MANAGEMENT
Canterbury
Kent is one of the UK’s leading universities, ranked 23rd in The Guardian University Guide 2017. In the Research Excellence Framework (REF) 2014, Kent is ranked 17th* for research intensity, outperforming 11 of the 24 Russell Group universities.

Kent Business School has an international reputation for the quality of its programmes. A degree in management gives you a strong academic base and a solid skill set for a career in business.

In the National Student Survey 2015, business studies was ranked 5th in the UK for student satisfaction. In The Complete University Guide 2017, business and management is ranked 22nd and 2nd in the south-east for overall performance.

World-leading research
Kent Business School is proud of its strong research environment. In the REF 2014, we were placed 25th (out of 101 institutions) in the UK for research intensity in business and management studies and 98% of our research was judged to be of international quality. Our academics contribute to cutting-edge research across the full range of management disciplines and frequently publish in leading international journals. They also write textbooks for undergraduate and postgraduate students that draw on their research and are used to underpin teaching in the School.

You become part of a community that encourages you to challenge assumptions and think critically and creatively. As a result, you receive a distinctive business education that allows you to develop your individual management potential and makes you highly employable.

Our School hosts four applied research centres; The Centre for Employment, Competitiveness and Growth; the Centre for Quantitative Finance; the Anglo-Chinese Business and Management Centre and the Centre for Logistics and Heuristic Optimisation.

The Centre for Employment, Competitiveness and Growth provides 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 for Quantitative Finance provides excellence in researching contemporary issues in financial markets that require a quantitative approach. The centre aims to further develop research expertise in quantitative finance areas and provides advice on policy and practical issues to external bodies across the academic spectrum and the finance sector.

*of 122 universities, not including specialist institutions.
The Anglo-Chinese Business and Management Centre’s mission is to promote world-class joint research and education on Chinese business, policy and management.

The Centre for Logistics and Heuristic Optimisation addresses facility location and vehicle routing problems through flexible and practical optimisation approaches. It is the UK’s largest location analysis and routing research centre and one of the leading centres in Europe.

Passionate teaching
At Kent, you are taught by lecturers who have experience in a wide range of management disciplines, as well as guest speakers from many areas of business. Our academics are passionate about their subjects and about sharing their knowledge with students, as well as with the wider academic and business communities. In addition, you are taught by leading experts from business and the professions, as well as visiting academics from other universities who work closely with our permanent academic team.

Supportive academic community
Kent Business School has a friendly, student-focused environment with an active staff-student consultative committee aiding the development of our programmes. Our academic staff advise and support you throughout your studies, and encourage you to take responsibility for your own learning. The diverse backgrounds of staff and students create a dynamic learning environment, offering plenty of opportunity for discussion and debate.

A global outlook
We pride ourselves on the strength of our global connections. These have developed as a result of many strategies including a policy of regional, European and global recruitment, training and consultancy links. We have long-established associations with business schools in China, France, Germany, Spain, Hong Kong and Italy. We believe that an international perspective on business benefits all our students. Some even choose to go overseas to spend a year in industry (see below). According to the *Times Higher Education* (THE), Kent is ranked in the top 10% of the world’s universities for international outlook.

Year in industry
You have the option of spending a year in industry as part of a four-year degree programme. You go on a work placement after the second year (Stage 2) of your programme, before returning for your final year of study.

Companies who have recently participated in the scheme include Chase Anderson, Cummins Power Generation, Deloitte, Enterprise Rent-A-Car, General Electric, IBM, KPMG, Microsoft, Lloyds Banking Group and Unilever, as well as corporations in Athens, Dubai, Ghana, Hong Kong, Mauritius and Shanghai.

For many of these companies, this is an ideal opportunity to discover new talent, or to staff one-year projects by tapping into an international pool of dynamic students who already have a consolidated knowledge and understanding of current business issues. For you, it is the chance to put theory into practice as well as to make a valuable contribution to an organisation.

