TAUGHT POSTGRADUATE PROGRAMMES

Canterbury
We are a top 30 UK business school, committed to excellence by providing world-class, thought-provoking Master’s programmes. We focus on professional skills and knowledge in specific areas of management, which are readily transferable to real-world applications.

All of the Master’s programmes at Kent Business School address the challenges of modern global business and we aim to meet industry’s demand for quality graduates by ensuring we unlock our students’ potential, expand their thinking and nurture their talent. We are driven to optimise our students’ experience and employability.

Our teaching is underpinned by our high-quality international research and we pride ourselves on our growing research capabilities at the School. In the Research Excellence Framework 2014, we were placed 25th in the UK for research intensity in business and management, with 98% of our research judged to be of international quality.

We are committed to international excellence, being highly ranked in ‘The Guardian University Guide’ and the National Student Survey. A kite mark of our global distinction and rigorous academic teaching is also reflected in our accreditation from the Association of MBAs (AMBA) and our membership of the Chartered Association of Business Schools (CABS) and the European Foundation for Management Development (EFMD).

We are dedicated to ensuring our students receive a quality international business education, through friendly and supportive academic and professional services staff, and a global outlook in a comfortable and conducive learning environment.

Professor Martin Meyer
Director, Kent Business School
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### Studying at Kent Business School

- About Kent Business School
- Research excellence
- Funding your Master’s studies
- Careers and employability
- Graduate profiles

### How to apply

- Entry requirements and applications
- Come and visit us
- University of Kent

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### KENT MBA

For information on the Kent MBA visit [www.kentmba.com](http://www.kentmba.com) for full programme details and to download the brochure and current class directory.
Kent Business School has over 25 years’ experience of delivering high-quality business degrees, enabling you to graduate with the specialist expertise and real-world skills required to meet the challenges of today’s businesses.

We offer a broad selection of postgraduate taught and research programmes covering accounting; finance; management science; people, management and organisation; marketing; supply chain management; strategy and international business. Our world-class research and strong links with global organisations inform teaching on our programmes to provide an eminent international business education.

We are ranked among the UK’s top 30 business schools for the standard and quality of our teaching as well as our graduates’ career prospects. We are a member of the European Foundation for Management Development (EFMD) and the Chartered Association of Business Schools (CABS); and the Kent MBA is an Association of MBAs (AMBA) accredited programme (see www.kentmba.com for full details of the MBA programme).

KBS is a signatory of the United Nation’s Principles for Responsible Management Education (PRME), which provides a global network for academic institutions to advance corporate sustainability and social responsibility.
In the Research Excellence Framework (REF) 2014, we were placed 25th out of 101 in the UK for research intensity in business and management. An impressive 98% of our research was judged to be of international quality and our research activities and collaborations with outside organisations create knowledge that is highly influential in many areas.

All teaching in the School is informed by the latest research and the changing needs of the global business environment. Our international teaching staff are all experts in their field of study and are regularly published in leading journals worldwide. They guide and support your learning, not only in current best practice in your chosen area of study, but also in emerging new concepts and theories, and the latest business thinking.
CORPORATE CONNECTIONS

Our well-established links with international, national and regional businesses ensure we have the capability to impart real-world skills and the latest business knowledge.

As part of your studies at Kent Business School, you can take part in regularly hosted events, workshops and seminars with guest lecturers from industry. You can also participate in our Student Implant Scheme, get involved with live projects and current business challenges for global companies or take advantage of the many other business networking opportunities offered by the School.

We are proud of our corporate connections with high-profile organisations, such as Chase Anderson, Barclays, Cummins Power Generation, Deloitte, Enterprise Rent-A-Car, General Electric, IBM, KPMG, Microsoft, Lloyds Banking Group and Kent County Council, and our relationship with dunnhumby – an international expert in relevance marketing – means our students have access to the largest consumer database in the UK.
At Kent Business School, we are proud of our global approach to teaching, the diversity of our academic staff and our vibrant multicultural learning environment, all of which combine to provide you with a worldwide business perspective.

Drawn from 22 countries, our teaching staff are selected for their international expertise and remain research-active, bringing a wealth of universal business thinking to your learning experience. They help put your knowledge into practice, preparing you for the modern business world or to pursue further academic goals.

The student body at Kent Business School is overwhelmingly international, with over 300 postgraduate students from over 40 different countries. This diverse academic community creates a stimulating learning environment, giving you the opportunity to hear the perspectives of many other cultures and to develop a truly global approach to your studies.
IMPRESSIVE CAREER PROSPECTS

Whatever your career goal, a postgraduate business qualification from the University of Kent equips you with an impressive portfolio of skills, specialist knowledge and practical experience to help you succeed in a competitive job market.

Kent has an excellent record of graduate employment: over 96% of our postgraduate students who graduated in 2014 found a job or further study opportunity within six months. Our students are consistently targeted by leading international organisations and recent graduates of Kent Business School have gone on to work for top global companies, including Apple, Boeing, Ernst & Young, GlaxoSmithKline (GSK), HSBC, IBM and The Walt Disney Company.

The University is dedicated to helping you develop transferable skills through your studies. We have established strong links with the corporate world and provide many opportunities for you to interact with outside organisations, from guest lectures and practical projects to volunteering and work placements, which encourage you to network and acquire valuable connections to enhance your employability. The Graduate School runs a programme of skills training workshops and events specifically for postgraduates, and the Careers and Employability Service can provide personal careers advice at any stage of your studies.
TAUGHT POSTGRADUATE PROGRAMMES

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MASTER’S IN MANAGEMENT PROGRAMMES

Our Master’s in Management programmes provide valuable academic qualifications and management skills for anyone from a non-business-related undergraduate discipline interested in building a career in business and management.

Master’s in Management programmes
Location: Canterbury
Attendance: One year full-time
Start: September
Entry requirements: A good first degree (minimum 2.1 or equivalent) in a non-business-related discipline. For more information on general entry requirements, see p34.

Our Master’s in Management programmes are designed to equip you with a solid understanding of business and management with the option to branch out into one of two specific degree pathways once you have discovered where your interests lie. You can then determine which area of business or management you would like to specialise in.

The programmes are built around a range of compulsory general management modules (including Business in an International Perspective, Financial and Management Accounting, Management of Operations, Marketing, Organisational Behaviour and Human Resource Management, and Strategy), which are taken primarily during the first three months of the course. You are then offered a choice of two different pathways (general management or international business), which allow you to cover topics of interest in more depth. Each pathway has subject-specific compulsory modules, plus the opportunity to explore your chosen subject further through a wide choice of optional modules.

Once you have successfully completed the taught modules, you will undertake the Business Report and the Personal Skills Development Report, which are two substantial research-led reports, offering you excellent opportunities to further your career objectives. The Business Report gives you the scope to explore a firm, industry or business issue of particular interest to you. The Personal Skills Development Report is a self-reflective account of your own management skills and future personal strategies, specifically designed to enhance your employability. We support you throughout with our full programme of events, personal development workshops, one-to-one specialist careers guidance, industry guest speakers and individual supervision.

Our approach is to challenge, inspire and develop your skills to help you operate effectively and responsibly in a truly global business environment. Students on the Master’s in Management programmes value the opportunity to broaden their knowledge of business concepts, work with people from a range of cultures, develop their managerial skills and enhance their career prospects. One of the main attractions of the programmes is the focus on exploring current business and management issues through a wide range of practical learning methods, including live case studies, group work, presentations, panel debates, role playing and simulated negotiation experiences.

Student profile

GABRIELLA CARBONERI
MSc MANAGEMENT (GENERAL)

What attracted you to Kent?
Having completed an undergraduate degree in Theology, I wanted an insight into the business world. This MSc offered me an opportunity to gain business knowledge in a range of different areas.

What have you particularly enjoyed?
I enjoyed meeting interesting people from different nationalities, they brought different views to seminar discussions, which made them more vibrant.

Describe your career path since leaving Kent?
I am a trainee Company Secretary in an accountancy firm.

What is a typical day like in your current role?
I prepare documentation for submission to Companies House, ensure clients are provided with statutory compliance and ensure legal registers are kept up to date.

What are your future aspirations?
I want to become a qualified Chartered Secretary, gaining ICSA certification.

What advice would you give to graduates thinking of coming to Kent to study at postgraduate level?
Go for it, you will only gain from your experience at Kent, which ultimately will enhance your future prospects.
MSc Management (General)
This pathway provides you with a broad understanding of all areas of general management within an international business context. You study key aspects of business and management, all designed to build on your existing knowledge and experiences. This develops your managerial expertise and the capabilities necessary for a career in whichever area you choose, including running your own business.

Course content
- Business in an International Perspective
- Financial and Management Accounting
- Management of Operations
- Marketing
- Organisational Behaviour and Human Resource Management
- Strategy
- Three from: Applied Business Modelling; Auditing; Corporate Responsibility and Globalisation; Digital Marketing; e-Commerce and Infrastructure; Integrated Marketing Communications; International Marketing Strategy; Managing Diversity and Equal Opportunities; Managing the Multinational Enterprise; Tourism Development in Asia-Pacific
- Personal Skills Development Report
- Business Report

Assessment
Assessment is by coursework, examinations and the Business Report.

Career path
Upon completion, graduates may choose to start their own business, or work in any area of industry, national and international governmental organisations, charities or other non-governmental organisations.

