

Masters in Management
Master's of Management Science Programmes
Specialist Master's Programmes

September 2010 Entry

University of **Kent**





Key Dates

1st Admissions Period Deadline 30 January 2010
2nd Admissions Period Deadline 30 April 2010
Final Admissions Period Deadline 30 June 2010
Scholarship Deadline 30 June 2010

Terms Dates 2010/2011

Autumn Term: 27 September – 17 December 2010
Spring Term: 17 January – 8 April 2011
Summer Term: 9 May – 17 June 2011



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Choosing Kent

The County

Close to London, Close to Europe

Situated just 90 minutes from London by train, Kent is the UK region closest to continental Europe. Ferry crossings leave regularly from Dover and the Eurotunnel is a half hour drive. Eurostar trains from Paris, Lille and Brussels come directly to Kent in just 2 hours via the Ashford International Station. Gatwick airport is a one hour drive from Canterbury. In 2009 a fast speed train will connect Canterbury with London in just under 60 minutes.

The Kent landscape consists of rolling hills and wooded valleys dotted with orchards, vineyards and hop gardens, picturesque villages, historic towns, castles, gardens and historic country houses – all set in the beautiful countryside of the “Garden of England”. It also has a wonderful coastline including the famous “white cliffs of Dover”.

Kent is home to 400 foreign-owned companies, the region is keen to attract foreign investment from global companies and to develop the ever important Small and Medium Sized Enterprises (SMEs). This rich SME environment serves as an excellent source for projects for our students and for future employment. And of course, the attractions and opportunities of London are close by

The City of Canterbury

Canterbury, England's most famous cathedral city of Geoffrey Chaucer's Canterbury Tales and now a UNESCO world heritage site, is rich in ancient history and English heritage. It provides a quality, culturally-enriching and cosmopolitan living

environment. The side streets and the River Stour are lined with historic medieval buildings. Amongst the street cafes and quality restaurants you will find many bars, pubs and live music venues as well as markets and specialist shops where you can purchase foods from around the world.

The University Campus

The University of Kent campus overlooks the city of Canterbury. The attractive, leafy campus has a wide range of facilities from a modern Sports Centre, Library, Theatre and Cinema to shops, banks, restaurants and cafes. Accommodation is available on campus for all postgraduate participants who have accepted a place and who apply for a room before the end of July.

The University has a wide range of student clubs and activities on offer.

There is much additional support in study skills such as time management and essay writing as well as English language support for those students whose English is not their mother tongue. This is free of charge to students enrolled on the postgraduate programmes.

The Business School

A short walk from the main student activity hub and the Sports Centre is Kent Business School. A well-designed, purpose-built facility, with executive-style seminar and lecture rooms, the School has a small IT suite which is for exclusive use of the postgraduate students and a light, airy reception area for meeting with fellow students over a coffee or holding business networking receptions. All of the School is equipped with wireless facility.

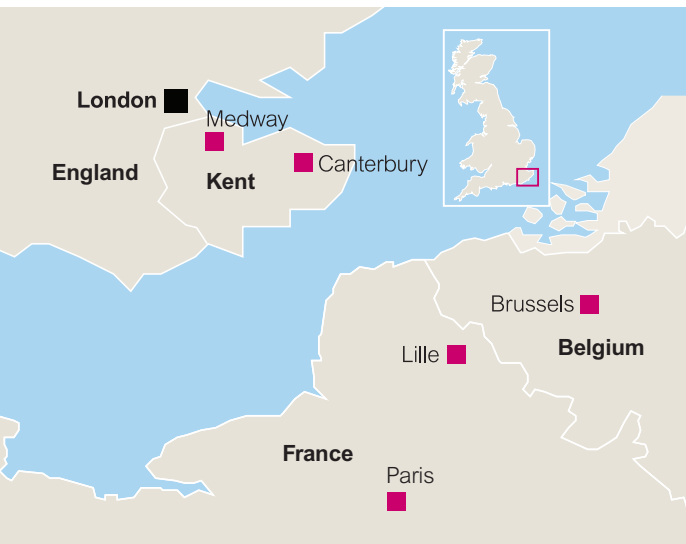
All the programme modules are available on-line through the School's virtual learning environment which is invaluable for on-line discussions, sharing and access of information outside of class time.

In addition to having full access to the university careers service which has dedicated staff and resources to support your career search, the postgraduate students will have the personal support of an experienced Postgraduate Career's Specialist within the Business School.

The postgraduate business and management community at Kent is very dynamic and there are many opportunities to network with full-time and Executive MBAs as well as with other members of the business community at the Business Seminar Guest Speaker Series.

Students also have the chance to become involved in our partner charity “Porchlight” which is dedicated to the prevention of homelessness in Kent. Students can also join the University Business Society or the Business School's Marketing Forum.

Business School's Marketing Forum. The Student-Staff Consultative Committee is an ideal platform for sharing your ideas with the School's Management on how to improve your experience as a postgraduate student at Kent Business School.







International mindset, International connections

Kent Business School has a dynamic international community:

- The School has 58 full-time academic staff from 20 different countries all of which are internationally renowned for their research and publications in leading journals around the world and their work with organisations in the public and private sectors.
- The current students on postgraduate study come from over 60 countries and help contribute to the international environment at the School. The programme is enhanced by our Erasmus students who come from all around Europe.
- The School has excellent links with other academic institutions which have led to the creation of the unique partnerships with the Université du Littoral and the Universities of Lille in France. We have had a long-standing relationship with the University of Deusto in Spain and the Reims Management School in France as well as study programmes with the Beijing Foreign Studies University in China and a double masters degree with the Hong Kong Baptist University. Other international partnerships include the University Teknologi of Malaysia, the Università Cattaneo Castellanza in Italy and the Deggendorf Technical University in Germany.
- Our international academic staff each bring a wealth of professional and academic networks in countries like India, Iran, Australia, Romania or USA all of which enhances the international reputation of Kent Business School.
- Our flagship AMBA accredited MBA programme in Canterbury is available to professionals with at least three years managerial work experience or as an executive modular programme in Athens, Greece. The Kent MBA in Athens is hosted by our partners, the Hellenic Management Association.