A successful future
As a student at Kent, you have the opportunity to engage in our active student-run Business Society at our Canterbury campus. The Society holds regular events with guest speakers to enhance your knowledge of the business environment, giving you the chance to interact with the external business community.

At Kent, you gain a broad academic education with an emphasis on key skills (including numeracy, verbal and written communication, leadership, group work and computing). In addition, you can choose from a wide range of options in your final year of study, allowing the development of specialist knowledge. For more information on careers, see p8 or visit www.kent.ac.uk/employability

**DID YOU KNOW?**
We have an international community on campus, with 37% of Kent’s academics coming from outside the UK and students representing 148 nationalities.
SUPERB STUDENT EXPERIENCE

Our campus at Canterbury provides a stunning location for your studies and offers first-class academic and leisure facilities.

Early in 2017, Kent Business School is moving into a brand new building – a light, airy, welcoming environment providing high-quality teaching and social learning spaces. Kent Business School will share the building with the School of Mathematics, Statistics and Actuarial Science.

The impressive design, pictured below, includes double-height, top-lit arrival areas, both at ground floor level and on the second floor. The building has its own outside café terrace and views of woodland from the main teaching and social learning spaces.

Diverse environment

Our students come from a variety of backgrounds and all of our students benefit from the diverse nature of Kent Business School. There are always a number of mature students who have worked in industry, as well as an increasing number of students from overseas. This mix means you not only learn from your lecturers but also from the experiences of your peers.

Kent Extra

Kent Extra is an excellent way to get more from your time at university. It provides opportunities to enhance your knowledge, learn new skills and improve your CV. You can do this in many ways, for example, by attending one of our summer schools; by volunteering; or by taking a Study Plus course in an area that interests you. For details, see www.kent.ac.uk/kentextra

Beautiful green campus

Our campus has plenty of green and tranquil spaces, both lawns and wooded areas, and is set on a hill with a view of the city and Canterbury Cathedral. For entertainment, the campus has its own cinema, theatre, concert hall and student nightclub. It has a reputation for being a very friendly university with a cosmopolitan environment. There are many restaurants, cafés and bars on campus and there’s also a sports centre and gym.

Everything you need on campus is within walking distance, including a general store, a bookshop, banks, a medical centre and a pharmacy. From campus it’s a 25-minute walk or a short bus ride into Canterbury.

Attractive location

Canterbury is a lovely city with medieval buildings, lively bars and atmospheric pubs, as well as a wide range of shops. The attractive coastal town of Whitstable is close by and there are sandy beaches further along the coast. London is under an hour away by high-speed train.
Charlotte Sexstone graduated in 2015 with a degree in Business Administration with a Year in Industry*. She was interviewed during her studies.

What attracted you to studying at Kent?
I'd always enjoyed business studies at school and it seemed like a good all-round subject to study at university. When I visited Kent, I really liked the campus – it's not too far from home and the open green space appealed to me. Kent Business School is a highly rated school, so it felt like the right choice.

How is your course going?
It's going really well. There's been a wide variety of modules to choose from and you have the opportunity to specialise in your second and final years, so you can tailor your studies to your particular interests. I've really enjoyed the marketing modules. During one of them, I was able to apply my knowledge to a real business problem and then present ideas to improve a live marketing campaign. It was exciting to do something so practical and creative.

How would you describe your lecturers?
The teaching staff are passionate about their subject areas, and if you have a question, they are approachable and always willing to help.

What do you think about the level of support in your studies?
There's a lot of support available both within Kent Business School and around the University. Academic advisers are on hand to help with any queries regarding your course while the Student Support Officer can help with more personal issues. The University's Unit for the Enhancement of Learning and Teaching also offers useful workshops on topics such as essay writing and referencing.

How would you describe your fellow students?
There's a good international mix of students. It's been great to meet people from all around the world, learn from their experiences and gain knowledge of different cultures.

How are you spending your year in industry?
I am currently on placement at Kent Business School as a Student Experience Assistant. My main focus is to improve communication and collaboration between students and staff, promote student engagement and enhance the student experience. The role appealed to me because student liaison is an important function in any university and it gives me the chance to see Kent Business School from a different perspective.

