BUSINESS & MANAGEMENT

Medway
ACADEMIC EXCELLENCE AND INSPIRATIONAL TEACHING

Kent is one of the UK’s leading universities, with all of our academic schools producing world-class research and committed to delivering excellence in teaching.

With strong links with businesses, both in the UK and worldwide, Kent Business School has an international reputation for the quality of its programmes.

Our Business & Management degree is specially designed to give you a strong academic base and a solid skill set for a career in business and management. Our innovative Retail pathway has been specifically designed for those with a drive to pursue a career in the retail sector. Both programmes offer the fantastic opportunity to take a compulsory year in industry, enabling you to gain first-hand experience in the workplace to boost your employability prospects on graduation.

World-leading research
Kent Business School is proud of its strong research environment. In the 2008 Research Assessment Exercise (RAE), we were placed among the top 30 business schools in the UK for the quality of our research. Our academic staff frequently publish in leading international journals, and regularly write textbooks for undergraduate and postgraduate students that draw on their research and are used to underpin teaching in the School.

For instance, Dr May Seitanidi, Senior Lecturer in Strategy, has recently co-authored *Creating Value in Nonprofit-Business Collaborations: New Thinking and Practice* (2014), described by leading business academic Professor Rosabeth Moss Kanter (Harvard Business School) as ‘essential guidance for managers determining how to produce benefits for their organisations and high impact for society’.

Passionate teaching
At Kent Business School, you are taught by lecturers who have hands-on experience in a wide range of management disciplines. Whether they have a particular area of professional expertise, or are actively involved in research, our academics are passionate about their subjects and about sharing their knowledge with students, as well as with the wider academic and business communities.

You learn by attending lectures and seminars, as well as undertaking teamwork projects and presentations. Teaching at the School is further supported by visiting academics from other leading universities, and guest speakers from many areas of business, who bring their unique insight to your learning.

Our supportive and flexible approach to teaching gives you the confidence and skills you need to follow the path that most interests you. We are also engaged in a continuous cycle of reviewing and improving our teaching, our modules and our programmes, to ensure that you receive the best possible education in a stimulating learning environment.

Flexible programmes
Our degree programmes provide our students with true flexibility to carve out their future career paths. Modules taught in the first year of our Business & Management degree are identical to those on our Accounting & Management
degree and the Retail pathway. This gives you the opportunity to switch programmes at the end of your first year. Beyond the first stage, there is a wide range of optional modules, enabling you to tailor your degree to wherever your interests lie – whether that be in marketing, operations, human resource management or running your own business.

Supportive academic community

Kent Business School at Medway offers a lively, friendly and student-focused experience. The School is small enough for you to be known as an individual, offering a uniquely personalised setting in which to work and study.

Our academic staff advise and support you throughout your studies, while also encouraging you to take responsibility for your own learning. From day one, you will meet with your Academic Adviser, who supports you throughout your time at Medway – advising you on module choices; encouraging you to be involved in campus life, and helping take you to the next stage in your chosen path.

The diverse backgrounds of staff and students create a dynamic learning environment, offering plenty of opportunity for discussion and debate. As an undergraduate on our programmes you will become part of a vibrant, forward-thinking community that encourages you to challenge assumptions and think critically and creatively. As a result, you receive a distinctive business education that allows you to develop a sound understanding of business; nurtures your individual management potential, and makes you highly attractive to employers.

A global outlook

Kent’s international reputation attracts staff and students from around the world: 41% of staff at the University come from outside the UK and our students represent 149 nationalities.

We pride ourselves on the strength of our global connections, developed as a result of building regional, European and international recruitment, training and consultancy connections. We also have long-established links with business schools in Hong Kong, France and Italy. We believe that an international perspective on business benefits our students, and many choose to take a year in industry overseas.

Year in industry

We take your career aspirations very seriously, and we know getting relevant work experience is your key to competing in the graduate job market. For all of our students there is a compulsory year in industry between Stages 2 and 3 of your studies.

We support students in finding a placement that will suit their career ambitions across the private, public or charitable sector. Our students have spent their year in industry in such leading companies as Accenture; BAE Systems; Coca-Cola; Deloitte; Enterprise Rent-A-Car; Hayes Recruitment; HSBC; IBM; Kent County Council; Marks & Spencer; Microsoft; PwC; Tesco; The Walt Disney Company; UBS and Volkswagen – and many more, from international companies to local SMEs.