Research-driven innovation and relevance

There are seven main clusters of research and expertise at Kent Business School which feed into the core modules of the programme and help create the specialist pathways and specialist Master's that you will be able to choose in your first three months on the course. Sustainability and principles of responsible business are an integrated theme across all pathways. Our programmes often multidisciplinary in approach bringing together expertise in the areas of:

- Accounting and Finance
- Management Science
Organisational Behaviour, Human Resource Management and Industrial Relations
- Operations Performance Improvement
- Retail Marketing and Supply Chain Management
- Strategy and International Business
- Interdisciplinary Research Themes

Kent Business School has developed a world-class Management Science group drawing from academic expertise in operations management, operational research, statistics, mathematics, simulation and computing. This group is very research active as well as being very much in contact with "real world" demands. The School has particular strength in problem-structuring methods, an area in which the UK is in the vanguard.

The School is proud of its role in business communities both locally and internationally. Our Centres for Applied Research interact with the corporate world and foster links with other academic and research institutions across Europe and indeed around the world:

Anglo-Chinese Business and Management Centre (ACBMC) is a joint research unit built with Kent Business School and partners in the Chinese Academy of Sciences and the Beijing Foreign Studies University. It also includes members from London School of Economics, Nottingham University, Southampton University and Warwick University. It is the first collaborative research centre of this kind with China in the UK and is led by Professor Steve Liu.
www.kent.ac.uk/kbs/ACBMC

Centre for Value Chain Research (CVCR) is directed by Professor Andrew Fearn and provides world-class research delivering a value-based approach to supply chain performance improvements with a consumer-driven focus. The centre also provides consumer insight for the food industry by allowing Kent students to have exclusive access and work with consumer information from the UK's leading supermarket database.
www.kent.ac.uk/kbs/CVCR

Centre for Employment Competitiveness and Growth (ECG) directed by Dr Mark Gilman aims to play an important role in fostering a greater awareness of the practices, processes and constraints that lead to sustainable improvements in employee efficiency and performance, and hence organisational competitiveness and growth, amongst academic, business, practitioners and social partners.
www.kent.ac.uk/kbs/ECG

Centre for Tourism in Islands and Coastal Areas (CENTICA) is a research centre headed up by Dr Mark Hampton which focuses on one of the most dynamic sectors in international business: Tourism in Islands and Coastal Areas. The centre is concerned with the complex impacts of tourism with a particular focus on economic development and regeneration in both developed and developing regions.
www.kent.ac.uk/kbs/CENTICA

Centre for Logistics & Heuristic Optimisation (CLHO) is directed by Professor Said Sahlí. It focuses on new applied research developments in the area of logistics using heuristic search and practical optimisation to tackle real-life problems arising both in the public and the private sectors. Some of these applications include scheduling and routing, production, facility location, network security enhancement. Other areas work with data mining and aspects of health management and medicine, finance and the environment.
www.kent.ac.uk/kbs/CLHO

Centre for the Evaluation of Research Performance (CERP) Directed by Professor John Mingers and Professor Steve Liu, this centre focuses on finding and disseminating better ways to measure the research that is being carried out by individuals and institutions. The Centre builds on previous published research and activities in this area including a high-profile Academic Workshop on Performance Management which is now in its third year.

Did you know...

55% of all research at Kent Business School was classified as "Top International Quality" in the 2008 RAE. This positions us in the top third of all UK Business Schools.



Did you know...

The Masters in Management programmes have been approved and accredited by the Chartered Institute of Marketing.
www.cim.co.uk

www.kent.ac.uk/kbs/postgraduate

Masters in Management Programmes

I am delighted that you have decided to explore the postgraduate opportunities at Kent Business School.

We offer a range of Masters in Management programmes specifically designed for those of you who wish to pursue a management related discipline but who have little or no work experience.

The Masters in Management programmes are designed for graduates with less than three years work experience, particularly from non-business related who are seeking an understanding of the world of business and management. These general management programmes give you the option of branching out into a range of specific specialist pathways once you have discovered where your real interests lie. By choosing a specialist pathway you will start to determine which area of business or management you would like to build your career in.

The Masters in Management programmes are designed around five taught core general management modules which are taken primarily during the first three months of the course. Students may then select the compulsory modules and electives which will lead them to their final degree.

The degree pathways available for 2010 include:

- MSc Management
- MSc e-Business Management
- MSc Marketing Management
- MSc International Business Management
- MSc Accounting & Financial Management (for non-finance graduates)
- MSc Human Resource Management

In response to industry trends and employer input, Sustainability is no longer a separate pathway. Responsible Business Management is embedded as a common thread throughout all the modules across all programmes.

Some of these pathways are also available for UK residents to pursue part-time, please visit the website for details.

The Masters in Management programmes are truly international with a rich and diverse mix of academic staff and students who will bring a refreshing approach to the world of international business issues regardless of which programme you follow. Our approach is to challenge, inspire and develop your skills to operate effectively and responsibly in a truly global business environment. If you are up to this challenge, Kent Business School is the place for you.