Getting student feedback is a large part of the job, as well as offering a student perspective on Business School initiatives and ensuring students are aware of all the support that's available to them.

Marketing and project management are areas of particular interest to me, so I'm looking forward to getting involved with some marketing campaigns, learning more about social media and developing my business skills. There is so much scope within the role and it's nice to think that my ideas will be making a difference.

How do you find the campus?
It offers so many facilities. There's a large sports centre on campus, which I have used a lot. We also have a theatre, cinema and nightclub here, and there's a campus shop, too. Plus, the campus isn't too far from the city centre. Canterbury is very picturesque with lots to see and do, and it's a great place for shopping. You can also easily visit nearby coastal towns such as Broadstairs and Whitstable. It's a great location!

What kind of career do you wish to have when you leave?
I'm pretty open to anything business-related. My interests lie with project management and marketing, so I hope to go into one of those areas, or possibly HR. I think this course will prepare me well for any of those career paths.

Any advice to other students?
I would recommend the year in industry because it gives you the chance to gain valuable experience, and employers recognise the benefits of student placements. You should also try to immerse yourself in as many activities as you can as there is so much to get involved with.
A SUCCESSFUL FUTURE

Kent equips you with the essential skills to give you a competitive advantage when it comes to getting a job; more than 95% of Kent students who graduated in 2015 were in work or further study within six months.

A degree in management can lead to a career in a wide range of sectors. According to The Guardian University Guide 2017, business, management and marketing at Kent is ranked in the top 20 in the UK for career prospects.

CMI accreditation
Kent Business School has joined forces with the Chartered Management Institute (CMI) to give you the opportunity to gain, alongside your degree, the Level 5 Professional Diploma in Management and Leadership. CMI qualifications are highly sought after by employers.

The CMI is committed to excellence in management and leadership. Its vision is for ‘first-class management and leadership’.

As part of this partnership, you have access to Management Direct. This provides you with material, videos, podcasts, insight papers and more, developed by professional managers for managers. You also benefit from a mentoring scheme, ‘CMI Achieve’ and have access to the CMI careers hub.

Valuable contacts
Kent Business School has an international reputation and good links with local businesses. Our graduates have secured management positions in the UK or overseas, while others have gone on to continue their studies at Master’s level.

The year in industry is a wonderful opportunity to impress employers and make contacts in the business world. It provides you with a better understanding of what employers are looking for and helps you discover what type of work most appeals to you. Companies see these placements as a good way to find potential employees, so the scheme gives you an advantage when it comes to job prospects.

Management graduates from Kent have taken up positions at a wide range of companies and sectors, including Deloitte, IBM, KPMG, Lloyds Banking Group, Microsoft, PwC, Heineken, Sainsbury’s, Tesco, Transport for London, Yahoo! UK, Thames Valley Police, media agencies and management consultancy companies. Other graduates began their own successful business ventures or start-ups.

Gain transferable skills
At Kent, we help you to acquire key skills that stand you in good stead for future employment. You learn to analyse information, seek imaginative solutions to problems, demonstrate logical thinking and be sensitive to the values and interests of others. Analysing complex data, getting to grips with challenging ideas, writing well, gaining confidence and experience in expressing ideas in front of others, are all important skills and ensure that our graduates are strong candidates whatever career they choose.

Careers advice
Kent’s award-winning Careers and Employability Service offers advice on how to choose your future career, how to apply for jobs, how to write a good CV and perform well in interviews and aptitude tests. It also provides up-to-date information on graduate opportunities before and after you graduate. For more details, see www.kent.ac.uk/employability

In addition, Kent Business School’s qualified careers practitioners provide support to all business undergraduate students for up to three years after graduation.
Alex Sowter graduated with a BBA with a Year in Industry* in 2014. He is co-founder of Wöbu, an interactive app that the company pitched to the BBC for Dragon’s Den in 2013.