The year in industry represents the chance to put theory into practice. Our students find out first-hand what type of work most appeals to them, and make a valuable contribution to their chosen organisation. Typically, 80% of our students are offered jobs in their placement company on graduation. See p17 for details.

A successful future

At Kent Business School, you gain a broad academic education with an emphasis on developing key foundational and transferable skills, including numeracy, IT and oral and written communication skills as well as an aptitude for teamwork. In addition, you can choose from a wide range of optional subjects that allow you to specialise in areas that particularly interest you. For more information on careers, please see p8 or visit our employability web page at www.kent.ac.uk/employability.

DID YOU KNOW?

In The Guardian University Guide 2015, 88% of business, management and marketing students at Kent were satisfied with the quality of their course.
SUPERB STUDENT EXPERIENCE

Our modern campus at Medway provides a stunning location for your studies. As well as outstanding teaching and learning facilities, the campus has a real sense of community.

Kent Business School is located in the award-winning Medway Building. Our students enjoy the best of both worlds: access to all the connections and resources that are offered as part of the University’s international environment, while being located on a smaller, more intimate campus.

Excellent study resources

The general resources on campus are excellent. The £8 million Drill Hall Library is well stocked with printed books, journals and electronic information. You have access to a range of study support services such as IT support, library support and public PCs and printers.

Kent’s Student Learning Advisory Service (SLAS) also provides information and advice on all aspects of effective learning and study skills, and is available to all students from the time they arrive at the University. Please see www.kent.ac.uk/learning for more information.

Historic setting

Combining beautiful old buildings with state-of-the-art facilities, the campus is near The Historic Dockyard, Chatham built at the start of the 20th century. There are cafés, a shop and a student pub, all of which create a friendly, close-knit environment.

The nearby Dockside retail outlet, based in a Grade II-listed Victorian building, features a range of shops, bars, restaurants and a multi-screen cinema complex. You also have access to Medway Park, a multimillion-pound sports centre, which was an approved pre-Games training camp for the London 2012 Olympic and Paralympic Games.

Close by is the historic town of Rochester, which is home to an imposing Norman castle. The impressive Rochester Cathedral is the venue for the University’s degree ceremonies.

Diverse environment

Our students come from a variety of backgrounds and benefit from the diverse nature of Kent Business School. There are always a number of mature students with work experience on campus, as well as an increasing number of students from overseas. This mix means you not only learn from your lecturers but also from the experiences of your peers.

Greenwich and Kent Students’ Unions Together (GK Unions) also provides numerous social, sports and creative societies for you to join and will support you in creating your own.

Live by the riverside

If you join Kent as a full-time student, you could be living in an attractive new ‘waterside village’ set on the banks of the River Medway. Our student flats are part of a multimillion-pound investment and have modern fully fitted kitchens and en-suite study bedrooms linked in to the University’s computer system. The development also has its own social area, convenience store and fast-food outlets.

Excellent location

The Medway campus is quick and easy to reach from central London. Travel to London from stations at Gillingham or Chatham takes about 50 minutes. There is a high-speed train to London St Pancras from nearby Ebbsfleet International that takes under 20 minutes. You can take the Eurostar from Ebbsfleet and be in Paris in just over two hours. Bluewater shopping centre is also within easy reach by bus, train or car.

DID YOU KNOW?

In the National Student Survey 2014, Kent gained the 3rd highest score in the UK for overall student satisfaction.
Miruna Beldiman is in her third year of a BA (Hons) Business & Management degree with a Year in Industry.

What attracted you to studying Business & Management at Kent?
I am originally from Romania and was keen to study in the UK. I liked the idea of studying business as it can be applied to almost any field. The Year in Industry really appealed to me because I wanted to gain experience to enhance my employability. When I came to visit the UK, Kent was the first university I saw and I just fell in love with it.

How have you found the course?
I’ve enjoyed the variety of compulsory modules we studied in the first year – it meant I could discover the subjects I really like studying. I found the second year more challenging because you have to cope with your studies as well as finding a job for your placement year. But we had some very useful workshops, and the Business School’s Careers and Employability adviser helped me to prepare my job applications and practise my interview techniques.

Which module have you enjoyed the most, and why?
My favourite module was Business Law – in business, it’s important to be able to read a contract properly. It was a difficult subject and involved a great deal of work, but we received lots of help. It’s a module I would say is well worth doing.