MSc Management (International Business)
This pathway provides an insight into a number of areas of general management, with particular emphasis on key aspects of international business. It is designed to equip you with the necessary tools, techniques and concepts to understand how international business is conducted and how firms and countries can thrive in today’s global marketplace.

Course content
- Business in an International Perspective
- Financial and Management Accounting
- Management of Operations
- Marketing
- Organisational Behaviour and Human Resource Management
- Strategy
- Two from: Applied Business Modelling; Auditing; Corporate Responsibility and Globalisation; Digital Marketing; e-Commerce and Infrastructure; Integrated Marketing Communications; International Marketing Strategy; Managing Diversity and Equal Opportunities; Structure and Organisation of the e-Commerce Enterprise; Tourism Development in Asia-Pacific
- Personal Skills Development Report
- Business Report

Assessment
Assessment is by coursework, examinations and the Business Report.

Career path
Upon completion, graduates typically pursue careers in multinational enterprises, international organisations, governmental bodies or consultancies.

“Taught by internationally recognised experts, the Master’s in Management programmes provide you with the knowledge necessary to broaden your current understanding of business and management, and the skills to apply that knowledge to real-world business problems and challenges.”

Dr Vinh Sum Chau
Director, Master’s in Management programmes
MSc HUMAN RESOURCE MANAGEMENT

Accredited by the Chartered Institute of Personnel and Development (CIPD) to Advanced Level, our MSc in Human Resource Management programme provides insight into the principal areas of managing human resources (HR) in today’s fast-moving business environment and delivers all the academic criteria required for Chartered Membership.

MSc Human Resource Management

Location: Canterbury
Attendance: One year full-time or two years part-time
Start: September
Entry requirements: A good first degree (minimum 2.1 or equivalent) in business or a relevant social science discipline. Applicants with extensive work experience in HR may also be considered. For more information on general entry requirements, see p34.

The environment of employment has become more complex than in the past, with an increasingly diverse labour force, radical changes in the technology and organisation of work, the shift towards a ‘service economy’, new contractual arrangements and patterns of working, and the pressures of intensified global competition in today’s fast-moving economy. The attraction, retention and development of high-calibre people are a source of competitive advantage for organisations today and are the responsibility of human resource professionals. This puts human resource management at the centre of business performance and a critical partner for organisational success.

Our MSc in Human Resource Management offers you an insight into the principal areas of managing human resources and the important influences of the wider international environment by providing a critical assessment of the human resource management and employment relations approach. Our teaching staff are members of the University’s Centre for Employment, Competitiveness and Growth, which was established to develop world-class research and knowledge transfer activities via a multidisciplinary approach to human resource management and operations management. Our approach is to inspire and develop your people management skills to meet the challenges of today’s businesses.

Course content
• Developing Business Skills for HRM
• HRM and Development in Practice
• HRM in Context
• Leadership and Management
• Research Methods
• Four modules chosen from: Employee Resourcing; Employment Relations; HR Strategy; Learning and Development; The Psychology of Selection and Assessment; Reward and Performance Management
• HRM Business Report

Assessment
Assessment is by coursework, examinations and the HRM Business Report.

Career path
Graduates of this programme typically pursue careers in general management and specialist management positions or consultancy roles in all areas of human resource management, including employee relations, reward and recognition, recruitment, retention, and people and organisational development within a diverse range of organisations.

RICHIA ARORA
MSc HUMAN RESOURCE MANAGEMENT

What attracted you to Kent?
The course structure and taught modules were exactly the ones I was looking for, with my prior working knowledge of HR and recruitment and selection. I wanted to get to grips with technical terms to have a solid working knowledge of current trends in the field. Also, the campus is so peaceful and beautiful.

What have you particularly enjoyed?
As far as the programme is concerned, all the modules are extremely insightful and come together well to give an overall understanding of people management practices in organisations today. Seminars help cement concepts through case studies and discussions every week. On a personal level, I have enjoyed making friends from all around the world. I learnt so much about different foods, beliefs, governments, culture, just by meeting and talking to my friends.

What about your employment prospects?
I believe this Master’s has made me more employable as it has given me a broader perspective in my chosen field. Within the next five years I want to be working in a matrix organisation, heading their learning development/employer branding.

“Our Master’s programme in Human Resource Management aims to create well-rounded human resources practitioners with exemplary knowledge and relevant expertise. Our approach is to inspire and develop your people management skills to operate effectively in today’s challenging business environment.”

Dr Samantha Evans
Director, MSc Human Resource Management

Student profile

www.kent.ac.uk/kbs
MSC MARKETING

Student profile

CATHRYN ANDREWS
MSc MARKETING

What attracted you to Kent?
I was attracted to this programme as it allowed for an expansion of skills developed during my undergraduate degree in Writing and Mass Communications, adding analytical skill to abstract thinking. In addition, the University of Kent has an international reputation as a highly reputable institution that embraces a multicultural community in the historic, beautiful city of Canterbury.

What have you particularly enjoyed?
I particularly enjoyed the Buyer Decision Making module, which gave a psychological perspective on the programme content and broadened my understanding of motivational theories and frameworks. I also enjoyed living among a diverse multicultural community, where I learned new habits and ways of life on a daily basis. It was a once in a lifetime opportunity to live and work with students from a wide variety of social and cultural backgrounds, crossing cultural boundaries and embracing new traditions.

What about your employment prospects?
The MSc in Marketing built my foundation in research and report presentation, allowing me to develop the necessary skills to pursue a career in academia. My current plan is to work in marketing for a year, before pursuing a PhD in consumer behaviour and ideally remaining in academia to teach at university level.

The MSc in Marketing allows you to gain insight into the different activities that make up the marketing mix and other essential communication strategies.

MSc Marketing
Location: Canterbury
Attendance: One year full-time or two years part-time
Start: September
Entry requirements: A good first degree (minimum 2.1 or equivalent) from a business or non-business background or an equivalent professional qualification. Applicants with prior knowledge or experience of marketing should check the module content for suitability prior to application. Applicants with relevant professional experience may also be considered. For more information on general entry requirements, see p.34.

This programme is aimed at business and management graduates as well as non-business graduates who wish to enhance their marketing knowledge and expertise. It covers all aspects of marketing, equipping the modern marketing manager with the necessary tools for a successful career.

The programme places great emphasis on socially responsible marketing and the role of marketing within society. This is complemented by the international and cultural diversity of our students, relative to other universities in the UK. Academically, the programme is taught by active researchers and the programme content is designed around relevant trends in the field of marketing.

Kent Business School has partnered with the Chartered Institute of Marketing (CIM), the leading professional body for marketers worldwide, to give you the opportunity to gain highly sought after CIM qualifications alongside the MSc in Marketing through its Graduate Gateway.

Course content
• Applied Marketing Research
• Buyer Decision Making
• Financial and Management Accounting
• Integrated Marketing Communications
• International Marketing Strategy
• Marketing

• Organisational Behaviour and Human Resource Management
• Two modules chosen from: Applied Business Modelling; Corporate Responsibility and Globalisation; Digital Marketing; New Product Development and Innovation Management
• Marketing Report

Assessment
Assessment is by coursework, examinations and the Marketing Report.

Career path
Graduates may go on to choose careers specialising in brand management, marketing research, marketing analytics and marketing communications (for example, advertising, public relations, promotions, sales management) in a range of consumer goods, business-to-business, consultancies and not-for-profit organisations.

“The MSc in Marketing provides you with the skills to apply your knowledge to real-world marketing challenges. You learn from an internationally recognised team of marketing and business thinkers who are experts in their areas, and you are encouraged to pursue your own development as an individual with marketing expertise and real-world skills that are in demand.”

Professor Veronica Wong
Head of Marketing Group
MASTER’S IN FINANCE AND ACCOUNTING PROGRAMMES

In today’s competitive global environment, employers are increasingly selective in their search for competent business and finance professionals. Our Master’s in Finance and Accounting programmes are specially designed to help you cultivate practical finance skills and develop leading real-world business knowledge.

Master’s in Finance and Accounting programmes

The impact of globalisation; the emergence of new economic powers; the transition of reforming centrally planned economies and the enlargement of the European Union; financial market liberalisation and integration; and recent developments in the global financial markets – all of these factors have contributed to an increased demand for graduates with relevant skills in finance.

Kent Business School’s specialist Master’s programmes in Finance and Accounting are designed to comply with the requirements of the professional bodies and respond rapidly to the changing needs of the accounting, finance and financial services sectors.

Our approach is to challenge and inspire you, and help develop your talent to operate effectively and responsibly in an international organisation, giving you the opportunity to apply your knowledge and practical skills to real-world finance issues.

We have an excellent track record in providing robust finance and specialist management education to international managers, including the China Financial Sector Training Scheme, the China Development Bank, the Chancellor’s Scheme for the Former Soviet Union and a bespoke online Master’s for the Chartered Institute of Bankers.

The School also benefits from excellent links with professional bodies, partnering with the ifs School of Finance in a number of initiatives. High-profile alumni include Professor Eddy Fong, former Chairman of the Hong Kong Securities and Futures Commission, who graduated from Kent Business School in Accounting and Finance and is now an Honorary Professor at Kent. He is frequently an invited guest speaker and sits on the School’s International Advisory Board.

MSc Finance

Location: Canterbury
Attendance: One year full-time
Start: September
Entry requirements: A good first degree (minimum 2.1 or equivalent) in finance, accounting, economics, mathematics, engineering or any mathematically based natural science discipline. For more information on general entry requirements, see p34.