Why did you choose to study at Kent?
I was interested in Kent Business School because of the University’s highly regarded reputation. On my first visit I found the staff members to be very quick to equip me with the knowledge I needed to make my decision. They seemed to genuinely want me to make the best choice.

What attracted you to the course?
I always planned on completing a placement year, as it would set me apart from other graduates and working in London was always a top priority. The placement year improved my grades in the final year.

What was your degree course like?
Kent Business School’s commitment to group work helps to add value to its students. Coming from a small village, I didn’t have the opportunity to mix with different cultures. This changed when I came to university. I was working in groups with individuals from different backgrounds, which prepared me for work after graduation.

What modules did you enjoy the most, and why?
Corporate and Business Strategy was my favourite module. It taught me new ways to think; awakening a new-found interest in strategy, which helps set business students apart from other graduates. I also took a module on e-marketing, which appealed to my passion for technology.

What about your lecturers?
The lecturers are fantastic at explaining contemporary ideas and used up-to-date research, allowing us to understand the latest ideas within the ever changing business environment.

How did Kent help with your career prospects?
The University of Kent provided me with a great footing for future employment. The workshops hosted by IBM were an excellent way to get a feel for what employers are looking for. The career days are an opportunity to meet prospective employers – I secured an interview purely through networking at the event. It demonstrates how much employer confidence there is in Kent students when you have companies such as Accenture, Morgan Stanley, Bank of England and IBM wanting you to apply to their schemes.

Could you describe your career path since leaving Kent?
I have flirted with the corporate world as well as working in the not-for-profit industry, but my true passion is in the start-up world, where the work is fast-paced, ever changing and very challenging. I became involved in the start-up community on my placement year, when I co-founded Wöbu, an iOS app which enables people to react with animated GIFs (Graphics Interchange Format). We pitched our idea to the BBC for Dragon’s Den; we didn’t reach the final round to pitch to the dragons, but we learnt a lot from the experience. Since then, I’ve launched a new business, Graduate The Globe, with a friend which connects graduates with schools to teach English abroad.

What are your plans for the future?
I’m loving working at a high-paced venture-backed company and learning new skills every day. I’m surrounded by people who are thought leaders in their industry and I’ve become like a sponge when it comes to learning! My long-term goals involve running my own start-up full-time and scaling it to international markets.

Any advice for potential students?
Go on a placement year if you get the chance. If not, do a summer internship. I was lucky enough to intern at Spotify, and it changed the way I worked when I came back to University for my final year. Apart from that, enjoy yourself!
Kent Business School offers a range of degree programmes that are tailored to specific aspects of industry, as well as your individual interests and requirements.

The following single honours programmes are available to study at our Canterbury campus over three years full-time, or over four years including a year in industry. You may also study part-time.

Management

This degree prepares you for a future career in management. You are introduced to key functional areas (strategy, human resource management, accounting, marketing and operations) while also being able to develop other specialist areas by choosing from the options offered at Stage 3.

Joint honours

Joint honours are available in Management with a range of other subjects (see p19), studied over three years full-time at our Canterbury campus. A joint honours programme means that you are taking modules from two different subject areas. For more information about your other subject, please order the relevant subject leaflet (see p19).

Year in industry

All of our programmes offer a year in industry. For more details, see p17.

Other degree programmes

The following degrees are taught at our Canterbury campus:

Accounting & Finance

Our Accounting & Finance degree programme is specially designed to ensure that it responds to the needs and expectations of the modern accountancy profession. It may be taken over three years full-time or with an additional year in industry.

Business (top-up)

Building upon your in-depth knowledge of business and business-related subjects, this programme gives you the opportunity to attain a full honours degree in one year, provided you have gained a HND or foundation degree with a compatible syllabus in business or a related discipline.

International Business

This undergraduate degree programme gives you a thorough grounding in the core topics that are key for a successful business career, as well as covering the contemporary issues within the global business environment. It may be taken over three years full-time or with an additional year in industry, or with the option to study a European language and spend a year overseas.