How are you supported in your studies?
The lecturers are really engaged and are eager to help you. The course is close-knit, so they know you personally, too. It is comforting to know that if you have a problem, there is support available, particularly as an international student.

What about the social life?
There are plenty of things to do here. You can relax in Coopers bar on campus or catch a movie at the nearby Dockside. There are social events organised for almost every day and night of the week by Medway Student Activities, from day trips to London and Brighton to nightclub outings. A free shuttle bus also runs between the Medway and Canterbury campuses, so you can make use of the facilities there. Equally, if you need quiet time to revise, there are spaces where no-one will bother you.

What other things do you do in your spare time?
I started volunteering for Medway Student Services in my first year because I wanted to do something extra. I have already been awarded a Gold Volunteering Certificate, which I’m very proud of.

How are you spending your year in industry?
I am currently on placement at Kent Business School as a Student Experience Assistant and am absolutely loving it! My main task is to facilitate communication between the University and the students. I have already helped out a couple of students with problems they were having in their academic life – it has been very rewarding.

I also re-energised the Business Society this year, and we have just launched the Peer Mentoring Scheme where final-year undergraduates offer support and advice to students in their first year. I’ve developed so many skills since I started this job and my self-confidence has really grown too. No module can teach you that.

What kind of career do you hope to follow when you leave?
I originally wanted to work in accounting for a private sector firm, but my placement has opened my eyes to other possible avenues I hadn’t previously considered. I am now interested in working in an environment that will allow me to maximise my people skills – either human resources or the education sector.

Any advice to other students?
Make the most of the close community atmosphere at Medway – it’s a place where you will get to know everyone and make lots of friends. I think it’s more important to relate to people on a personal level than be just one of many students.
A SUCCESSFUL FUTURE

Kent equips you with essential skills to give you a competitive advantage when it comes to getting a job, and is consistently in the top 20 for graduate starting salaries.

According to recent employment statistics, Kent graduates are excelling in the challenging job market. In 2013, less than 6% of the University’s graduates were without a job or further study opportunity six months after graduation.

Gain transferable skills

A degree in Business & Management can lead on to a management career in a wide range of sectors. As part of your learning experience at Kent, we help you to acquire the key skills that stand you in good stead for future employment.

You learn to analyse information; to seek imaginative solutions to problems; demonstrate logical thinking, and be sensitive to the values and interests of others. Analysing complex data; getting to grips with challenging ideas; writing well and gaining confidence and experience in expressing your ideas in front of others are all important skills. They ensure our graduates are strong candidates whatever career they wish to go into.

Valuable contacts

Kent Business School at Medway has an international reputation and good links with local businesses, large and small. The School also has a very active Business Society that runs regular events with guest speakers, to enhance your knowledge and give you the chance to interact with the external business community. Taking the year in industry also gives you a valuable opportunity to impress employers, and nurture your own business contacts.

This wider networking, coupled with a better understanding of what employers are looking for, gives you a definite advantage when it comes to your job prospects. Previous graduates of the School at Medway have moved into management positions at companies such as Deloitte UK, Deutsche Bank, Hewlett-Packard, Tesco and Vodafone.

Q-Step Centre

As a student on the Business & Management programme, you can benefit from Kent’s Q-Step Centre, which provides advanced training in quantitative methods in the social sciences. You can choose to follow one of two pathways, which will develop your quantitative skills in a practical and engaging manner and greatly enhance your employability. For more information, see www.kent.ac.uk/qstep

Careers advice

The University of Kent’s Careers and Employability Service can give you advice on how to choose your future career, how to apply for jobs, how to write a good CV and how to perform well in interviews and aptitude tests. It also provides up-to-date information on graduate opportunities before and after you graduate – not only in employment but also in further postgraduate studies, whether at Master’s level or teaching qualifications.

In addition, Kent Business School’s qualified careers practitioners provide support to Business & Management undergraduate students for up to three years after graduation.

For more information, please go to www.kent.ac.uk/employability
Iwan Jones graduated with a BA (Hons) in Business Studies* with a Year in Industry in 2013. He currently works as a Graduate Distribution Team Manager at Tesco.

Why did you choose Kent?
The combination of being a top university with an excellent reputation and the course itself attracted me to Kent. I also liked the idea of getting away from home and enjoying some independence.

What attracted you to the course?
I had always been undecided about whether to go to university or straight into work, but the course offered at Kent gave me the best of both worlds. It enabled me to develop my knowledge of the general business environment while allowing me to shape my studies to suit my own objectives through the choice of modules available. The course was also very much geared towards developing employability skills and the opportunity to undertake a year in industry was priceless.