The Master’s in Finance equips you with a solid background in financial principles and practices, and develops skills needed by future business and financial professionals. The programme provides a comprehensive framework of knowledge, insight and vision regarding the key issues in finance, the finance function of organisations, and operations and functions of financial institutions and markets. You develop an appropriate range of cognitive, critical and intellectual skills, research skills and relevant personal and interpersonal skills to interact in the real world of business and organisations. The programme also prepares you for research or further study in this field.

Elements of practical work on the MSc in Finance will be carried out in the Business School’s dedicated Bloomberg Lab. The virtual trading platform allows you to access and engage with market data through practical case studies and the use of online databases. The programme also provides you with the necessary training required for the Bloomberg Certificate.

We are currently seeking recognition for the MSc in Finance programme (formerly known as MSc Financial Markets) from the Global Association of Risk Professionals (GARP) and the Professional Risk Managers’ International Association (PRMIA) as PRMIA academic partner at programme level. The MSc Financial Markets had already obtained GARP and PRMIA recognition.

Course content

• Derivatives
• Essentials of Financial Risk Management
• Financial Data Modelling
• Foundations of Finance
• Investments and Portfolio Management
• Quantitative Methods
• Research Methods and Skills (Finance)
• Two modules chosen from: Corporate Finance; Finance with Excel; Financial Engineering; Financial Regulation and Financial Crises; Fixed Income Markets
• Dissertation

Assessment

Assessment is by coursework, examinations and the dissertation.

Career path

Graduates may choose to build careers in investment and commercial banks, insurance companies, specialised financial institutions, security dealing and broking companies, and investment institutions, as well as to occupy financial management roles in a range of organisations.
MSc Finance and Management

Location: Canterbury
Attendance: One year full-time
Start: September
Entry requirements: A good first degree (minimum 2.1 or equivalent) in business, finance, accounting, economics, mathematics, engineering or any mathematically based natural science discipline. For more information on general entry requirements, see p34.

The programme is designed to enable you to acquire employability skills that are necessary for working in business, top-tier financial institutions, international organisations, banks, financial regulatory agencies or government institutions.

Graduates are equipped with strong theoretical and practical knowledge in the area of finance and management from an international business perspective. In addition, they obtain practical skills required to produce relevant financial analysis of corporate companies, financial institutions or other bodies where finance is an important activity in both the public and private sectors.

Graduates also acquire an appropriate range of management decision-making tools, research skills, report writing, oral presentation as well as relevant personal and interpersonal skills to enable them to interact in the real world of finance and management. This is strengthened by a series of guest lectures delivered by experts from the City of London and a teaching team that includes decision makers from industry.

There will be some opportunities for practical work on the MSc programme to be carried out in the Business School’s dedicated Bloomberg Lab. The virtual trading platform allows you to access and engage with market data through practical case studies and the use of online databases. The programme also provides you with the necessary training required for the Bloomberg Certificate. In addition, graduates take part in a programme-wide case competition, which comprises a company analysis and is judged by experts in the industry.

Course content
- Bank Asset – Liability Risk Management
- Business in an International Perspective
- Corporate Responsibility and Globalisation
- Foundations of Finance
- International Financial Markets and Instruments
- Organisational Behaviour and Human Resource Management
- Research Methods and Skills (Finance)
- Two modules chosen from: Corporate Finance; Credit Risk; Financial Data Modelling; Financial Regulation and Financial Crises; Investments and Portfolio Management; Managing the Multinational Enterprise; Strategy
- Business Report in Finance

Assessment
Assessment is by coursework, examinations and the Business Report.

Career path
This programme is suitable for students who wish to follow a career in business, banking, financial institutions, regulatory bodies, international organisations or government institutions.

MSc International Accounting and Finance

Location: Canterbury
Attendance: One year full-time
Start: September
Entry requirements: A good first degree (minimum 2.1 or equivalent) in accounting, finance or any management-related discipline. Applicants must have studied at least 60 credits (or equivalent) in accounting in their first degree or hold equivalent work experience. For more information on general entry requirements, see p34.

The Master’s in International Accounting and Finance is designed to meet market needs through the preparation for, and development of, your career in international accounting and finance by developing knowledge and skills to a high professional standard. The programme also prepares you for research and further study in this area. It is well suited to students who have some knowledge of accounting and finance, and who wish to expand their skills and knowledge to an advanced level. The MSc in International Accounting and Finance is also designed for students with a very good academic standing in a related discipline, who wish to enhance their careers in international accounting and finance.

Course content
- Advanced Financial Accounting
- Advanced Management Accounting
- Corporate Finance
- Domestic and International Banking
- Ethics of International Business
- Foundations of Finance
- International Financial Reporting
- Research Methods and Skills (Accounting)
- One module chosen from: Financial Regulation and Financial Crises; Financial Statement Analysis; International Money and Finance
- Business Report in Accounting

Assessment
Assessment is by coursework, examinations and the Business Report.

Career path
This programme will suit students looking to develop a career in international accountancy or in firms of auditors. It also provides the professional skills to pursue careers in a wide range of institutional settings such as academia, banking, financial institutions, management consultancy and organisational management.

MSc International Banking and Finance

Location: Canterbury
Attendance: One year full-time
Start: September
Entry requirements: A good first degree (minimum 2.1 or equivalent) in finance, accounting, business studies, management, law, economics or any natural science discipline. Candidates with a good first degree from any social science disciplines are also encouraged to apply. For more information on general entry requirements, see p34.

The global financial crisis has fundamentally shaken up international and domestic financial markets around the world. A major transformation of the global financial architecture that has been gradually implemented, requires a new mode of operation of the financial services sector. Market participants, banks, financial firms, investment institutions, fund managers, securities dealers, multinational companies, public and private organisations, and international institutions all seek clear knowledge and understanding of the theory and practice of financial institutions, markets and systems. As employers, these institutions search for competent, highly skilled new graduates from leading business schools that are equipped with such a range of theoretical and practical skills that can be successfully transferred in the current economic climate.
The Master's in International Banking and Finance programme is specifically designed to provide you with the employability skills that are necessary for working in top-tier global financial institutions, international organisations, central banks, financial regulatory agencies and in similar highly specialised institutions. Graduates are equipped with strong theoretical and practical knowledge and its application to the banking industry and international and domestic financial markets. A particular emphasis is placed on developing cognitive skills that enable students to fully understand the complexity of the financial markets in the domestic and global economies. You also acquire an appropriate range of research skills, and relevant personal and interpersonal skills to enable you to interact in the real world of business and finance. This is strengthened by a series of guest lectures delivered by experts from the City of London.

Elements of practical work on the MSc in International Banking and Finance are carried out in the Business School's dedicated Bloomberg Lab. The virtual trading platform allows you to access and engage with market data through practical case studies and the use of online databases. The programme also provides you with the necessary training required for the Bloomberg Certificate.

We are currently seeking recognition for the MSc in International Banking and Finance programme (formerly known as MSc Financial Services in Banking) from the Professional Risk Managers’ International Association (PRMIA) as PRMIA academic partner at programme level. The MSc Financial Services in Banking had already obtained PRMIA recognition.

Course content
- Corporate Finance
- Derivatives
- Domestic and International Banking
- Essentials of Financial Risk Management
- Financial Institutions Management
- Financial Regulation and Financial Crises
- International Financial Reporting
- Research Methods and Skills (Finance)
- Two modules chosen from: Bank Asset – Liability Risk Management; Credit Risk; Finance with Excel; Financial Engineering; Financial Statement Analysis; Fixed Income Markets; International Money and Finance; Investments and Portfolio Management
- Business report

Assessment
Assessment is by coursework, examinations and the Business report.

Career path
This programme is suitable for students who wish to follow a career in domestic and international banks, central banks, financial regulatory authorities and supervisory agencies, specialised financial institutions and fund management, securities dealing firms, multinational companies, corporate financial management and consultancy and accounting firms.

“...The programme has been designed to develop your international accounting knowledge and skills, and enable you to build a successful career in today’s competitive global market. The teaching is informed by the latest research and case study material from recent world financial events to ensure you are equipped to meet the increased demands placed on institutions in today’s competitive environment.”

Dr Li-Cheng Chang
Director, MSc International Accounting and Finance

Student profile

NEERANUCH AMNUAPIORN
MSc INTERNATIONAL ACCOUNTING AND FINANCE

What attracted you to Kent?
The ‘international’ accounting attracted me in order to work abroad in the accounting field. My first degree is in accounting so I have some background but I wanted to advance. Kent is highly ranked and the campus is a nice, green, safe place.

What have you particularly enjoyed?
I enjoyed the Corporate Finance module because the lecturer was great. He explained everything very clearly and not too fast! He gave us good background details first, which suited me. Overall, I felt the programme was good, not too stressful with a good timetable.

What about your employment prospects?
Having a Master’s degree is going to give me that extra step up, especially in this particular field. I am looking to work as an accountant and auditor in the UK for the next few years and then go on to be a CFO in a multinational corporation in another country. I also hope to run my own business one day.
The MSc in Logistics and Supply Chain Management equips you with advanced quantitative and qualitative analytical skills in order to identify areas for improvement within an organisation to gain the competitive edge.

MSc Logistics and Supply Chain Management

Location: Canterbury
Attendance: One year full-time or two years part-time
Start: September
Entry requirements: A good first degree (minimum 2.1 or equivalent), preferably in a quantitative subject, such as engineering, logistics, mathematics, economics or statistics. Applicants with experience in the area of logistics or supply chain are also encouraged to apply. For more information on general entry requirements, see p34.