Dr Sue Hornibrook, Director of Masters in Management Programmes

Masters in Management – programme structure

	MSc Management	MSc e-Business Management	MSc Marketing Management
Course Aims	Aims to provide students with an in-depth insight into all areas of general management within an international business context.	Aims to introduce students to the unique management concepts and key issues faced by electronic businesses and their processes.	Aims to give students an insight into the way marketing and communication influences all areas of management.
Core Modules	Research Methods		
	Financial and Management Accounting		
	Organisational Behaviour and Human Resource Management		
	*Advanced Research Methods (Dissertation)		
	Business in an International Context		
	Business Law		
	Business Ethics		
Compulsory Modules	Marketing	Economics of the Electronic Marketplace	Marketing
	Management of Operations	Management of Operations	Management Communications
		Structure and Organisation of the e-Enterprise	Marketing in an International Perspective
Electives + Choose 2 from the following list of Electives	Auditing (MSc Accounting & Financial Management only)		Financial Statement Analysis (MSc Accounting & Financial Management only)
	Corporate Finance		International Environmental Law
	Corporate Social Responsibility and Globalisation		Leadership & Management
	Economics of the Electronic Market Place		Managing Global Tourism
	e-Commerce Technology and Infrastructures		Marketing

MSc International Business Management	MSc Accounting and Financial Management – for non accounting & finance graduates	MSc Human Resource Management
Aims to give students tools, techniques and concepts on how international business is conducted in today's global world.	Aims to provide students with an insight into a number of areas of general management and with in-depth study of key aspects of accounting and finance.	Aims to provide students with an insight into the principle areas of human resource management, particularly those which are of key importance in today's changing environment such as the value of attracting and maintaining talent.
pathway only)		
International Perspective		
Strategy		
Management Skills and Career Development Report		
Business Report or Dissertation*		
Marketing	Corporate Financial Reporting	Employee Relations
Management of Operations	Accounting for Management Decision-making and Control	Employee Resourcing
Managing the Multinational Enterprise	Financial Management	Learning and Development
Marketing Communications	Management of Operations	
Marketing in an International Perspective	Structure and Organisation of the e-Enterprise	
Managing Coastal and Island Tourism	Social Responsibility Accounting (MSc Accounting & Financial Management only)	
Managing Diversity & Equal Opportunities	The Global Tourism Industry	
Managing the Multinational Enterprise	Tourism Development in Asia-Pacific	

* If choosing to write a Dissertation instead of the Business Report, students will have one additional module (Advanced Research Methods) and one less ELECTIVE.
For detailed information on module content, aims and objectives please visit the website

Join Kent Business School

Students in conversation...

Julia Frey (BA European Studies, University of Maastricht) and Ifigeneia Asimaki (BBA Business Administration (Hons), University of Kent, MSc European Political Economy, London School of Economics) are both current students on the MSc International Business Management Programme.

Ifigeneia: So tell me Julia, why did you choose to study for your Master's degree at the Kent Business School?

Julia: Having done my Bachelor's in European Studies, which is not directly related to business studies, I wanted to enhance my knowledge of business concepts and broaden my horizons. After conducting research I realised that Kent Business School would be the most appropriate environment to increase my theoretical as well as practical business skills.

Ifigeneia: I completely agree with you. For me too it was the business-oriented and practical culture of Kent Business School as a whole that made me return here for a Master's degree. As I also completed my Bachelor's degree at the University of Kent, I was aware that the Kent Business School offers support and academic excellence to students who, like myself, prefer a practical, problem-solving and up-to-date education.

Julia: I feel that the programme I am currently studying has benefited me a lot. I appreciated the broad background of topics and the broad teaching methods used throughout the year. I very much enjoyed all the group presentations, the encouragement of teamwork in the classroom, as well as the negotiation

simulations and the panel debates. I also enjoyed the numerous guest lecturers who presented different points of view on certain matters. I am sure that all these approaches will benefit me in the future.

Ifigeneia: Absolutely. From my point of view, studying towards a business degree at Kent Business School has been an amazing experience. The academic staff are very supportive and will do their best to accommodate any individual needs or concerns. Assignments and coursework do require a lot of effort, however for students prepared to work hard it is a meaningful experience with lots to do and lots to learn.

Julia: Well, don't forget, the programme is not only about coursework. It offered us the opportunity to become student representatives, which was about being the voice of students and the intermediaries between them and the academic staff. I appreciated the fact that we were always invited to board meetings and were allowed to express our views and opinions on matters that directly affected the programme and the students. In that way, the academic staff encouraged us to give critical feedback from a student perspective.



Ifigeneia: And not to mention the numerous friends from different backgrounds that we made. To my opinion, supporting diversity in the classroom is very important and prepares us for business situations we might face after we graduate. It has been very exciting to meet fellow students from different countries, make lasting friendships and learn about different cultures. We did have some lively discussions with many other students, didn't we?

Julia: Oh yes, I remember quite a few! Especially when studying International Business Management, a highly diverse environment is a crucial prerequisite for a successful career in today's globalised world. Now that I mentioned it, how do you feel that the programme helped you with your future career plans?

Ifigeneia: I have to say, Kent Business School is very career-oriented, and also all staff is dedicated in providing us with the best and

most sought-after education so to pursue our dream career with confidence. The Business Report that we are required to write is very practical, and academic staff encourage us to choose a topic directly related to our future careers. This is very useful, as it will provide us with detailed knowledge on our desired career path as well as serve as evidence to potential employers of our interest on the subject. And not to forget the Business Skills Report, which is extremely useful for future job applications and interviews.

Julia, Ifigeneia: Our overall experience was delightful, and Kent Business School really delivered on its reputation of being a 'global village' of future leaders. It provided us with the opportunities to build useful business contacts as well as a business networks which will prove very useful after we graduate!



www.kent.ac.uk/kbs/postgraduate

Managing your career

Postgraduate study is a big investment and we want to ensure that your investment is worthwhile. In addition to the specialist knowledge and skills you may acquire, most of you will be seeking rewarding careers in a range of job functions, industries and locations.