What about the lecturers?
They were brilliant. Everyone knew who you were and how you were getting on, and if you ever needed support there was always someone you could turn to for help and advice. Kent Business School has a strong team who have first-hand business knowledge of their fields or topics, which is a massive benefit to any student.

Tell us about your year in industry.
I spent my year in industry with the distribution company, Gist, as an Operations Manager Industrial Placement Trainee. The year was structured for me to gain an understanding of, and work within, all the different departments, and I learned a lot. The placement scheme is a great opportunity to gain some really valuable experience that will significantly boost your employability. I firmly believe that my year in industry not only improved my results and course marks in my final year, but also helped me secure my current graduate role.

What are you doing now?
With job offers from three different companies, I decided to join Tesco’s graduate scheme within the distribution network. The success and scale of the company was too good an opportunity to turn down and the potential roles available to me as I progress in my career are endless. The scheme runs for two years, after which I will have a number of options and career paths to choose from.

Could you describe a typical day in your current role?
In my current placement I am a Team Manager in distribution. Distribution is a difficult operation to describe, but a crucial part of any business. There are many different roles in areas such as assembly, support, standards, goods in, loading, trunking and systems. I work as part of a team of managers to get the product in, sorted and delivered to the store in the most efficient, accurate and safe way possible, while liaising with the transport department and supporting and managing our people. The best thing about the job is that I work with really great people, and no day is the same. It’s a very varied role.

What are your career aspirations?
I am a very ambitious person, and since joining Tesco I have found that their aspirations and values match mine. As a graduate, I am expected to be aiming to be a future business leader. I have all the support and mentoring resources I could possibly ask for to achieve that goal. My plan at the moment is to work hard, progress through the business and hopefully, in the not too distant future, I could be answering these questions again...but as a director!

Finally, what advice would you give to someone thinking of coming to Kent?
Do it! Kent is a really great place to study, and Kent Business School in particular has such a wonderful team of people. There is also a real emphasis on developing yourself into an employable graduate, not just someone with a degree. It’s a fantastic place to live as well, and there are plenty of opportunities to enjoy a great social life. Whether it’s through the University or a local club, you’re guaranteed to find something you’ll love doing.
CHOOSING YOUR PROGRAMME

Kent Business School at Medway offers a range of degree programmes that are tailored to specific aspects of industry as well as your individual interests.

Business & Management programmes

Business & Management with a Year in Industry

This four-year programme teaches you the theories and methods that are relevant to today’s business world. You develop key transferable skills, and learn how to analyse a wide range of business problems so you can provide solutions and make meaningful recommendations. With the compulsory year in industry enabling you to put the theories you have learned into practice, this combination has contributed to our graduates having an excellent reputation with employers.

Business & Management (Retail) with a Year in Industry

The retail industry is the second largest employer in the UK, comprising some of the largest companies in the world. It offers fulfilling, diverse and well-paid management career paths, and is an industry where transferable management skills, combined with a strong work ethic and a confident character, are essential ingredients for personal success.

Our new four-year Business & Management (Retail) pathway is designed for those with a genuine drive to pursue a career in the retail sector – whether that is in store management, product development, merchandising, logistics, retail marketing or running your own retail business. The course explores fashion and food retailing, both in-store and online, as well as wider retail services.

The teaching approach is innovative and inspiring, with sessions delivered by industry guest speakers and alumni students; field trips to the stores, warehouses and head offices of world-class retailers, and projects sponsored by retail companies that will challenge you to apply your knowledge and entrepreneurial skills.

As well as teaching you the theories and methods that are relevant to today’s retail world, your compulsory year in industry will be spent in the retail sector and/or supporting industries, enabling you to gain applied experience that will support your career aspirations in this fast-moving industry.

Additional management programmes

The following four-year degree programme with a compulsory year in industry is also available at our Medway campus.

On this programme, you have a wide range of optional modules as well as true flexibility, as modules taught in the first year are identical to those on our Business & Management degree. This gives you the opportunity to switch degrees at the end of your first year.

Accounting & Management with a Year in Industry

This degree programme combines the study of accounting theory, principles and analysis with the key aspects of management practices. Accredited by the UK professional accountancy bodies, including CIMA, ACCA and ICAEW, our Accounting & Management degree is specially designed to respond to the needs and expectations of the modern accountancy and management professions.