Marketing

The Marketing degree focuses on developing marketing skills in a globally competitive environment. This programme requires that you take a range of marketing modules at Stages 2 and 3 to facilitate the development of marketing skills and capabilities. It may be taken over three years full-time or with an additional year in industry.

Kent Business School at Medway

Our school also has several degree programmes available at the University of Kent’s Medway campus, including Business and Management with a Year in Industry, Business and Management (Retail) with a Year in Industry and Accounting & Management with a Year in Industry.

For more information on these individual programmes or to download a subject leaflet, please see www.kent.ac.uk/ug

International students

International students who do not have the standard entry requirements can gain entry via our International Foundation Programme (IFP). A good pass from the Kent IFP with an overall average of 60%, including passing all components, guarantees you entry to the first year of the Management degree programme. For details, see www.kent.ac.uk/ifp
The first year of your degree programme introduces you to concepts and theories of the business environment.

In a typical week, you spend four hours in lectures, four hours in group discussions or classes, and four hours in seminars. Participation in group work is encouraged. You also have sessions in the computer labs to develop IT skills. Most modules involve considerable periods of individual study using the resources of the Templeman Library.

Most Stage 1 modules are assessed by a combination of coursework and examination. Most modules have an end-of-year examination which counts for 60% of the mark; the other 40% is derived from your coursework. Before proceeding to Stage 2, you must successfully complete Stage 1.

Please note that the module list below is not fixed as new modules are always in development and choices are updated yearly. Please see our website www.kent.ac.uk/ug for the most up-to-date information.

Joint honours students take some of the above, alongside modules from their other subject.

Modules: Stage 1

Business Analysis Tools
This covers basic spreadsheet functionalities, data management, facilities, what-if analysis and basic financial analysis and forecasting. You gain essential data analysis, modelling and decision-making skills required for the global business environment.

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

Financial Accounting, Reporting and Analysis
You gain an understanding of the relationship between business and accounting. Topics include: the principles underlying a double-entry accounting system; how to prepare primary financial statements from trial balance; and how to analyse and interpret financial statements.

Global Business Environment
To help you develop a sound knowledge of the global business environment, this module analyses specific real-world examples of multinational enterprises and international organisations such as the World Trade Organization, the International Monetary Fund and the World Bank. You discover the complexity and diversity of doing business internationally.

Introduction to Management
Here, you are introduced to a range of management approaches, each of which advocates a different way of ‘doing’ management. Topics include scientific management, bureaucracy, culture management, leadership, aesthetic labour and managing ethically.

Introduction to Marketing
Focusing on both the consumer and the needs of companies, this module demonstrates the importance of marketing in competitive environments.

Introduction to Statistics for Business
This module enables you to use graphical, numerical and algebraic techniques to handle business and accounting problems, and make use of the appropriate software.

Microeconomics for Business
You are introduced to the use of economics in analysing business decisions, strategic behaviour, problems and issues, enabling you to construct your own economic arguments.
**STUDYING AT STAGE 2**

Stages 2 and 3 are the second and third years of full-time study. Stage 3 follows the year in industry and is the final year of study.

You have around 12 hours of class time per week. Assessment is by a mixture of coursework and examinations. The examinations normally count for 60% of the marks for each module.

Please note that the module list below is not fixed as new modules are always in development and choices are updated yearly. Please see our website www.kent.ac.uk/ug for the most up-to-date information.

All students take the following modules:
- Creativity, Innovation and Organisation
- Digital Information Systems: A Management Perspective
- Human Resource Management
- New Enterprise Start-up
- Operations Management
- Project Management
- Research and Consultancy Methods
- Strategy Analysis and Tools.

**Modules: Stage 2**

**Creativity, Innovation and Organisation**

Here, you gain a critical understanding of the challenges of managing people within contemporary organisations. The experience of work, employment and management practices are affected by rapid technological change, intensifying global competition and changing demographic profiles and values of the workforce. Contemporary organisations tackle these developments through creativity, innovation and new organisational forms.