Your investment in any one of our programmes is significant and our focus on making them relevant to the needs of business also requires us to prepare you for your first job, whether that be in the public, private or voluntary sector.

Kent Business School works with a professionally qualified and experienced career's specialist who will provide workshops designed to support your management skills training and PDP (personal development planning).

This will help you through the maze of opportunities whether here in the UK or back in your own country.

It will introduce you to a range of tools and techniques that you will be able to use throughout your working career.

For the Masters in Management programmes this will culminate in the formal submission of a Career Management Skills Report, which will not only help you in the first job application, but will be the basis of your professional development plan moving forward.

This dedicated support is a new addition to our programmes. In an era of fierce competition for top talent, the inclusion of this activity as an integral, credit bearing component of all our MSc programmes is unique and provides you with the gateway to your first graduate appointment in the corporate community.

All our programmes, both the general management and the specialist, are designed to help build and shape your career and to make you more marketable in the demanding job market.

"...Just wanted to let you know things are going really well. The game I'm working on is going to be launched this November across the Nintendo Wii and Playstation 2.

I'm running a team of about 14 people, mainly computer programmers and artists. I look after all the planning, localisation – which is how the game gets made in different languages, the all important bug testing strategy and the people management. I have to regularly present how progress is going on the game – it's great fun.

A part of the Studio's internal training courses I presented the Management Skills report that I wrote for my masters on 'Emotional Intelligence and Great Leadership' to a group of colleagues which went down well.

I feel like Kent Business School really prepared me well for what life is actually like at work. If I'm ever chatting about university with colleagues I always say how excellent the courses are at Kent Business School. I've got some fond memories but it's definitely nice to now see a pay-cheque at the end of the month!"

Glen Hammond, Masters in Management 2005-2006
Currently Project Manager at EA Games



www.kent.ac.uk/kbs/postgraduate



www.kent.ac.uk/kbs/postgraduate



Management Science Suite

As one of the top five research groups in the UK in the area of management science we are also able to offer an exciting range of MSc Management Science programmes combined with specialist areas. These programmes are ideal for graduates with a good subject background in a quantitative area who may be seeking to work as Analysts in a wide range of sectors.

MSc Management Science

MSc Management Science and Data Modelling

MSc Management Science and Logistics

MSc Management Science and Operational Research

MSc Management Science and Performance Management

“We analysed over 500 job advertisements appearing in a UK operational research society newsletter. I wanted to find out what skills employers of today really want and what kind of tasks management scientists are expected to perform. Management Science or Operational Research is a fast moving applied discipline that has to be in touch with the real needs of today’s organisations. At Kent Business School we are continuously looking at ways of improving our management science programme so that it is relevant and innovative and can truly add value to your first degree regardless of whether you come from a Maths, Engineering, Information Systems or Financial Business background. At Kent we will be able to give you the tools, techniques and individualised attention you need to prepare for a challenging career in almost any sized company in any sector.”

Professor Cecilio Mar-Molinero, Academic Programme Director MSc in Management Science Programmes

The art of Management Science

Why are Business Analysts in such great demand?

Organisations have to operate in an increasingly complex global world. Uncertainty, a vast range of choice available in addition to time and financial pressures make the decisions more challenging. In addition, computers and software systems are generating massive amounts of data which need to be used to create insight into specific business and management issues. All this data and the availability of more and cheaper computing power are creating an important opportunity for decision makers. Executives in every kind of organisation – large and small, private and public, profit-making and non-profit – are using the skills of Business Analysts who are qualified in Management Science or Operational Research (OR) to unlock the value in their data, model complex systems, and make better decisions with less risk.

Whether it is used to inform high-level strategy or improve day-to-day operations, Management Science will help give insight into difficult problems, improve processes, productivity and performance, save money and increase revenues, create more and better options, make accurate predictions, plans and forecasts, gain greater market share, achieve a higher quality, use assets more effectively, gain a higher return on investment and maximum levels of efficiencies.

In a nutshell, Management Science or Operational Research (OR) is the discipline of applying advanced analytical methods to help make better decisions. The MSc is a specialist masters programme which will equip you with techniques such as mathematical modelling to analyse complex situations. Management Science gives organisations the power to make more effective decisions and build more productive systems based on:

- More complete data
- Consideration of all available options
- Careful predictions of outcomes and estimates of risk
- The latest decision tools and techniques.

Management Science allows Business Analysts to take a uniquely powerful approach to decision-making using highly developed skills which are highly sought after by employers in a huge diversity of sectors.

You will learn to implement advanced tools and technologies to provide analytical power that no ordinary software or spreadsheet can deliver out of the box and tailored to uncover the most beneficial options to a specific challenge. Some of these analytical technologies include:

- Simulation which will give you the ability to try out different approaches and test ideas for improvement
- Optimisation which will help you narrow your choices to the very best when you are faced with numerous feasible options which are difficult to compare

- Probability and Statistics that will help you measure risk, mine data to find valuable connections and insights, test conclusions, and make reliable forecasts.

Management Science has enhanced organisations and experiences all around us. For example, it has changed the way major airline crews are scheduled, the way we queue in post offices or banks in the UK and helped optimise hundreds of local delivery routes. Organisations worldwide in business, military defence, health care, and the public sector are realising that management scientists can help them by providing quantitative and business insight into a wide range of complex problems such as:

- Improving business performance by embedding model-driven intelligence into an organisation's information systems to improve decision-making. This will help the organisation get more value from their software systems
- Finding new opportunities to lower cost or investment or deciding where to invest capital in order to grow the organisation
- Assessing the likely outcomes of decision alternatives and discovering better alternatives
- Providing a better basis for more accurate forecasting and planning such as forecasting sales for a new kind of product that has never been marketed before or advising on planting crops in the face of uncertainty about weather and consumer demand.