For more information please request a copy of our Accounting & Management brochure (please see p19 for contact details).

Flexible entry

Kent International Foundation Programme (IFP)

A good pass from the Kent IFP with an overall average of 60%, including passing all components, guarantees you entry to the first year of the Business & Management degree programme. For further details of entry requirements, see p19.

DID YOU KNOW?

Kent is ranked as one of the top 20 universities in the UK in The Guardian University Guide 2015.
Stage 1 is your first year of full-time study, during which you gain a solid foundation in key business concepts, theories and skills.

In your first year, you have approximately 12 hours of class time per week. This is supported by guided reading in your own time. Assessment is by a mixture of coursework and examinations. Some modules are 100% coursework; where exams are part of the assessment, they usually count for 60% of the marks for that module.

All students take the following compulsory modules:
- Business Skills and Employability
- Data Management for Business
- Economics for Business 1
- Fundamentals of Financial Accounting
- Fundamentals of Management Accounting
- Management Principles
- Marketing Principles.

Please note: the module list may be subject to change to reflect market trends.

Modules: Stage 1

Business Skills and Employability
This module equips you with the key skills needed for the academic study of business, such as interpersonal and work-related skills, as well as an understanding of research, critical thinking and conceptual models.

Data Management for Business
Equipping you with appropriate data management skills for the study of business, this module enables you to use graphical, numeric and algebraic techniques to handle business problems, and also make use of the appropriate software, including Excel spreadsheets.

Economics for Business 1
This module introduces you to economics and the use of economics in analysing business decisions, strategic behaviour, problems and issues. The material covered here will be useful throughout your degree and you develop the skills to construct your own economic arguments.

Fundamentals of Financial Accounting
Here, you learn the principles and practices of financial accounting. You acquire the skills of double entry bookkeeping, while topics covered in the module range from financial reporting, sole traders, funds and cash flow, to liabilities and measurement problems in financial accounting.

Fundamentals of Management Accounting
Management accounting is concerned with providing information within an organisation to help make better decisions and improve its efficiency and effectiveness. The module covers traditional concepts of costings and job order, as well as non-routine approaches for decision making.

Management Principles
You gain an understanding of the challenges of managing people within complex work organisations. Affected by rapid change such as emerging technologies and the growth of global competition, you learn to view these challenges in an historical context, and explore their impact on contemporary management practices.

Marketing Principles
This module introduces you to the importance of marketing in competitive and dynamic environments. You cover market segmentation and targeting; brand and new product development; management of the marketing mix, and the implications of internationalisation for marketing managers.

“One of the advantages of studying at Kent is the range of modules the course offers – from financial and management accounting to marketing. Not only are these interesting subjects but the modules also provide skills and knowledge that can be used in a variety of career paths.”

Cilla Thompson
Business graduate
STUDYING AT STAGES 2 AND 3

Stages 2 and 3 are the second and third years of full-time study, where you deepen your knowledge and understanding of business and management. Stage 3 follows the year in industry and is the final year of study.

You have about 12 hours of class time per week. Assessment is by a combination of coursework and examinations. Some modules are 100% coursework; where exams are part of the assessment, they usually count for 60-70% of the marks for that module.

All students take the following compulsory modules:
- Business Information Systems
- Corporate Strategy and Leadership
- Critical Thinking for Contemporary Business Issues
- Human Resources and Organisational Behaviour
- The Management of Operations
- Managing People and Teams
- Marketing and the Value Chain
- Strategy Theory and Practice.

Students on the Retail pathway must also choose the following four modules:
- Managing Retail Locations
- Retail Buying
- Retail Distribution and Supply Chain Management
- Retail Merchandising.

There is also a range of optional modules available at Stages 2 and 3, that build on subjects you enjoyed at Stage 1 and/or give you the opportunity to specialise in areas that specifically interest you:
- Business Law
- Business Management Project
- Consumer Insight
- Creating your Own Enterprise
- E-Commerce
- Economics for Business 2
- Enterprise and Entrepreneurship
- European Business
- Global Business Environment
- Project Management
- Sales Forecasting
- Service Management
- Social Justice Practice.

Please note that the module list may be subject to change to reflect market trends.

Compulsory modules: Stages 2 and 3

Business Information Systems
In recent years, IT has become a strategic business resource that can affect competitive advantage, transform industries and products, and be a key factor in the success or failure of an organisation. This module equips you with the strategic IS management skills you need to make appropriate use of IT as general or functional managers in an information-based age.