Logistics and supply chain management form a significant part of any business and success in these areas will give the company a massive competitive advantage. Delivered by world-class, research-active, experienced staff, the MSc in Logistics and Supply Chain Management is designed for high-calibre graduates from science, engineering, and business and management disciplines, looking to gain enhanced quantitative and qualitative skills to support decision making in any logistics area within an organisation.

You benefit from project work, live case studies with real organisations, including a company visit and guest lectures, that will enhance your job prospects.

The programme is accredited by the Chartered Institute of Logistics and Transport (CILT), the UK’s independent professional body for logistics, supply chains and transport. Students who graduate from MSc in Logistics and Supply Chain Management are exempt from the academic requirement for Chartered Membership and while studying your student membership is paid for by Kent Business School. The CILT network connects members worldwide and is the greatest source of professional expertise for the industry. Accreditation and membership deliver significant benefit in terms of career prospects.

Course content
- Contemporary Topics in Logistics and Supply Chain Management
- Data Mining and Forecasting
- Introduction to Logistics and Supply Chain Management
- Management of Operations
- Spreadsheets and Decision Support Systems
- Warehousing and Transport Management
- Two modules chosen from: Business Statistics and Database Management; Digital Marketing; Financial and Management Accounting; Heuristics and Optimisation; Management Science Modelling; Managing the Multinational Enterprise; Marketing; Organisational Behaviour and Human Resource Management; Performance Management; Simulation and Optimisation Software; Strategic Sourcing; Structure and Organisation of the e-Commerce Enterprise; Value Chain Management
- Dissertation in Logistics and Supply Chain Management

Assessment
Assessment is by coursework, examinations and the dissertation.

Career path
The programme will suit students seeking to gain experience to work at all levels of the company, from operational to strategic level. The combination of quantitative and qualitative skills enables you to be a strategic and critical thinker while also having the ability to deal with operational decisions when required.

“Logistics and supply chain management problems may include inventory, transportation, warehousing, location, reverse and green logistics, and customer and supplier relationships. These aspects will, without any doubt, provide the company with a competitive advantage, if approached correctly. This programme helps you respond to this challenge in an area that is constantly evolving.”

Dr Niaz Wassan
Director, MSc Logistics and Supply Chain Management
MASTER’S IN MANAGEMENT SCIENCE AND BUSINESS ANALYTICS PROGRAMMES

Our MSc programmes in Management Science and Business Analytics give you advanced quantitative and qualitative analytical skills. You will be able to apply these to business problems and help organisations thrive in complex environments.

Master’s in Management Science and Business Analytics programmes

Also known as the ‘science of decision making’, management science and business analytics are the quantitative side of management; the skills and practices for understanding business performance to guide evidence-based planning.

As a fast-moving applied discipline, we place great emphasis on the use of the latest state-of-the-art analytics, simulation and optimisation technologies. You use these systems and concepts to undertake case studies, group projects and on our unique student placement scheme. The KBS Student Implant Scheme connects you with businesses requiring analysis expertise and consultancy on solution-oriented projects, running over a three-month period.

A Master’s in Management Science or Business Analytics teaches you to interpret and model data to make recommendations to senior leaders in the boardroom or in government. There is a growing shortage of these skills globally and our graduates can advance in a variety of analytical and consultancy roles not limited by sector or location.

Our programmes are led by one of the largest and most well-established management science research faculty groups in the UK. We rival other universities with the quality of our senior academics and their research, and the level of support provided to our students.

MSc Management Science

Location: Canterbury
Attendance: One year full-time
Start: September
Entry requirements: A good first degree (minimum 2.1 or equivalent) in a quantitative discipline, such as statistics, logistics, mathematics, engineering or any other mathematically based natural science discipline. For more information on general entry requirements, see p34.

The Master’s in Management Science programme equips you with advanced quantitative analysis skills to support decision making, identify the best course of action in complex business situations and optimise processes, procedures and performance. Emphasis is placed on learning fundamental techniques from the fields of management science and operational research, and being able to apply mathematical modelling in an objective way to help solve complex strategic, operational and managerial planning problems.

Course content

- Business Statistics and Database Management
- Consultancy and Research Skills
- Heuristics and Optimisation
- Management Science Modelling
- Simulation and Optimisation Software
- Spreadsheets and Decision Support Systems
- Three from: Data Mining and Forecasting; Financial and Management Accounting; Financial Engineering; Integrated Marketing Communications; International Marketing Strategy; Introduction to Logistics and Supply Chain Management; Management of Operations; Managing Complexity: The Systems Approach; Managing the Multinational Enterprise; Performance Management; Strategy; Structure and Organisation of the e-Commerce Enterprise
- Dissertation

Assessment

Assessment is by coursework, examinations and the dissertation.

Career path

This programme is ideal for students with a good background in a quantitative area who are seeking to gain sound analytical and decision modelling
skills, as well as in-depth knowledge of management, communication and research. Graduates frequently go on to become in-house analysts or consultants within industry and the public sector, including financial services, telecommunications, airlines, manufacturing companies, pharmaceuticals, health care delivery and government.

Graduates frequently go on to become in-house analysts or consultants within industry and the public sector, including financial services, telecommunications, airlines, manufacturing companies, pharmaceuticals, health care delivery and government.

**MSc Business Analytics**

**Location:** Canterbury  
**Attendance:** One year full-time  
**Start:** September

**Entry requirements:** A good first degree (minimum 2:1 or equivalent) in a quantitative discipline, such as statistics, logistics, mathematics, engineering or any other mathematically based natural science discipline. For more information on general entry requirements, see p34.

The MSc in Business Analytics is less technical than the MSc Management Science programme, but more applied and business oriented. Greater emphasis is placed on data analysis and interpretation, predictive modelling and strategic business modelling.

Compulsory modules focus on introducing you to state-of-the-art techniques in statistics, data mining, forecasting, operations management, spreadsheet modelling and general mathematical modelling. Two of the options, which must be chosen from the list below, will equip you with additional training in management science. A third option can be chosen from any other Master’s programme offered by the Business School, allowing you to pursue your personal interests from the full array of business disciplines.

**Course content**

- Applied Business Modelling
- Business Statistics and Database Management
- Consultancy and Research Skills
- Data Mining and Forecasting
- Management of Operations
- Management Science Modelling
- Three from: Applied Marketing Research; Financial and Management Accounting; Financial Engineering; Heuristics and Optimisation; Integrated Marketing Communications; International Marketing

**Assessment**

Assessment is by coursework, examinations and the dissertation.

**Career path**

This programme is ideal for students with a good background in a quantitative area, seeking to gain in-depth knowledge of analytical and predictive modelling skills as well as management, communication and research skills. Graduates of the programme frequently go on to become in-house analysts or consultants within industry or the public sector, including financial services, airlines, telecommunications, manufacturing, pharmaceuticals, health care delivery and government.

“Now more than ever, the use of management science tools and advanced analytical methods is crucial to the success of a business. Our graduates are equipped with data management and analytical modelling capabilities as well as communication and consultancy skills. It’s no wonder that they are highly sought after in a large variety of organisations and have superb career prospects.”

Dr Maria Paola Scaparra  
Director, MSc Management Science and MSc Business Analytics

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**Student profile**

**FEDERICO MACCARI**  
**MSc MANAGEMENT SCIENCE**

**Why did you choose Kent?**

I had different choices all around the world, but the campus facilities, ascending trend of Kent in the rankings, and the perspective of opening myself to not just the UK job market but also the entire Commonwealth, made me choose to come here.

**What have you particularly enjoyed?**

I enjoyed the wide range of modules available but also the idea you gain in the end; that everything is inter-connected, that is how it is in the real world. I also enjoyed living in an international environment with people from every continent, from different cultures and speaking different languages.

**What about your employment prospects?**

This Master’s degree has been crucial to connect my academic studies with the job world. My first degree was focused on giving me knowledge, while this MSc gave me the tools and the path to follow to apply that knowledge to real problems. For me especially, doing the Master’s abroad gave me an international perspective which, in the globalised world, is a must if you want to succeed in business.
Our aim is to produce strong academic and professional research candidates from a small, highly selective cohort. As part of this group, you receive intensive research training to achieve world-leading standards in research methods. You are taught and supervised by leading researchers at Kent Business School.

MRes Business and Management (subject to approval)
Location: Canterbury
Attendance: One year full-time or two years part-time
Start: September
Entry requirements: A good first degree (minimum 2.1 or equivalent) in a relevant subject. We will consider evidence of previous study which indicates the ability to successfully follow the programme. For more information on general entry requirements, see p34.

The programme is for highly qualified graduates wishing to pursue business research, either academically or professionally. This includes students preparing to undertake doctoral research.

The programme develops a range of conceptual, analytical and research skills and competencies across the spectrum of research methods, balancing the acquisition of specialist knowledge. You are provided with qualitative and quantitative analysis skills to enhance your research capability and to enable you to undertake and evaluate credible, independent and contributory research.

Course content
• Applied Business Modelling
• Generating Theory and Presenting Research
• Philosophical Issues and Paradigms in Management Research
• Qualitative Research Methods
• Two modules chosen from: Business in an International Perspective; Business Statistics and Database Management; Buyer Decision Making; Data Mining and Forecasting; Domestic and International Banking; Econometric Methods; Financial Data Modelling; Financial Regulation and Financial Crises; Fixed Income Markets; Management Science Modelling; Managing the Multinational Enterprise
• Dissertation

Assessment
Assessment is by coursework, examinations and the dissertation.