- Efficiently scheduling staff, equipment, events. It can help solve complex scheduling problems
- Applying quantitative techniques to support operations, tactical planning, and strategic planning
- Dynamically pricing products and services. Management Scientists can help decide when to discount, and how much by. They can also help organisations decide how to allocate their budget more effectively
- Helping organisations find ways to make processes and people more productive
Increasing revenue or return on investment; increasing market share
- Improving quality as well as quantifying and balancing qualitative considerations
- Gaining greater control and achieving turn-around. Management Science can be used to locate a warehouse or depot to deliver materials over shorter distances at reduced cost
- Gaining greater use from limited equipment, facilities, money, and personnel
- Measuring risk quantitatively and uncovering factors critical to managing and reducing risk – Management Scientists can help government agencies to plan in case of a potential terrorist attack
- Increasing speed of processes and decreasing delays. Management Scientists can help save lives in an emergency by helping determine where the ambulance depots are placed and how the emergency calls are responded to.

Did you know...

Our research shows that Management Science graduates are earning on average £10,000 more per year than other business graduates.



Management Science at Kent

Kent Business School has one of the largest Management Science groups in the UK including senior academics of international renown and prestige: Professor John Mingers (UK), Professor Cecilio Mar-Molinero (Spain), Professor Said Salhi (Algeria). Professor Steve Liu (China) are joined by Dr Gabor Nagy (Hungary), Dr Niaz Wassan (Pakistan), Dr Paola Scaparra (Italy) to form an extremely active research-driven group.

Their work is often interdisciplinary leading them to work with experts like Dr Ibrahim Soltani (Iran). Together with Dr Kim Parker, Senior Lecturer in Operational Research, their work feeds closely into the Management Science programmes at Kent to ensure that the programmes are innovative and relevant to the needs of today's employers. The small size of our programme means that students have direct access to these world-class experts who always have time to work with students on an individual basis often involving them in their current areas of research.



Professor John Mingers is an extensively published author and world expert in multi-methodology, and problem-structuring. His work is widely applicable in all sectors, particularly the public sector.



Professor Steve Liu is a world expert in optimisation, mathematical analysis and benchmarking.



Professor Cecilio Mar-Molinero is a renowned expert in forecasting, benchmarking, statistical analysis. He has specific expertise in the accountancy, finance, banking and manufacturing sectors.



Professor Said Salhi is a renowned expert in heuristic optimisation. He has functional expertise in scheduling, vehicle routing, location and sequencing. His expertise includes the construction and logistics industry as well as emergency services.

Specialist Master's of Management Science – programme structure

	MSc Management Science	MSc Management Science and Operational Research
Six Core Modules	The Management Context	
	Decision Modelling and Simulation	
	Management Science Modelling	
One Compulsory Module	Managing Complexity	Advanced Methods in OR
One Additional Module from the following:	One free choice from any of the Management Science electives	Data Modelling
		Performance Management
One Elective Module from the following:	One free choice from any of the available electives including the Masters in Management (see pages 10 and11)	Logistics and Supply Chain
		Managing Complexity
		Environmental Modelling

These six programmes include a series of taught modules and a dissertation or project. The work for this normally takes place during the summer.

MSc Management Science and Data Modelling	MSc Management Science and Logistics	MSc Management Science & Performance Management
Statistics for Management		
Spreadsheet Modelling and VBA		
Research Methods and Project Work		
Data Modelling	Logistics and Supply Chain	Performance Management
Advanced Methods in OR	Advanced Methods in OR	A Managing Complexity
Managing Complexity	Performance Management	Logistics and Supply Chain
Logistics and Supply Chain	Managing Complexity	Advanced Techniques in OR
Environmental Modelling	Environmental Modelling	Data Modelling
Performance Management	Data Modelling	Environmental Modelling
MSc Management Option	MSc Management Option	MSc Management Option

Applicants to the Management Science programmes must to able to demonstrate competency in quantitative skills.





Specialist Masters

Our specialist masters are designed to build on your current knowledge and to provide research led relevant knowledge and skills which are highly sought after by organisations world wide. Directed, designed and delivered by world class academics and experts, these programmes are enhanced by input from industry and policy makers affecting economies globally.

MSc Value Chain Management

MSc Financial Services – New for 2010!

MSc Finance – New for 2010!

MSc International Accounting and Finance – New for 2010!

MSc Value Chain Management

Today's businesses have become extremely complex and the international business environment is making business processes as we know them to be unpredictable and uncertain. Whilst globalisation and technology open up new opportunities, the balance of power has shifted in favour of the consumer and the threat of new competitive forces present serious challenges for organisations all over the world. A critical success factor for many of these organisations is to find ways to redefine their trading relationships, new ways to understand their customers and new ways of organising and streamlining their value chains. This cutting-edge programme, the first of its kind in the UK, is now being offered by Kent Business School.



The programme is delivered by a world-class multidisciplinary group of academics who are committed to leading-edge research and the sharing of knowledge, and is enhanced by high level input from industry partners and will benefit from project work, guest lectures and work placement opportunities.

The MSc in Value Chain Management is aimed at high calibre graduates from any discipline seeking to work at strategic levels of management in operations or marketing functions in a diverse range of sectors including retail, consulting or manufacturing.

Previous study or knowledge of Marketing would be an advantage but is not essential.

