet, guidance on work placements should be provided e.g. how it will work, any additional costs the students might incur (CMA guidance).*

*E.g from UEL: <https://www.uel.ac.uk/sites/default/files/7816.pdf>*



## Course Structure

Module Code	Module Title	Shared Module	Mandatory / Elective	Credits
Level 7				
MBA25701	Evidence based Business decisions		Mandatory	20
MBA25702	Contemporary Business Strategy		Mandatory	20
MBA25703A	Elective 1		Chosen from Set A	20
MBA25703B	Elective 2		Chosen from Set B	20
MBA25704	Business Success Measures (20)		mandatory	20
MBA25705	Creative Influence of Stakeholders		Mandatory	20
BUS25707	Final Project	Shared all PG Business	Mandatory	60
			Total credits	180
<b>Electives for General MBA Core for named pathways:</b>				
EVM25704	Operations and Global Hospitality	Shared Events Management	Mandatory Events pathway	20
EVM25703	Event Communication	Shared Events Management	Mandatory Events pathway	20
ENM25703	Sustainable and Digital Transformation in Projects	Shared Engineering Management	Mandatory Engineering pathway	20
ENM25704	Leadership and Management	Shared Engineering Management	Mandatory Engineering pathway	20
INF25704	Financial Markets	Shared International Finance	Mandatory Financial Management and Enterprise pathway	20
INF25703	Entrepreneurial Finance	Shared International Finance	Mandatory Financial	20

## COURSE SPECIFICATION

			Management pathway	
PRM25703	Principles of Project Management	Shared Project Management	Mandatory Project Management pathway	20
PRM25704	Digital Innovation and Sustainability in Projects	Shared Project Management	Mandatory Project Management pathway	20
SMA25703	Brand Management and Communication	Shared Strategic Marketing and Analytics	Mandatory Marketing pathway	20
SMA25704	Global Marketing and Sustainable Strategies	Shared Strategic Marketing and Analytics	Mandatory Marketing pathway	20
MBA25706A	First steps in Enterprise	Shared MBA hosted	Mandatory Enterprise pathway	
MBA25706B	Business Strategy and Business Transformation	Shared Computing department	Mandatory Business Transformation and Business Technology pathways	
	Sustainable and Digital Transformation in Projects	Shared Project Management	Mandatory Business Transformation pathway	
	Strategic Cyber Security Management	Shared Computing department	Mandatory Cyber Security pathway	

## COURSE SPECIFICATION

	Cyber Security Principles	Shared Computing department	Mandatory Business Technology and Cyber Security pathways
MBA25706C	Media Management	Shared MBA hosted	Mandatory Media Management Pathway
MBA25706D	Marketing Effectiveness- Creativity, Evidence and Strategy	Shared MBA hosted	Mandatory Media Management Pathway

### Learning Hours

Learning Hours (per 20 credit module excluding the Work Placement)			
Staff – Student Contact Hours		Independent Study Hours	
Formal Scheduled Teaching	36	Independent Study	164
<b>Total</b>		200	

### Course Regulations

#### Entry Requirements

*Please refer to the institutional regulations on the expected minimum entry requirements (found under Section 5 of the General Academic Regulations found on the website [here](#)), and the course page on the [Ravensbourne University website](#) for course specific entry requirements.*

The course will replicate existing PG Business course requirements.

A lower second-class honours (a 2:2, or equivalent non-UK qualifications) or higher in a relevant subject, or an equivalent professional qualification in a related subject.

Students applying directly from an undergraduate degree course without experience or professional practice must be able to demonstrate a good knowledge of the chosen subject area.

In order to be eligible for this course, students will need to be a competent speaker and writer of English. If they require a Student Visa an IELTS or equivalent English language qualification, which demonstrates a minimum of 6.0 (with a minimum of 5.5 in each sub test) or CEFR Level B2 in each component will be required in line with the latest University English [Language requirements](#).

#### Accreditation of Prior Learning (if applicable)

Applications are welcomed from those who may not possess formal entry qualifications, mature students, those with work experience or with qualifications other than those listed above. Such applicants should demonstrate sufficient aptitude and potential to complete the course successfully. Applicants will be assessed at interview in accordance with Ravensbourne's Accreditation of Prior Learning Policy and Procedure and Student Transfer Plan.

#### Conditions for Progression

Students will be deemed to have passed a module if they achieve a 50% for postgraduate students. Some modules, e.g. electives, use Pass/Fail grades and no marks are awarded. Pass/Fail grades are not used in the calculation of classifications for awards.

A student who has passed all assessments to date but has not yet reached the end of a level (or stage) will be permitted to proceed into the following term by the Interim Assessment Board.

#### Reassessment of Failed Elements

Failure or non-submission in any assessment will result in a Fail grade for the component and module.

A student shall be permitted three attempts at each assessment; one first sit and two resits.

Where a student successfully retrieves an assessment failure, the grade for the assessment will be capped at 50% (postgraduate) except where there are extenuating circumstances.

#### Conditions for the Granting of Awards

A student who completes an approved course of study, shall be awarded MBA.

Those students who exit the Course without completing it may be entitled to exit with an award of either a:

1. Postgraduate Certificate of Business Administration provided they complete an approved course of modules and the learning outcomes for such award as set out in the Course Specification.
2. Post Graduate Diploma in Business Administration provided they complete an approved course of modules and the learning outcomes for such award as set out in the Course Specification.

**Any derogation(s) from the Regulations required?**

*If yes, please state which regulation requires a derogation for approval by the Academic Board.*

<b>Student Support</b>	<a href="https://www.ravensbourne.ac.uk/student-services">https://www.ravensbourne.ac.uk/student-services</a>
<b>Assessment Regulations</b>	<a href="https://www.ravensbourne.ac.uk/staff-and-student-policies">https://www.ravensbourne.ac.uk/staff-and-student-policies</a>

Course Learning Outcomes	CLO1	CLO2	CLO3	CLO4
Evidence Based Business Decisions	x	x	x	x
Contemporary Business Strategy	x	x	x	x
Elective 1	x	x	x	x
Elective 2	x	x	x	x
Business Success Measures	x	x	x	x
Creative Influence of Stakeholders	x	x	x	x
Final Project	x	x	x	x

Trimester 01	Trimester 02	Trimester 03
MBA25701 Evidence Based Business Decisions 20 credits	MBA25703A Elective 1 20 credits  Or  MBA25703B Elective 2 20 credits	BUS25707 Final Project  60 credits
MBA25702 Contemporary Business Strategy	MBA25704 Business Success Measures	

## COURSE SPECIFICATION

20 credits	20 credits	
MBA25703A Elective 1 20 credits  Or  MBA25703B Elective 2 20 credits	MBA25705 Creative Influence of Stakeholders 20 credits	