Career path
Graduates are well equipped to pursue a successful career in business and management research, either in academia (through PhD and Doctoral study) or in commercial R&D and senior management. The skills gained enable you to make a contribution to the body of knowledge in an area of interest, which can be used to shape public policy, deliver commercial benefit and improve the efficiency and effectiveness of people and organisations.

“Research in the field of business and management has a profound impact on organisational practices on a global scale. In order to hone their abilities to be future pioneers in this field, our MRes students gain proficiency in the four key pillars of research: methodology, philosophy, qualitative and quantitative skills. These fundamentals are an outstanding quality accelerator for those seeking to enter a PhD programme and have a successful career in research.”

Dr Shaomin Wu
Director, MRes Business and Management
ABOUT THE PROGRAMME

DIRECTORS

Dr Li-Cheng Chang
Senior Lecturer in Management Accounting; Director, MSc International Accounting and Finance

Dr Li-Cheng Chang teaches primarily management accounting. His research interests include performance measurement and balanced scorecard, behavioural aspects of budgetary and management control, and public sector accountability.

Professor Roman Matousek
Professor of Banking and Finance; Director, MSc International Banking and in Finance

Professor Matousek is an expert in the field of international banking and finance. His research focuses on theoretical and empirical inquiry into issues of bank efficiency, financial crises and monetary policy. He recently received a research grant to investigate the bottlenecks of the financial integration process in new EU countries and regularly works on consultancy projects as an external consultant for Global Analytics, London.

Dr Vinh Sum Chau
Senior Lecturer in Strategy; Director, Master’s in Management programmes

Dr Chau’s research interests and expertise relate to strategic performance management, organisational effectiveness, strategy of public and regulated sectors and Asia-Pacific management. Dr Chau publishes in internationally recognised journals such as British Journal of Management, Strategic Change and Managing Service Quality. He has also co-authored a book on the principles and practice of strategic management.

Dr Samantha Evans
Lecturer in Employment Relations and Human Resource Management; Director, MSc Human Resource Management

Dr Evans’ career in human resource management has its origins in the business environment before she pursued an academic career in the field. Her research interests focus on human resources with a particular focus on strategic HRM, employment resourcing and performance management.

Dr Ben Lowe
Reader in Marketing; Director, MSc Marketing

Dr Lowe’s broad area of expertise relates to marketing strategy and he has specific expertise in marketing research, consumer behaviour, pricing and social marketing. He has published widely in internationally recognised journals such as Psychology & Marketing, the Journal of Marketing Management, the Journal of Consumer Behaviour, and the Journal of Product & Brand Management. He currently has a co-authored book on marketing research, in its third edition, which has been widely adopted in the Asia-Pacific market.

Dr Niaz Wassan
Reader in Management Science; Director, MSc Logistics and Supply Chain Management

Dr Wassan’s expertise lies in the areas of vehicle routing and its variants, supply chain management, classical heuristics and meta-heuristics optimisation, tabu search, simulated annealing and genetic algorithms. He holds a PhD in Management Science and an MSc in Statistics.

Dr Maria Paola Scaparra
Reader in Management Science; Director, Master’s in Management Science and Business Analytics programmes

Dr Scaparra’s research interests include mathematical modelling, network and combinatorial optimisation, location analysis, meta-heuristics, infrastructure and transportation investment planning. She is a member of the editorial board of the journal, International Regional Science Review and of several OR Societies (OR, EURO, AIRO, INFORMS). She also acts as a reviewer for several OR and geographical journals.

Dr Scaparra moved to Kent Business School in September 2004 from the University of California, Santa Barbara, where she held the position of postdoctoral researcher in infrastructure and transportation planning. She was awarded an MSc in Engineering-Economic Systems and Operations Research (OR) from Stanford University in 2000 and a PhD in Mathematics Applied to Economic Decisions from the University of Pisa, Italy, in 2002.

Dr Shaomin Wu
Reader in Business-Applied Statistics; Director, MRes Business and Management

Dr Wu has considerable experience in areas such as applied stochastic processes, statistical data analysis, data mining, and risk management. He received his PhD and MSc in Applied Statistics and has written widely on business data analysis and applied stochastic processes in a variety of publications such as European Journal of Operational Research and International Journal of Production Economics.

DID YOU KNOW?

Kent’s international reputation attracts staff and students from across the globe. 38% of staff at the University come from outside the UK and our students represent 149 nationalities.
In this section

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We are a world-class business school, combining high-quality research and rigorous teaching with real-world relevance and strong links to the business community.

Research excellence
Kent Business School is proud of its strong research environment. In the Research Excellence Framework (REF) 2014, an impressive 98% of our research submitted was judged to be of international quality and the School's environment was judged to be conducive to supporting the development of research of international excellence. We were ranked 25th (out of 101) in the UK by the Times Higher Education, placing us in the top third of all UK business schools. Our world-class research informs the rigorous teaching on our programmes through the latest business and management topics and data from our six centres of applied research in the following areas: accounting; finance; management science; people, management and organisation; marketing; and strategy and international business. For further information on our research activities, see p28.

Expert teaching
At Kent Business School, you are taught by expert staff who have 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. Teaching in the School is also supported by leading experts from business and the professions, as well as visiting academics from other universities, who work closely with our permanent academic team.

Highly ranked school
We continually rank among the top 30 business schools in the UK as confirmed by The Guardian University Guide 2016 and the National Student Survey.

Kent Business School is a member of the European Foundation for Management Development (EFMD) and the Chartered Association of Business Schools (CABS). We have an international reputation for the high standard and quality of our programmes, which have received accreditation from leading professional bodies, including the Association of MBAs (AMBA), the Chartered Institute of Logistics and Transport (CILT), the Chartered Institute of Personnel and Development (CIPD), the Chartered Institute of Marketing (CIM), the Global Association of Risk Professionals (GARP) and the Professional Risk Managers’ International Association (PRMIA).

KBS has recently become a signatory of the United Nations Principles for Responsible Management Education (PRME). PRME provides a global network for academic institutions to advance corporate sustainability and social responsibility, and an engagement framework for the incorporation of universal values into curricula and research.

International focus
We believe that an international perspective on business benefits all of our students. Kent Business School has more than 65 internationally recognised academics from 22 different countries. Most of our teaching faculty are involved with researching the latest issues in business and management, actively working with organisations to provide new insight for business leaders and policymakers. Their knowledge and research findings feed into the programmes to ensure they are both cutting-edge and globally relevant.

Current postgraduate students come from over 40 different countries and help contribute to the international environment in the School. We also regularly host students from international business schools in Europe, the USA and Asia. You will therefore be part of a vibrant community of exceptional graduate students who are developing their professional knowledge. The diverse backgrounds of staff and students in the School create a dynamic learning environment, offering plenty of opportunity for discussion and debate.

Business connections
Kent Business School prides itself on delivering a first-class academic education combined with real-world corporate connections. We have long-standing relationships with leading organisations, including Chase Anderson, Barclays, Cummins Power Generation, Deloitte, Enterprise Rent-A-Car, General Electric, IBM, ifs (Institute of Financial Services), KPMG, Microsoft, Lloyds Banking Group, Kent County Council and retail media group, dunnhumby.

“Taking a Master’s really opened my mind to new challenges. This programme laid excellent foundations for the future – I can see I will be applying what I learned for the rest of my professional life.”

Luis Luna
MSc Business Analytics
During your studies, you have the chance to engage in a number of industry-led activities and networking opportunities, including the School’s Student Implant Scheme, live case study work and current business challenges, guest lectures and seminars. These strong corporate links guarantee you valuable exposure to the business world and provide organisations with the opportunity to work with and recruit talented business leaders of the future.

**Worldwide partnerships**

In addition to our links with professional organisations, Kent Business School has strong partnerships with leading academic institutions, including:

- Audencia Nantes School of Management (France)
- Hong Kong Baptist University
- Aarhus School of Business and Social Science (Denmark)
- Carlo Cattaneo University (Italy)
- Universiti Teknologi Malaysia
- University of Ingolstadt, Bayern (Germany)
- City University of Hong Kong
- University of Hong Kong
- Renmin University of China, School of Business.

**Excellent location**

The School is conveniently located at the University of Kent’s Canterbury campus, close to continental Europe and with easy access to London. Canterbury’s historic city centre is just a 25-minute walk or short bus-ride away. It’s a small but beautiful city with stunning medieval buildings, lively bars and pubs, restaurants and cafés, and a wide range of shops. At the heart of the city is the world-famous Canterbury Cathedral, which is one of the venues for the University’s degree ceremonies.

In addition, Canterbury makes an ideal base from which to travel further afield. High-speed trains run regularly between Canterbury West and London St Pancras and take less than an hour. You are also in close proximity to airports, the Channel ports and the Eurostar Terminals at Ashford and Ebbsfleet, from where you can be in Paris or Brussels in approximately two hours.

**Resources and facilities**

Kent Business School provides the ideal environment for you to achieve your full potential and gain the most from your studies. Set in a beautiful woodland environment, our purpose-designed building offers spacious teaching facilities, including executive seminar and lecture rooms as well as access to excellent IT facilities and learning resources.