Programme Director:
Dr Marian Garcia Martinez

8 Core modules

- Marketing
- Consumer and Organisational Buyer Behaviour
- Retail Management
- New Product Development and Innovation Management
- Value Chain Analysis
- Forecasting and Demand Management
- Research Methods
- Dissertation/Applied Research Project

Is your organisation interested in getting involved? For corporate enquiries email KBSinfo@kent.ac.uk

+ 2 Electives from a choice of:

- Logistics & Supply Chain
- Business Economics
- Statistics for Management
- Management of Operations
- Managing the Multinational Enterprise
- Marketing Communications
- Corporate Finance
- Corporate Social Responsibility and Globalisation
- Leadership & Management



Value Chain Thinking

– the new management paradigm is receiving endorsements from industry and practitioners world-wide.

'Through our 5 regional offices throughout the UK, Tesco are able to work closely with some of the smaller local suppliers thus ensuring that we offer the right range for our customers. Working closely with suppliers we are able to ensure that ranging the right lines is done efficiently and effectively. By using the "shopping insights" data via Kent Business School smaller producers can gain the confidence to ensure that they are delivering what today's customers are looking for. This in turn helps them with their own business and in supplying Tesco, as well as other retailers, a product which has been developed with thorough market research'.

Sarah Mackie, Tesco's Category Manager for Regional and Local Foods

'What I particularly like about the Fearne variant of value chain analysis is the explicit role that consumer insight plays in determining where the value is added in the chain. Traditional approaches have tended to make assumptions about what is value adding and what is not. The Fearne variant provides a more objective perspective on value creation and highlights just how fragmented this perspective is, providing great opportunities for companies to differentiate their offer and configure their value chains accordingly'.

David Henderson from the Department of Trade and Economic Development for the Government of South Australia

'When we volunteered to be a case study for value chain analysis we did not really know what to expect and were probably a bit sceptical about the benefits. Two years later, having been exposed to an unprecedented

level of analytical rigour we have developed much more robust management systems, a much better understanding of what it is that our customers and final consumers value in our products and processes and a better appreciation of the innovation potential that lies in working collaboratively with our chain partners.'

Anthony Houston, CEO of an Agri-business company, Houston's Farm Ltd, Tasmania

'We like to think we are a pretty innovative business and run a pretty tight ship here at Yalumba. The value chain analysis exercise confirmed much of what we already thought but highlighted the distinction between customer needs and consumer wants. We discovered we were pretty good at looking after the former but not so in tune with who it is that buys our wine, let alone why they buy it. The consumer insight we got through the value chain analysis opened our eyes to the gap that exists between what is important for us, in terms of sustainable winemaking, and what it is that drives consumers to buy our wines. This is something we plan to address in future, as we believe that closing that gap is an essential part of the sustainability challenge.'

Robert Hill-Smith, Proprietor at Yalumba Wines, Angaston, South Australia

'There is a dearth of business managers who have a deep understanding of the concepts of value chain management and value chain analysis. Most businesses have a narrow perspective on competitive advantage focusing on themselves and the competition rather than how they might work more effectively with their suppliers and

customers to deliver more value for the end consumer. So, it's great to see a University developing a postgraduate course in this area, with so much relevance to business.'

Michael O'Keeffe, Chairman of Premier Fruits Pty Ltd, Melbourne, Australia

'I am fortunate enough to travel the world, working with some of the world's largest players in the food industry. One of the biggest challenges I see wherever I go is the development of collaborative supply chains – most of them are not! The people in this area at Kent Business School have their fingers on more industry pulses than most academics, so I anticipate this new course in value chain management to be a real winner, providing much needed management capability for the food industry.'

David Hughes, Emeritus Professor of Food Marketing, Imperial College London

Value Chain Management stood out on my MBA programme as it gave me the opportunity to work with a real company and test the theory presented in class. The value chain analysis project was a real challenge but opened my eyes to the scope for improvement in supply chain performance when you look at where value is being added from the perspective of the final consumer. Value Chain Management helped me to better understand the linkages between the other areas we have studied like process management and strategic management.'

Akram Keremu, (China) MBA Participant 2008-2009

Academic Profile – Professor Andrew Fearne



The son of a pig farmer in Ashford, Kent, Andrew graduated in French and Economics from Kingston University in 1983, after which he studied for his PhD in agricultural economics at Newcastle University, where he subsequently spent years as a Lecturer in Agricultural Commodity Marketing. In December 1994 he moved to Imperial College where he was Senior Lecturer in Food Industry Management and established the Centre for Food Chain Research, providing a multi-stakeholder perspective on the linkages in the food supply chain, from input suppliers to final consumers. In February 2005 he took up a position as Principal Research Fellow at Kent Business School, University of Kent, where he is now the Director of two research centres – the Centre for Value Chain Research, focusing on vertical co-ordination in the food and construction sectors, and the dunnhumby Academy of Consumer Research, focusing on the provision of consumer insight to farmers and small food producers through the analysis of supermarket loyalty card data from 1.2 million UK households.

Andrew's research and consulting activities involve the strategic analysis of consumer behaviour and the co-ordination of supply chains, from field to fork, with clients and research partners from around the world covering all the major commodity sectors. He is the founding editor of the International Journal of Supply Chain Management, author of over 100 articles (academic journal papers, book chapters and conference papers) and is currently visiting research professor in Value Chain Innovation at the University of Tasmania.

In 2008, Andrew was appointed as the fourteenth "Adelaide Thinker in Residence" by the Government of South Australia. He is working closely with the South Australian food and wine industry to assist them with the transition from production orientation to consumer orientation, through the application of value chain thinking from field to fork. One of the projects which he is leading, in partnership with the Universities of Adelaide and South Australia, AMCOR, Yalumba and Tesco, will establish a "vine-to-dine" sustainable value chain model for the South Australian wine industry.

Professor Fearne is Academic Lead on the MBA elective "Strategic Supply Chain Management" and works closely with Dr Marian Garcia Martinez on the development and delivery of the MSc Value Chain Management.