**Digital Information Systems: A Management Perspective**

Information Systems (IS) are at the heart of every business and pervade almost every aspect of our lives. Information Systems are treated in this module within the context of the social sciences, offering you a management and organisational perspective on the role of IS in business and how they are managed. This module is designed to show how information systems are conceived, designed, implemented and managed in contemporary organisations.
Human Resource Management
This module introduces you to the key concepts of managing people, involving an examination of organisational, management and human resource management theory and practice. This is achieved through relating relevant theory to people and organisational management issues.

New Enterprise Start-up
In this module, you discover why firms go bust – the economic, financial and operational reasons. You cover the planning necessary to start up a successful business, including budgetary planning and control, cash flow and working capital, marketing processes, legal issues, customer care and quality standards for business and planning, and employing staff. On completion of the module, you produce a draft business plan.

Operations Management
Operations management is concerned with creating the products and services upon which we all depend, realising the ideas of marketers and designers through the effective management of processes and people. The module provides you with a clearly structured outline of operations management as it applies to service and manufacturing businesses.

Project Management
This module provides an understanding of the key concepts and practices within the context of the organisational setting and the wider business and technological environment. These include the principles of project management and planning, auditing and control, global markets, and supply and forecasting.

Research and Consultancy Methods
You are introduced to the nature of research and the business consultancy processes involved in carrying out research and consultancy in an area of management, technology and enterprise. The module prepares you for your independent research work in an organisational or industry context and for management interventions in the workplace.

Strategy Analysis and Tools
Introducing you to the key vocabulary, concepts and frameworks of strategic management, this module gives you the knowledge to assess whether or not a strategy can be successful, analysing different strategic environments and relating theoretical understandings of formulation and implementation.

“The lecturers are genuinely interested in their topics and they have lots of practical experience. They are able to make their subjects really interesting – their enthusiasm and passion holds your attention.”

Beth Flintoff
Business Administration* graduate
(*now called Management)
STUDYING AT STAGE 3

Stage 3 gives you a chance to specialise in areas that interest you, such as marketing, human resource management, strategy or operations.

Please note that the module lists below are not fixed as new modules are always in development and choices are updated yearly. Please see www.kent.ac.uk/ug for the most up-to-date information.

All students take these modules:
- Business Ethics and Sustainable Management
- Contemporary Management Challenges
- Corporate and Business Strategy
- Employee Performance Management
- Enterprise
- Leadership and Management Development.

Your remaining modules are selected from a wide range available including:
- Business/Consultancy Project
- Decision Analysis
- Digital Marketing Applications
- Digital Marketing Strategy
- Diversity in Organisations
- European Business
- International Business 1
- International Business 2
- International and Comparative HRM
- Management Problem
- Marketing Research
- Marketing Communications
- Psychology of the Contemporary Workplace
- Service Management.

Joint honours students take some of the above, alongside modules from their other subject.

**Compulsory modules: Stage 3**

**Business Ethics and Sustainable Management**
This module analyses the relationship between business and society over time and looks at the role of globalisation, policy and culture on business ethics and ethical dilemmas. The key principles of sustainability in business are studied, including the ethical, economic, social and environmental challenges faced by public, private and not-for-profit organisations.

**Contemporary Management Challenges**
Drawing on advanced management and organisational theory, you explore the management and organisational challenges that managers face in today’s business world. The module also draws on critical management studies, which provides an alternative way of exploring contemporary aspects of organisations.

**Corporate and Business Strategy**
Extending your knowledge of strategic management and strategic issues, this module introduces a range of contemporary issues associated with the formulation and implementation of corporate strategies with an emphasis on identifying and
implementing strategic change within an organisation.

**Employee Performance Management**

Here, you focus on performance management activities undertaken by both line managers and HR managers in organisations in a variety of contexts (private, public and voluntary sector) and geographical settings (domestic and international). You analyse organisational processes and practices pertaining to the optimisation of employee performance and managing related aspects of the employment relationship.