In addition, KBS is celebrating 25 years of education and growth with significant investment in a new building on its home campus in Canterbury, south-east England. Opening in 2017, the building will be a place for interaction, collaboration and social exchange that will embody and foster the life of Kent Business School and its co-locating school, the School of Mathematics, Statistics and Actuarial Science.

You are also within close proximity to all campus amenities, including the Templeman Library, the Sports Centre, Medical Centre, cafés, bars and bistros, the Gulbenkian Theatre and Cinema, the Colyer-Fergusson Concert Hall, the Graduate School and dedicated postgraduate student accommodation at Woolf College.

**Developing your employability**

Kent has an excellent record of graduate employment: over 96% of our postgraduate students who graduated in 2014 found a job or further study opportunity within six months.

Kent Business School presents a wealth of opportunities for you to gain much more than your valuable business degree. Our strong connections with global organisations provide the chance for you to network and acquire useful connections to enable you to enhance your student experience and increase your employability. We hold events and activities with organisations and associations that will benefit your learning experience and enhance your future career prospects.

Our friendly, international learning environment allows you to forge associations with friends and colleagues while at the School and also after graduation, as part of the Kent Business School Alumni Network. These connections remain with you long after you graduate and may provide assistance in your future career.

For further information on the careers help we provide at Kent, see p31.
In the Research Excellence Framework (REF) 2014, business and management at Kent was ranked 25th for research intensity in the UK by the *Times Higher Education*. An impressive 98% of our research was judged to be of international quality with 67% of that being ‘world-leading’ or ‘internationally excellent’.

As a result of the REF, the School was also ranked 24th for its breadth and depth of research across the whole community of research active staff by the Chartered Association of Business Schools. We now employ over 65 research-active members of staff, and are home to a thriving community of research students.

### Areas of research expertise

Research activities at Kent Business School are broadly organised into six dedicated areas of business management.

**Accounting**

Members of the Accounting group have established strong international reputations for their research in public sector or critical accounting and accounting history across numerous publications and books.

**Finance**

The Finance group addresses academically interesting and practical contemporary issues in finance and banking. Staff pursue research in several areas, including: derivatives pricing and risk management; financial econometrics; international banking; financial regulation; corporate finance; asset pricing and real-estate modelling.

**Management Science**

The Management Science group covers a wide range of research areas in operational research and systems thinking. These include research in the area of logistics including green logistics and network security with a special emphasis on the innovative design and analysis of heuristic and exact optimisation, DEA, operation management, multivariate analysis, biometrics, multi-methodology and Soft OR/systems.

**Marketing**

Research in this group cuts across four main domains: marketing strategy and performance; product development and innovation; buyer behaviour; and the management of supply (value) chains and market delivery systems. Strong links with industry and an international network of research partners support the group’s empirical research, and a growing body of postgraduate research students is at the heart of the theoretical and conceptual work in which the group is engaged.

**People, Management and Organisation**

Research examines key themes in the areas of employment relations, human resource management, organisational behaviour and leadership at both national and international levels. The group covers a wide range of research topics, including: employment relationships; the role of social partners; the effects of skills, technology and culture on the world of work; employee engagement; and the role of leadership in determining organisational performance. The group includes researchers from a variety of academic backgrounds. It therefore works from a multidisciplinary perspective, utilising both historical and futuristic perspectives.

**Strategy and International Business**

The Strategy and International Business group carries out research in strategic management and international business. Current research topics include: corporate social responsibility; dynamic capabilities and performance management; international business in Central and Eastern Europe; international strategic alliances; internationalisation of professional services firms; international strategy; management of multinational enterprises; management of not-for-profit organisations; and non-market strategies.
Centres of applied research

We are proud of the role we play in business communities locally and internationally. Our six centres of applied research interact with the corporate world and foster links with other academic and research institutions globally.

Anglo-Chinese Business and Management Centre
Director: Professor Steve Liu
This is the first collaborative research centre of its kind between China and the UK, providing a joint research unit for Kent Business School and our partners in the Chinese Academy of Sciences and the Beijing Foreign Studies University.

Centre for Employment, Competitiveness and Growth
Director: Professor Yannis Georgellis
Providing world-class research on performance issues relating to work, employment relations and leadership, the Centre works with hundreds of small and medium-sized enterprises (SMEs) and the policy community that supports them. It hosts ‘Promoting Sustainable Performance’, a multi-method research programme which identifies the characteristics of higher-performing SMEs, and provides exclusive access to data and contact with regional SMEs. The Centre has launched an executive education programme for ambitious business owner-managers called the BIG Journey.

Centre for Logistics and Heuristic Optimisation
Director: Professor Said Salhi
The Centre for Logistics and Heuristic Optimisation uses developments in the area of logistics heuristic research and practical optimisation research to tackle real-life problems in the public and private sectors. Acting as a focal point, the Centre attracts visiting scholars, research fellowships and PhD students, and assists companies in solving complex strategic, tactical and operational problems.

Centre for Quantitative Finance
Director: Professor Radu Tunaru
The Centre for Quantitative Finance provides excellence in the research of contemporary issues in financial markets that require a quantitative approach. The main role of the Centre is to carry out research that fills the gap between academia and current problems faced by the industry, whether in conducting comparative studies on pricing and risk management methodologies, or designing improved financial products that can serve the wider community better, or simply being the first stop for policymakers, hedge funds or finance houses, where they can commission quantitative studies on topics they do not have expertise in.

Centre for Tourism in Islands and Coastal Areas
Director: Dr Mark Hampton
The Centre for Tourism in Islands and Coastal Areas offers research and consultancy for governments, agencies, the private sector and other funders on all issues concerning coastal tourism in less developed countries. Expertise in the Centre covers: socio-economic and environmental impact studies; policy and planning for coastal tourism; post-disaster tourism recovery; and niche tourism areas such as backpackers, ecotourism, marine tourism and volunteer tourism.

Centre for Value Chain Research
Director: TBC
The Centre for Value Chain Research provides a focus for multidisciplinary research on value chains, in particular how organisations create value and improve efficiency and effectiveness of the operations and supply chain performance. Based at the University’s Medway campus, the Centre has a large network of collaborators and partners in academia, industry and the public sector in the UK and internationally. The Centre hosts the Consumer Insight Service in partnership with dunnhumby, providing consumer insights for the food industry by allowing Kent Business School students exclusive access to consumer information from a leading UK supermarket.

Further information
For more information about the research activities at Kent Business School, see www.kent.ac.uk/kbs

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In the Research Excellent Framework (REF) 2014, the School was ranked 24th for its breadth and depth of its research across the whole community of research-active staff, according to analysis by the Chartered Association of Business Schools.
FUNDING YOUR MASTER’S STUDIES

The annual tuition fees for 2015/16 for full-time students on postgraduate taught programmes in Kent Business School can be found at www.kent.ac.uk/finance-student/fees

Fees are correct for 2015/16. Fees will increase year on year by no more than RPI+3% in each academic year of study, except where regulated. Where fees are regulated (such as by the Department of Business Innovation and Skills or Research Councils UK), they will be increased by an amount up to the permitted increase.

Fee-paying categories
UK or European Union (EU) fee status depends on your nationality and residency. In general, students paying the UK or EU fee should have ‘settled status’ under UK immigration regulations prior to the start of their course. Students holding full EU nationality should have been resident in the European Economic Area for non-educational purposes for three years prior to the start of their course. The UK/EU category also includes EU students with indefinite leave to remain in the UK.

Payment of tuition fees
You must pay fees in advance at the beginning of each academic year. There are two main ways of paying:
• in full – this qualifies for a 2% discount if cleared funds are received in full by 31 August
• in two instalments – 50% on or before registration, and 50% by 1 December

Living costs
Each student has different circumstances, so to help you estimate your living costs, we provide an online calculator at the website below.

Further information
www.kent.ac.uk/finance-student

Financial support
To help fund your postgraduate studies, the University of Kent has a generous budget in excess of £9 million.

The University allocates over £7 million from its own funds and attracts an additional £2 million to provide a variety of financial support opportunities for postgraduate students. There are a number of School scholarships, as well as location-specific funding, sport and music scholarships, and funding specifically for overseas fee-paying students.

Kent Business School Early Bird Scheme
Kent Business School is offering applicants incentives to commit early under our Early Bird Scheme. Applicants who apply before 31 March and subsequently accept their offer and pay their deposit by 30 April, will automatically receive a 10% discount on their tuition fee payment for their postgraduate programme.

Kent Business School Scholarships
Kent Business School is able to support postgraduate taught students through merit-based scholarships to help reduce the cost of postgraduate study.

We can award funding to exceptional students who are likely to perform consistently at the top of their class and/or make an outstanding contribution due to their work experience and/or diversity of background. Scholarships are awarded to students who have the potential to be successful ambassadors for Kent Business School during their studies and, following graduation, as part of the School’s alumni community, assisting with networking and recruitment events and fairs in their home countries.

Successful candidates will be asked to contribute to the Business School by undertaking a minimum of three activities, which may include sitting on the Student Council or becoming a student representative. Other activities that scholarship awardees can be part of include playing an active part in the running of the Student Business Club on campus, becoming an e-Buddy for prospective applicants, writing a student blog, being part of the Student Editorial Board within the School’s Marketing Team or assisting with postgraduate recruitment events on campus.

Kent Business School Bursary Fund
Kent Business School can also assist postgraduate taught students via its bursary fund.

International student scholarships
Kent offers a number of scholarships to international students for entry at taught Master’s level. They are worth £5,000 (for one year of study) towards the cost of tuition fees and are offered to nationals of any country paying fees at the overseas rate.