Masters in Finance

MSc Financial Services

MSc Finance

MSc International Accounting and Finance

The Business School has a 20 year track record of providing finance 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 the professional bodies, partnering with the *ifs*, School of Finance in a number of initiatives.

High profile alumni include Professor Eddy Fong, Chairman of the Hong Kong Securities and Futures Commission who graduated from Kent in Accounting & Finance and is now an honorary professor at Kent, sitting on the Schools International Advisory Board and frequently an invited guest speaker.

"In today's global environment, it is not what works but what is appropriate that counts. A postgraduate qualification in Accounting and Finance will equip managers with the skills to make decisions based on good judgement, to becoming more socially responsible. Professor Warwick Funnel, Kent Business School, Accounting and Finance Group and author of the book "In Government we trust" recently launched in the House of Commons.



Dr Mohammad S Hasan is a well published researcher in the broad area of financial economics, international finance and microeconomics. He has held academic positions in a wide range of universities in the UK, USA and Saudi Arabia. He has been a consultant for a number of high profile governmental organisations. Dr Hasan joined the Business School in September 2009 and is the Academic Programme Director for the Masters in Finance programmes.

Applying for postgraduate study at Kent

What entry requirements do you need?

- To hold a good honours degree from a UK or other approved university. Please visit the website for entry levels by country.

What level of English do you require?

If English is not your first language, you will need to have an English qualification as detailed below.

WELT		BBC
IELTS		6.5
TOEFL	Paper	600
	Computer	250
	iBT	100
Cambridge Certificate of Proficiency		C
Cambridge Advanced Certificate		B
Pearson English Test		Levels tbc

The University of Kent offers 6 and 12 week pre-sessional English courses to those students it believes would benefit from additional English in order to contribute effectively to the MSc class. Admission to the programme may be conditional on joining one of these pre-sessionals. The dates of the pre-sessional English programmes can be found at www.kent.ac.uk/secl/elu/courses/Preseasonal/ Additional support is provided at no additional cost throughout the year by the English Language Unit.

For information on our new one-year pre-Masters programme, Graduate Diploma in International Management with English designed for applicants who do not speak English as their first language, please visit the Kent Business School website.

How much will it cost you?

Tuition Fees Home/EU Overseas

Masters in Management		
MSc Value Chain Management	£8,500	£12,750
Mastes in Finance		
MSc Management Science programmes	£5,800	£11,000

Subject to final approval

When will you need to make your first payment?

For all postgraduate programmes, a deposit of £1000 will be required when you accept an offer of a place. This is not usually refundable but is deducted from your tuition fees. Should you not meet the requirements of your offer, your deposit will be refunded in full. Details of your payment date for this deposit will be sent with your offer letter. This will facilitate your visa applications for overseas students and help us manage the demand for our programmes. Applicants who are not able to meet the deposit deadline should contact the Admissions Team. See the earlybird advantages of paying your deposit before April 30th.

When is the application deadline?

At Kent Business School we want to ensure that your application receives the highest level of professional attention and detail that it deserves. To help us achieve this, we are introducing a new system consisting of three Admissions periods. Unconditional offers of a place which are accepted on receipt of deposit within the first two Admissions periods will be eligible for the Early Bird Application Advantage scheme. Visit our website to discover the benefits of making an early choice.

www.kent.ac.uk/kbs/earlybird

- 1st Admissions Period
– Deadline 30 January 2010
- 2nd Admissions Period
– Deadline 30 April 2010
- Final Admissions Period
– Deadline 30 June 2010

Applications must be completed and submitted within one of these three periods. If your application is still pending supporting documentation at the end of any Admissions period, it will be carried over into the following period.

For up-to-date visa and immigration regulations visit
www.ukba.homeoffice.gov.uk

How do you apply?

We strongly encourage you to submit your application in an electronic format or to apply online via the University of Kent online application form.

www.kent.ac.uk/studying/postgrad/apply

The application form can be found on the website, downloaded, typed and sent as an attachment by email together with scanned copies of your supporting documents to KBSAdmissions@kent.ac.uk. Please write your name and Application for Postgraduate Study in the subject line. We will ask to see the originals of your documentation when you accept an offer of a place. Alternatively you can type the application form available on the website, print off and send to the Business School with the supporting documents.

You will need:

- To complete an ONLINE application form or download a current application form available on the Business School website. www.kent.ac.uk/kbs. Old versions of the form will not be accepted.
- To obtain two references, at least one of which must be academic.
- To submit a one page essay:
How the MSc programme will assist my future career.

Checklist

- Completed Application Form (ONLINE, Hardcopy or Electronic)
- Essay
- Academic Transcript/Professional
- Diplomas
- TOEFL /IELTS/Proficiency certificates if applicable
- Two reference letters
- Copy of passport (photo ID pages only)

When will you know if your application has been accepted?

Your application will be acknowledged by email on receipt by the Business School.

It is essential for your admission's process for you to supply us with a personal email address. If you are processing your application through an agent, we will copy the agent in to all your correspondence.

The Kent Business School Admissions Board meets once a fortnight and will only review fully completed applications. We will usually give you a response within 3 weeks of receipt of your application.

Application to register as a postgraduate student 2010-2011

Note: This form is available to complete as a PDF file and sent as an attachment to KBSAdmissions@kent.ac.uk

If that is not an option, please clearly print your details and send to:

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

Mr/Mrs/Miss/Ms (Delete as appropriate) **Surname/Family Name:** _____

Other Names: _____

Date of Birth: _____ **Nationality:** _____ **Sex:** Male Female

Permanent Address: _____ **Temporary Address** (if applicable) for correspondence between

the following dates from: _____ until: _____

Postcode: _____ Postcode: _____

Telephone: _____ Telephone: _____

Email: _____ Email: _____

Fax: _____ Fax: _____

Please make it clear at which address you may be contacted during August and September before you intend to register

Country of ordinary residence: _____ Dates of residence in UK/EU: _____

Source of finance: _____ Is this funding definite or proposed: _____

Write a one-sided A4 essay: How the MSc programme will assist my future career.