Corporate Strategy and Leadership
Extending your knowledge of strategic management and strategic issues, Corporate Strategy and Leadership enables you to develop a systematic understanding of
strategic analysis, decision-making and processes, as well as an awareness of the main theories and how they apply within modern organisations.

Critical Thinking for Contemporary Business Issues
In this module, you explore the historical context, current perspective, emerging issues and alternative approaches in contemporary business thinking. External speakers present live business issues with which they are grappling, exposing you to a range of challenges, opportunities and threats facing business leaders from a variety of sectors.

Human Resources and Organisational Behaviour
Here, you are exposed to key concepts and theories of human resource management (HRM) and organisational behaviour (OB). You develop an understanding of the links between strategic HRM policies and practices and organisational performance, and consider issues such as performance management, pay and rewards, ethics and managing innovation and change.

The Management of Operations
Operations management is concerned with creating the products and services upon which we all depend. This module provides a clearly structured qualitative treatment of operations management as it applies to service and manufacturing businesses, covering process design, capacity planning, inventory control and supply chain management.

Managing People and Teams
You gain an understanding of the key concepts within management theory. You then apply this knowledge to a range of organisational settings so that the influence of management theory on management practice is understood. The role played by specialist management functions within human resource management (HRM) and employment relations is investigated.

Marketing and the Value Chain
This module integrates theory and practice to give you experience of using real market data for marketing planning and decision making. From learning about consumer behaviour, new product development and the communication of value-added proposition to consumers, you identify opportunities where consumer value can be created in specific marketing contexts.

“I feel like I’ve gained a wealth of knowledge in so many different aspects of business, such as HR, marketing, IT, accounting and entrepreneurship. It feels very well rounded.”

Jessica Frost
Business graduate
STUDYING AT STAGES 2 AND 3 (CONT)

**Strategy Theory and Practice**
In this module, you gain a broad understanding of strategy and strategic management, upon which further strategic analysis, the exploration of strategic issues and the evaluation of strategic options is built. It introduces you to the key vocabulary, concepts and frameworks of strategic management and the means by which the success of a strategy can be assessed through analytical frameworks and in light of differing theories.

**Retail pathway modules:**
**Stages 2 and 3**
The following modules are compulsory for those students studying on the Retail pathway, but are also offered as optional choices on the general Business & Management degree:

**Managing Retail Locations**
This module explores the ever-changing trends of retailers both in the UK and globally. You look at the dynamics of multi-channel retailing following the development of online retailing, and consider store design and visual merchandising techniques. You also learn how to analyse and interpret how the location of products, in line with store purchasing and marketing policies, influences sales and profit, exploring the complexities of store management.

**Retail Buying**
Here, you investigate the importance of having a dynamic and innovative buying function in retailing to meet the shifting needs of the consumer who is influenced by fashion, technology and economics. You acquire expertise in how to plan and develop a range of products; how to develop pricing strategies, and how to work with strategic suppliers and partners to get a product to market that exceeds consumer needs and is ahead of the competition.

**Retail Distribution and Supply Chain Management**
Through considering issues such as planning, sourcing materials, managing deliveries, and supply chain relationships and systems, this module enables you to explore the key strategic and operational elements of distribution and supply chain management in the retail sector.

**Retail Merchandising**
In this module you are introduced to the techniques of a retail merchandiser who is the 'trader' in the retail buying team. You learn how to drive the sales and profits of a department by sales forecasting, negotiating prices, setting margins, managing stock and creating seasonal promotions to meet the demands of the consumer. You also explore how this is influenced continuously by new trends that affect consumer behaviour in both fashion and food retailing, and the influence of marketing and supply chain management.
Optional modules: Stages 2 and 3

Business Law
The law affects our lives in many ways. In the commercial world, it impacts on how businesses conduct transactions; how they are structured; how they operate; how they employ staff, and how they manage – and avoid – disputes. This module aims to make the legal system accessible so that you are able to identify and understand those parts of the law you are most likely to encounter in your career and in business.

Business Management Project
This project-based module gives you the opportunity to research a business-related problem of your choice. By tapping into your own business and management interests, and applying the knowledge and skills you have acquired during your degree programme, you prepare a thoroughly researched analysis of your chosen topic with recommendations for how change may be brought about in a real business context.