Loyalty awards
The University of Kent values its graduates and alumni, and is pleased to offer special schemes to assist with the cost of postgraduate study:
• the Alumni Loyalty Discount offers a 10% reduction on the cost of the first year’s fees
• the Graduate School Scholarship provides a scholarship of £1,000 towards the first year’s fees for those moving directly from undergraduate to postgraduate study
• Kent graduates progressing to study for a Master’s programme in the Business School may qualify for the Double Loyalty Scheme, offering a further reduction on tuition fees.

Please note that the Alumni Loyalty Discount cannot be used in conjunction with the Graduate School Scholarship. Students should apply for either the Alumni Loyalty Discount or the Graduate School Scholarship, whichever provides the greater discount.

Further information
The details of postgraduate student funding are constantly being updated. For the most up-to-date information on the financial awards available, please visit www.kent.ac.uk/pgfunding
At Kent, we are committed to enhancing the employability of our students, equipping you with the right skills to successfully enter the competitive world of work.

**Excellent career prospects**

Kent has an excellent postgraduate employment record: over 96% of our postgraduate students who graduated in 2014 found a job or further study opportunity within six months.

Our students gain much more than an academic qualification when they graduate from Kent Business School. In today’s business climate, employers are increasingly demanding more from new employees and we are proud that they continually seek out our graduates for their organisations across the globe. Employers respect our dedicated teaching and reputation for delivering international business expertise, leading global research and an outstanding international learning experience.

The University and Kent Business School also provide a comprehensive package of skills development training programmes, careers advice, and volunteering and paid work opportunities to help enhance your career prospects.

Whatever your chosen career path, even if you are still unsure, we will equip you with the academic knowledge, together with a broad range of transferable skills, to make you more employable.

**Strong industry links**

Kent Business School has excellent relationships and links with many of the world’s top organisations, and other leading academic institutions and partners, providing opportunities to widen your experiences and enhance your employability. You can attend or take part in regularly hosted events, workshops and seminars with guest lecturers from top international organisations, as well as networking opportunities and live projects for organisations. Our Student Implant Scheme allows students on our taught postgraduate programme in Business Analytics to work alongside businesses during their studies and put their learning into practice.

**Graduate destinations**

Our graduates have gone on to work for top global companies, including: Apple, Bloomberg, Boeing, Christian Dior, Citi Bank, Danone, Deloitte, Deutsche Bank, Ericsson, Ernst & Young, GSK, HSBC, IBM, Kimberly-Clark, Lloyd’s of London, PwC, Tata Group and The Walt Disney Company. Although many of our graduates are sought by global employers, others go on to start their own businesses or continue to study in their areas of interest, choosing to deepen and develop their expertise with further research-based study.

**Skills development**

Employers are looking for highly advanced skills in postgraduate students that will enable them to operate effectively at a senior level and go on to successful careers in business, industry and academia.

At Kent, we help you to gain transferable skills through your academic studies and also through participation in the University’s range of skills development programmes.

Taught postgraduate students can choose to apply for a place on the Global Skills Award training programme. Delivered by the Graduate School, the programme is specifically designed to consolidate your awareness of current global issues and improve your employment prospects.

**Kent Business School Alumni Network**

Kent Business School has a thriving alumni network which facilitates social, business and networking opportunities. With over 15,000 graduates, it communicates on many levels to keep alumni in touch with each other, with the Business School, with current students and with the latest developments in business.

“The MSc in Management Science was a focused course that allowed me to develop my existing skills and practise their application. I was confident I could use my knowledge to add value to any working team and, as a result of coursework I completed as part of my programme, I was offered a place in the financial team at DDB London, a top advertising agency.”

Sam Bordbar
MSc Management Science graduate, now working for global consultancy, Blue Rubicon

**Careers and Employability Service**

Our Careers and Employability Service can help you to plan for your future by offering one-to-one advice at any stage of your studies. It also provides online advice on employability skills, career choices, applications and interview skills. In addition, Kent Business School’s qualified careers practitioners provide support to all our postgraduate students for up to three years after graduation.

**Paid work at university**

Paid work through temporary or part-time jobs helps cover your living costs and gives you the opportunity to gain practical experience and work-related skills while you are studying. The students’ union at Kent (Kent Union) runs Jobshop, a job agency that advertises approximately 3,200 vacancies in areas such as translation, mentoring, silver service, website development, retail and charity fundraising. The vacancies are displayed in the Jobshop centre on the Canterbury campus, where you can drop in for advice, and also on our regularly updated website. You can register for the service online.

**Volunteering**

Kent Union, in conjunction with the University, runs a student volunteering scheme which gives you a chance to try something new or give service to the local community and to the University. All volunteers are supported by Kent Union volunteering staff and there is an accredited certificate scheme – the Kent Student Certificate for Volunteering (KSCV).

**Student enterprise**

Building on our students’ growing enterprise culture and activities, we can help you further develop your enterprise skills and business ideas. On Kent’s Canterbury campus, The Bulb is the student innovation space in the Canterbury Innovation Centre, running talks and workshops with visiting speakers from the world of industry. In addition, Kent Enterprise Hub offers help and advice if you are thinking about starting your own company or becoming self-employed.

**Further information**

**Careers and employability**
www.kent.ac.uk/ces
www.kent.ac.uk/employability

**Jobshop and volunteering**
www.kentunion.co.uk
Ashira Ramli graduated from Kent with an MSc in Management (International Business). She now works for the Central Bank of Malaysia as a Strategic Planning and Communication Executive for the Currency Management Division.

What attracted you to studying Management (International Business) at Kent?
Several universities offered similar courses but Kent Business School provided a comprehensive package with a wide range of modules that suited my interests. I was also attracted to the friendly learning environment, which allowed for more one-to-one interactions with the teaching staff.

What did you particularly enjoy?
Kent is very culturally diverse and I enjoyed meeting friends and making connections with people from all over the globe. This really enabled me to adapt to cultural differences, build on my communication skills and develop as a person.

What about the teaching?
The lecturers were experienced and well-matched to the subjects they taught. Alongside the formal teaching, they were able to share their valuable real-life experiences with us.

Could you describe your career path since leaving Kent?
I took a few months’ break post-study to travel and then started to scout around for jobs after settling back in my home country of Malaysia. One of the toughest interviews I had was for the Central Bank of Malaysia, an institution with a remarkable reputation in my country and, to my surprise, I managed to secure a job despite competition from 3,500 other applicants.

What are you doing now?
I am currently working for the bank as an Executive for Strategic Planning and Communication for the Currency Management Division. My role is quite varied and I am doing different things every day. Currency management is a niche market, so there’s always lots of things to learn and explore.

How have your studies at Kent Business School helped you in your career?
My degree opened up a wider range of career options, encouraging me to set high expectations for myself. The experience I gained at Kent has really helped to equip me with the expertise required to go into this challenging industry.

What’s next for you?
I see myself running my own business a few years down the road. I will go all out to meet my objectives with the determination to learn new things. I hope to put into practice all the experience I have gained and challenge myself to strive to be the best.

What advice can you offer potential students?
Kent is a beautiful place – like a home away from home. Choosing to come here is a decision that you will never regret!

GRADUATE DESTINATIONS

Kent Business School graduates are employed by organisations across the globe, including the Bank of China, Boeing, Coca-Cola, Deloitte, KPMG, GlaxoSmithKline, HSBC, Lloyd’s of London and Tesco.

Kent Business School / Taught postgraduate programmes
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37 / University of Kent
ENTRY REQUIREMENTS AND APPLICATIONS

Below, you will find information on entry requirements and application procedures for Kent Business School’s taught postgraduate programmes.

Entry requirements
If you wish to apply for a higher degree at Kent Business School, you must normally hold a first or upper second class honours degree (or equivalent) in a relevant or appropriate subject.

For specific entry requirements, please refer to the individual programme entries.

Applicants who hold extensive managerial work experience may wish to consider our Kent MBA programme offered within the Business School. Please visit www.kentmba.com for further details.

English language requirements
Students whose first language is not English, and who live or study in a non-majority English-speaking country are required to have an appropriate grade/score in an approved English language examination as defined by UK Visas and Immigration (UKVI).

The English language requirements for all of our qualitative programmes (Master’s in Management programmes, MSc Human Resource Management and MSc Marketing) are as follows:

- International English Language Test (IELTS) with a minimum overall score of 7.0 (which includes a minimum of 6.5 in reading and writing, and 6.0 in listening and speaking).

The English language requirements for all of our quantitative programmes (MSc Finance and Management, MSc Finance, MSc International Banking and Finance, MSc International Accounting and Finance, MSc Logistics and Supply Chain Management, MSc Management Science and MSc Business Analytics) are as follows:

- International English Language Test (IELTS) with a minimum overall score of 6.5 (which includes a minimum of 6.0 in reading, writing, listening and speaking).

The University will also accept Pearson Test of English (PTE) Academic and Cambridge English: Advanced and Cambridge English Proficiency for students studying for degree level or above.

Please note, for students requiring a Tier 4 student visa who will be applying for entry to a Pre-sessional programme, the University can only accept a valid Secure English Language Test (SELT) as proof of English language, alternative qualifications will not be accepted. IELTS is the only approved SELT provider acceptable to UKVI.

Please ensure that you check the University’s website for up to date information on English requirements to ensure you meet the latest requirements made by UKVI. www.kent.ac.uk/emc/eng-lang-reqs

The University also provides additional English language support throughout the year at no additional cost.