Programme for which you are applying (Please tick the appropriate box)

Masters in Management

- MSc Accounting and Financial Management
- MSc e-Business Management
- MSc Human Resource Management
- MSc International Business Management
- MSc Management
- MSc Marketing Management

Specialist Masters

- MSc Finance
- MSc Finance Services
- MSc International Accounting & Finance
- MSc Management Science
- MSc Management Science and Data Modelling

- MSc Management Science and Logistics
- MSc Management Science and Operational Research
- MSc Management Science and Performance Management
- MSc Value Chain Management

Mode of study: Full-time Part-time

Which other UK Business Schools are you applying for: _____

Date of English Exam: _____

Ethnic origin Please tick which category best describes the ethnic group to which you belong:

White

- British
- Irish
- Other white background

Black or black British

- Caribbean
- African
- Other black background

Asian or Asian British

- Indian
- Pakistani
- Bangladeshi
- Chinese
- Other Asian background

Mixed

- White and black Caribbean
- White and black African
- White and Asian
- Other mixed background
- Other ethnic background

Professional and Academic Qualifications If your degree was obtained from a British University please provide confirmation of your degree results. If your degree was obtained from overseas please provide a **certified transcript** of your complete academic record (photocopies are not acceptable). Please give date of attainment, whether or not by examination and subjects examined.

Name of Institution	Dates of Attendance	Degree or Other Qualification	Class of Honours	Major Subjects Studied	Award Date

Work Experience (If applicable) Please start with your most recent or current position.

Dates of Employment	Name of Employer	Job title

Referees Please give names, positions and addresses of **two referees**, at least one of which must be academic. Please ask your referees to send references directly to Kent Business School.

1 _____

2 _____

If you would like any other materials or documents to be considered in support of your application please enclose them.

Applications from students with disabilities are welcomed by the University. These applicants are requested to notify the University of their circumstances in order that proper consideration may be given to how their special needs may be met.

Signature: _____ **Date:** _____

Finally, we would be grateful if you could give details of how you initially heard about Kent Business School. (Please tick one box)

- | | | | |
|---|--|---|--|
| <input type="checkbox"/> British Council Office | <input type="checkbox"/> AMBA Fair | <input type="checkbox"/> UK Education Fair | <input type="checkbox"/> Event at Kent Business School |
| <input type="checkbox"/> Kent Business School website | <input type="checkbox"/> University of Kent website | <input type="checkbox"/> External website <i>Please name which site</i> _____ | |
| <input type="checkbox"/> Kent Business School alumnus | <input type="checkbox"/> University of Kent Alumnus | <input type="checkbox"/> Family/Friend | <input type="checkbox"/> Employer |
| <input type="checkbox"/> Overseas agent | <input type="checkbox"/> Profile, Advertisement or Editorial in a printed publication <i>Please name which one</i> _____ | | |

Do you have any criminal convictions? YES NO

Do you have a disability? YES NO

Need more information?

How to reach us

Canterbury has good road and rail links to London's Gatwick and Heathrow airports. The Channel ports at Dover and Ramsgate are approximately 30 minutes from Canterbury and the Channel Tunnel station at Ashford is within easy reach. As of December 2009, there will be a fast speed 60 minute train service to London from Canterbury.

www.kent.ac.uk/maps

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



Accommodation
www.kent.ac.uk/accommodation/



Bursaries and Scholarships
www.kent.ac.uk/scholarships/postgraduate/



Computing Service
www.kent.ac.uk/itservices/students



English Language Support
www.kent.ac.uk/secl/elu/



Gulbenkian Theatre
www.gulbenkiantheatre.co.uk



Health and Welfare
www.kent.ac.uk/guidance/



International Office
www.kent.ac.uk/international/



Sports Centre
www.kent.ac.uk/sports/



Students' Union
www.kentunion.co.uk/



Templeman Library
www.kent.ac.uk/library/

Disabled students

The University welcomes students with disabilities. If you have a disability you should inform the Admissions Office of this so that consideration may be given to any problems you might encounter before you begin your studies. To this end, you are invited to tour the campus and Kent Business School, and to visit residential accommodation. On the same day you may wish to meet the University Medical Officer.

Criminal convictions

Applicants are required to state on the application form whether or not they have any criminal convictions. You do not need to declare motoring offences for which a fine and/or three penalty points were imposed, or spent offences (as defined by the Rehabilitation of Offenders Act 1974). However, certain courses (such as teaching or health-related programmes) do not come under the Rehabilitation Act, and for these you will be required to declare all convictions. All information provided is dealt with in strictest confidence. Please contact us for further advice.

The University will use all reasonable endeavours to deliver courses and other services in accordance with the descriptions set out in this prospectus. However the University does not provide education on a commercial basis. It is also largely dependent on charitable and public funds which the University has to manage in a way which is efficient and cost effective in the context of the provision of a wide range of courses and services to a large number of students. The University therefore reserves the right to make variations to the contents and method of delivery of courses and other services, to discontinue courses and other services and to merge or combine courses, if such action is reasonably considered to be necessary by the University. If the University discontinues any course it will use its best endeavours to provide a suitable alternative course.

All students will be required as a condition of enrolment to agree to abide by and to submit to the procedures of the University's Regulations as amended from time to time. A copy of the current Regulations is available on request from the Information, Recruitment and Admissions Office.

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 therefore a requirement before we can register you as a student.

www.kent.ac.uk/kbs/postgraduate