Consumer Insight
Consumer insight has become a key source of competitive advantage for businesses seeking to differentiate their products and services through more precise targeting of specific consumer segments. In this module, you explore this development and specifically consider the way in which loyalty data can be used in combination with traditional approaches to generate unique behavioural insights that facilitate more effective marketing decision-making.

Creating your Own Enterprise
Why do companies go bust? In this module, you discover the economic, financial and operational reasons. You cover the planning necessary to start up a successful business, including budgetary planning and control, cash-flow and working capital, marketing processes, legal issues, customer care and employing staff, culminating in the production of your own business plan.

E-Commerce
As e-commerce continues to develop new technologies and business models, it is crucial for managers to stay abreast of the latest trends and innovations. This module provides an introduction to the key elements of modern e-commerce, including the latest developments brought about by the phenomena of social media and mobile communications, and broader legal, ethical and social issues.

Economics for Business 2
Building on the knowledge gained in the Stage 1 module, Economics for Business 1, this module challenges you to look at the circular flow of income; inflation and unemployment; supply and demand; fiscal and monetary policy, and international trade.

Enterprise and Entrepreneurship
The significance of small businesses and enterprises to the UK economy cannot be overstated. This module examines the role of enterprise and entrepreneurship, particularly in relation to small
STUDYING AT STAGES 2 AND 3 (CONT)

businesses. As well as considering the successes – and failures – of individual entrepreneurs, you will consider issues such as business start-up, survival and growth, the differing motivations of entrepreneurs, and the emergence of new business planning, networking and marketing models.

**European Business**
Globalisation and European economic integration both have significant effects on the environment of business and business operations in general. In this module, you gain an understanding of the impact of cultural diversity on business, as well as the process and practicalities of doing business in Europe and the practice of finance, marketing and human resource management in a European context.

**Global Business Environment**
To develop a sound knowledge of the global business environment, you analyse specific real-world examples of multinational enterprises and international organisations such as the World Trade Organisation, the International Monetary Fund and the World Bank. Using analytical tools and frameworks, you develop your understanding of the complexity and diversity of conducting business internationally.

**Project Management**
This module develops a critical understanding of the importance of project management at strategic, systems and operational levels. Topics covered include project and resource planning, team management and motivation, stakeholder management and project life cycles, as well as innovation in projects.

**Sales Forecasting**
Sales forecasting is a vital area of business activity, with implications for marketing, operations management, purchasing and supply. This module provides you with a critical understanding of alternative forecasting methods, and practical experience in the use of statistical software packages for the generation of sales forecasts. Specific case studies are used throughout the module to illustrate the application of the different forecasting methods in a variety of contexts.

**Service Management**
This module follows on from The Management of Operations, but focuses on the management of service operations: that part of any organisation that produces and delivers services required by customers of the organisation. The module provides a clearly structured qualitative treatment of service management that explores the design of service delivery systems and how customer service quality can be managed.

**Social Justice Practice**
Stepping aside from the purely commercial world, this module looks at the development of charities and the voluntary sector, analysing the concept of ‘social justice’ and its place in 21st-century Britain. The financing and management of the so-called ‘third sector’ is considered, as well as its opportunities and limitations, with special reference to the local area.
As part of your full-time Business & Management degree, you take a compulsory paid business placement between Stages 2 and 3.

This should be for a minimum of 44 weeks, and starts between June and September, following your second-year examinations.

Professional work placements are a critical part of the degree programme. They enable you to understand the real-world challenges facing today’s businesses and discover the latest concepts in business thinking, while gaining invaluable knowledge and experience.

You find your work placement to suit your career aspirations with our full support. This can be in the UK or abroad; the School has connections and links with many global and local organisations that are able to offer our students this fantastic opportunity.

Students at Kent Business School have had placements with many major companies, and opportunities for managerial-level jobs are available in a wide range of sectors. Our students have enjoyed fulfilling positions at organisations such as BAE Systems; Boots; BT; Hewlett-Packard; Kent County Council; Mothercare and Sainsbury’s, as well as at the Home Office, other public sector bodies and overseas government departments.

Students following the Retail pathway will be required to secure retail-specific placements within the retail sector and/or supporting industries.

Salary and benefits
Salary and holiday entitlements vary according to the employer you work for. You have a contract with your employer, with your salary paid at market levels. Many students find that they earn enough to be able to save some of their income, and this often helps them in their final year of studying at Kent.