How to apply
You can apply for all postgraduate programmes offered within the Business School via the University’s website at www.kent.ac.uk/courses/postgrad/apply. Please ensure that all supporting documentation is submitted with your online application. You will need to show the originals of your scanned supporting documentation when you come to enrol on your programme. On receipt of your online application, you will be sent an acknowledgement email. All communication with Kent Business School in respect to your application will be made via email. It is therefore important that you supply us with a unique personal email address on your application form. If you are processing your application through an agent, we will copy the agent into all your formal decision correspondence from Kent Business School.

Required documentation
When making your application, you must submit the following:

- completed online application
- statement of purpose, outlining your reasons for applying to the programme at the University of Kent and Kent Business School
- academic transcript (an interim transcript will be required for students in their final year of studies)
- professional qualification (if applicable)
- degree certificate (required on completion of studies)
- two reference letters, one of which must be academic and from your current or most recent institution/university. Online references must be from a verifiable email address and not a webmail address such as yahoo or gmail, for example
- certificate of English language proficiency (see left) for non-native speakers (for tests taken within the last two years)
- copy of passport (international students only).

Early Bird Scheme
Kent Business School is offering applicants incentives to commit early under our Early Bird Scheme. Applicants who apply before 31 March and subsequently accept their offer and pay their deposit by 30 April will automatically receive a 10% discount on their tuition fee payment for their postgraduate programme.
Application deadlines

As places are limited, we advise applicants to submit their application early to guarantee consideration of an offer, ideally before the end of March to also take advantage of our Early Bird Scheme (see opposite). We will ensure that your application, once received, is given the highest level of professional attention and review. We can usually give you a decision on your application within one to two weeks from initial receipt, providing you have submitted a fully completed application with supporting documentation.

Applications for all programmes received after 31 July will be considered on a case-by-case basis if places are available.

Deposit

A deposit of £1,000 will be required when you accept an offer to secure your place to study at Kent Business School and will be deducted from your tuition fees. Should you not meet the requirements of your offer, your deposit will be refunded in full. The deposit can be made securely via the University’s Online Store at http://store.kent.ac.uk

If you pay your deposit by 30 April and have applied before 31 March, you may be able to take advantage of our Early Bird Scheme.

Applying for accommodation

If you wish to apply for campus accommodation, you need to have received an offer for a place to study and make an online application for accommodation by 31 July. Please see www.kent.ac.uk/accommodation for further information.

Application checklist

- Completed online application
- Statement of purpose
- Academic transcript (interim transcript will be required for students in their final year of study)
- Professional qualification (if applicable)
- Degree certificate (required on completion of studies)
- Two reference letters (at least one academic)
- Certificate of proficiency in English (if applicable). Test scores over two years old will not be accepted
- Copy of passport (photo ID pages only)

Contact details

Graduate Admissions Office, Kent Business School, University of Kent, Canterbury, Kent, CT2 7PE, UK

T: +44 (0)1227 827726  
F: +44 (0)1227 761187  
E: kbsadmissions@kent.ac.uk

This brochure was produced in July 2015. The information contained within this brochure was correct at the time of going to press. For the most up-to-date information, please see www.kent.ac.uk/pg

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 a programme is discontinued, the University will make every effort to provide a suitable alternative. For full terms and conditions, please see www.kent.ac.uk/termsandconditions

To register for a programme of study, all students must agree to abide by the University rules and regulations (available online at: www.kent.ac.uk/regulations).

Data protection and consent to process: for the University to operate efficiently, it needs to process information about you for administrative, academic and health and safety reasons. Any offer this institution makes to you is subject to your consent to process such information and is therefore a requirement before we can register you as a student.
COME AND VISIT US

We welcome and encourage you to visit our campuses and specialist postgraduate centres.

The University holds a number of organised events, such as our general Open Days and also postgraduate information events, which give you a flavour of what it is like to be a student at Kent. Please see www.kent.ac.uk/opendays or contact the Recruitment and Admissions Office for further details.

If you are not able to attend one of these planned events, you are still welcome to visit the University and join one of our campus tours. The tours are conducted by Kent students/graduates who will be able to give you an insight into what it is like to be a student at Kent. Alternatively, the Canterbury campus is open to the public at any time for self-guided tours. Please visit www.kent.ac.uk/informal for more information or to book a planned tour.

International students

The University has many local representatives around the world. If you wish to speak to a representative in your own country, please contact International Development or visit the website below. We hold interview and guidance sessions at the offices of our representatives, which enable you to meet with a member of staff.

Staff from the University visit many countries throughout the world, often at higher education fairs, giving you the opportunity to speak to a member of staff who can answer your questions about all aspects of life at Kent. We also hold pre-departure events in-country for new students.

For further information, see www.kent.ac.uk/internationalstudent

Travelling to our Canterbury campus

By air
The nearest major airports to the Canterbury campus are London Heathrow (LHR) and London Gatwick (LGW), both with excellent transport links to central London and onwards.

By rail
London St Pancras to Canterbury West: journey time approximately 56 minutes.

By bus
London Victoria to Canterbury bus station: journey time approximately 120 minutes. Canterbury bus station to the University (regular service): journey time approximately 15 minutes.

By road
From London, the north and west: M25, (M20), M2, A2. Canterbury central ring road, A290 Whitstable Road, St Thomas Hill, approximately one mile (1.6km) up the A290, University entrance on right (signposted) near the top of hill.

Campus map
www.kent.ac.uk/maps/canterbury

Further information

Kent Business School,
University of Kent,
Canterbury, Kent,
CT2 7PE, UK
T: +44 (0)1227 827726
F: +44 (0)1227 761187
E: kbsadmissions@kent.ac.uk

Recruitment and Admissions Office,
The Registry,
University of Kent,
Canterbury, Kent,
CT2 7NZ, UK
T: +44 (0)1227 827272
F: +44 (0)1227 827077

International Development,
The Registry,
University of Kent,
Canterbury, Kent,
CT2 7NZ, UK
T: +44 (0)1227 824904
F: +44 (0)1227 823247
E: international@kent.ac.uk
UNIVERSITY OF KENT

Kent is one of the UK’s leading universities, ranked 16th in The Guardian University Guide 2016. In the Research Excellence Framework (REF) 2014, Kent is ranked 17th* for research intensity, outperforming 11 of the 24 Russell Group universities.

European connections
Kent is known as the UK’s European university. Our two main UK campuses, Canterbury and Medway, are situated in the south-east of England, close to London, and we also have study locations in Brussels, Paris, Athens and Rome.

We have a diverse, cosmopolitan population with 149 nationalities represented. We also have strong links with universities in Europe and, from Kent, Paris and Brussels are around two hours away by train.

World-leading research
Kent’s excellent performance in the Research Excellence Framework (REF) 2014 confirmed our position as a leading UK university: our academic schools were found to be engaged in research of international and world-class standing. With programmes of study that are informed by research, our students are able to develop skills and knowledge relevant to contemporary issues.

Top-rated schools
Our schools have outstanding reputations in terms of the quality of their teaching and research. This is further confirmed by their excellent ratings in independent surveys such as the REF, the National Student Survey and the UK university league tables.

A global outlook
Kent has an excellent international reputation, attracting academic staff and students from around the world. Our academic schools are engaged in collaborative research with universities and organisations globally, creating knowledge that is highly influential in many areas. Most of our programmes have a strong international focus and Kent’s global outlook is strengthened by our long-standing links with continental Europe.

A strong academic community
A thriving intellectual community of students and staff is fundamental to Kent’s teaching as a research-intensive university. In addition to lectures and seminars, our taught students benefit from a rich and stimulating research culture. Academic schools hold regular events to provide a forum for students and staff to discuss their ongoing research activities. Schools also invite speakers, who are leaders in their field, to give guest lectures at Kent.

First-class academic facilities
We understand that it’s particularly important for postgraduate students to have access to a wide range of academic publications and resources. Kent’s libraries offer a wide range of books, journals and periodicals, and we have subject-specific librarians to help you secure access to the information you need.

We also offer excellent teaching facilities with tailor-made specialist resources. Academic schools have specific study areas for postgraduates and there is also a general postgraduate common room with work area and wireless access on our campuses.

Funding
Kent provides a variety of financial support opportunities for postgraduate students. These range from School scholarships through to location-specific funding, sport and music scholarships, and funding specifically for overseas fee-paying students. For further information, see www.kent.ac.uk/pgfunding

Visiting the University
The University also holds Open Days and postgraduate recruitment events throughout the year. Please see www.kent.ac.uk/opendays

Location
Canterbury
School
Kent Business School
Taught Master’s programmes
• Business Analytics MSc
• Business and Management MRes
• Finance MSc
• Finance and Management MSc
• Human Resource Management MSc
• International Accounting and Finance MSc
• International Banking and Finance MSc
• The Kent MBA
• Logistics and Supply Chain Management MSc
• Management (General) MSc
• Management (International Business) MSc
• Management Science MSc
• Marketing MSc

Applications
Online at www.kent.ac.uk/courses/postgrad/apply

Further information
Graduate Admissions Office,
Kent Business School,
University of Kent,
Canterbury, Kent,
CT2 7PE, UK
T: +44 (0)1227 827726
F: +44 (0)1227 761187
E: kbsadmissions@kent.ac.uk

*of 122 universities, not including specialist institutions
COME AND VISIT US

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