Study and career opportunities
Employers are very keen to employ graduates who already have work experience, so your year in industry can greatly enhance your job prospects by providing you with real managerial challenges. The placement also allows you to evaluate a particular career path and gain knowledge of the working environment. Following a successful placement, you may even be offered a position with the organisation after graduation.

The skills and knowledge acquired will also help you in your final year at university, allowing you to put your academic learning into a real-world context. Generally grades improve by five to 10% in the final year of study for students who have been on placement, due to their increased confidence, experience and business acumen.

Overseas experience
According to the Council for Industry and Higher Education, 65% of international employers indicate that having overseas professional work experience makes graduates more employable. Currently, 15% of our students enjoy a placement overseas, and additional funding can be available for European placements. For further details, please see www.kent.ac.uk/goabroad

Finding a placement
Kent Business School provides information and support in finding placements, through a range of preparatory employability workshops in Stages 1 and 2 of your degree. These workshops help you to identify your key skills and capture them in your CV, as well as giving you practice sessions on how to do well at interviews, Assessment Centres and online testing. We also host networking events to expose you to different industries and business leaders.

While on placement, you will be telephoned and visited by a member of staff to check your progress, and online support is available at all other times. On your return to the University, you provide a reflective report on your placement that helps you to consolidate your experience and use it to increase your attractiveness to future employers.
VISIT THE UNIVERSITY

Come along for an Open Day or an Applicant Day and see for yourself what it is like to be a student at Kent.

Open Days
Kent runs Open Days during the summer and autumn. These provide an excellent opportunity for you to discover what it is like to live and study at the University. You can meet academic staff and current students, find out about our courses and attend subject displays, workshops and informal lectures. We also offer tours around the campus to view our sports facilities, the library and University accommodation. For further information and details of how to book your place, see www.kent.ac.uk/opendays

Applicant Days
If you apply to study at Kent and we offer you a place (or invite you to attend an interview), you will usually be sent an invitation to one of our Applicant Days. You can book to attend through your online Kent Applicant Portal. The Applicant Day includes presentations in your subject area, guided tours of the campus, including University accommodation, and the opportunity to speak with both academic staff and current students about your chosen subject. For further information, see www.kent.ac.uk/visit

Informal visits
You are also welcome to make an informal visit to our campuses at any time. The University runs tours of the Canterbury and Medway campuses throughout the year for anyone who is unable to attend an Open Day or Applicant Day. It may also be possible to arrange meetings with academic staff, although we cannot guarantee this. For more details and to book your place, see www.kent.ac.uk/informal

Alternatively, we can provide you with a self-guided tour leaflet, which includes the main points of interest. For more details and to download a self-guided tour, go to www.kent.ac.uk/informal

CONNECT WITH KENT BUSINESS SCHOOL

Search 'Kent Business School'
Scholarships and bursaries
For details of scholarships and bursaries at Kent, please see www.kent.ac.uk/ugfunding

More information
If you would like more information on Kent's courses, facilities or services, or would like to order another subject leaflet, please contact us on:

T: +44 (0)1227 827272
Freephone (UK only): 0800 975 3777
www.kent.ac.uk/ug

Terms and conditions: the University reserves the right to make variations to the content and delivery of courses and other services, or to discontinue courses and other services, if such action is reasonably considered to be necessary. If the University discontinues any course it will endeavour to provide a suitable alternative. To register for a programme of study, all students must agree to abide by the University Regulations (available online at: www.kent.ac.uk/regulations).

Data protection: for administrative, academic and health and safety reasons, the University needs to process information about its students. Full registration as a student of the University is subject to your consent to process such information.

Location
Medway.

Award
BA (Hons).

Degree programme
Single honours
• Business & Management with a Year in Industry (N104:K)
• Business & Management (Retail) with a Year in Industry (N1N2:K)

Offer levels
BBB at A level, IB Diploma 34 points inc 4 in Mathematics or IB Diploma with 15 points at Higher inc 4 in Mathematics.

Mature students without these qualifications can be granted entry via interview, depending on their work experience.

Required subjects
GCSE Mathematics grade C or above.

Year in industry
This consists of a 44-week placement programme taken in the UK or overseas. See p17 for further information.

Q-Step Centre
You have the opportunity to benefit from Kent’s Q-Step Centre, which provides advanced training in quantitative methods in the social sciences.

Offer levels and entry requirements are subject to change. For the latest course information, see www.kent.ac.uk/ug
COME AND VISIT US

To find out more about visiting the University, see our website:
www.kent.ac.uk/visit