**Enterprise**

Small businesses make up a significant part of the UK economy. This module examines the role of enterprise in the economy, particularly in relation to small businesses. You consider business start-up, survival and growth strategies, government policy and intervention. You also look at individual entrepreneurs and how their businesses have developed.

**Leadership and Management Development**

Here, you study the development of critical appreciation of the management activities and leadership skills required in dynamic organisations operating in both national and international contexts. Current theory and research on the role that appropriate leadership behaviours can play in improving managerial and organisational effectiveness is explored.

**Optional modules: Stage 3**

**Business/Consultancy Project**

This module provides an opportunity for you to carry out an in-depth independent study (academic or consultancy based) of an aspect of business and management. Building on the Stage 2 module, Research and Consultancy Methods, your individual supervisor provides advice and guidance throughout your project.

**Decision Analysis**

Decision Analysis (DA) provides a structured and coherent approach to decision-making. It involves a wide range of quantitative and graphical methods for identifying, representing, and assessing alternatives in order to determine a best course of action. DA is regularly employed by many leading companies in the pharmaceutical, oil and gas, utilities, automotive, and financial services sectors. In this module, you learn about the basic concepts of DA and how to apply it in a variety of practical business planning situations.

**Digital Marketing Applications**

This covers the challenges faced in the digital marketing arena and covers areas such as website design, implementation and analysis; customers and brands in the internet age; e-marketing campaigns; and digital marketing and globalisation. You assess the unique characteristics of digital products and look at how these are marketed.

**Digital Marketing Strategy**

Here, you study the threats to security and other issues posed by digital marketing, with a focus on how the internet and other platforms (such as mobiles) support digital marketing. Underlying business and marketing concepts are considered to understand the relationship between digital marketing strategy and the wider organisation.

**Diversity in Organisations**

Examining the issues that confront managers of a diverse workforce – such as ethnicity, age, disability and gender identities – you explore how to use knowledge of diversity issues to develop the leadership potential of individuals and organisations.

**European Business**

Globalisation and European economic integration both have significant effects upon the business environment. In this module, you gain an understanding of the impact of EU policies on European business and discover the practicalities of doing business within Europe. You also analyse different European business cultures and management styles; specifically the management of cultural diversity within a European business environment.
STUDYING AT STAGE 3 (CONT)

International Business 1
This module provides a critical introduction to the main theories and debates in international business and uses these theoretical lenses to explain core phenomena in international business.

International Business 2
This is a critical analysis of how multinationals select their target markets and modes of entry and how they manage their various functions in an international context, balancing the needs for global integration and local responsiveness.

International and Comparative HRM
This module provides an analysis of the HRM systems in seven countries: USA, Germany, Sweden, France, Italy, China and India. You are introduced to the main concepts and theories through readings and discussions of the main writers in the field. Within a broad historical context, you consider the development of the relationship between governments, employers and trade unions.

Management Problem
You explore current business issues and apply the theories and techniques learnt during your degree to help you develop the leadership and managerial skills to operate effectively in a rapidly changing global environment. You work on current topics to solve a real business issue, to put knowledge into practice and foster good relationships. Topics may include initial market entry analysis; industry analysis; benchmarking and financial analysis; ethical competitor analysis; strategic projects; supply chain management and digital technologies.

Marketing Research
Here, you gain understanding and experience of the theory and practice of marketing research. You formulate and implement a marketing research plan, design a questionnaire, collect and analyse data, prepare an oral presentation and write a marketing research report.

Marketing Communications
You are introduced to key concepts and theories of marketing communications. You gain practical experience of marketing decision-making within a framework of current theory allowing you to make sound, informed marketing communications decisions.

Psychology of the Contemporary Workplace
This module provides an overview of what work psychology is and its relevance and usefulness in improving our understanding and management of people at work. You discover the best ways to motivate, assess, train, and lead people in the workplace.

Service Management
Following on from the Stage 2 module, Operations Management, this module focuses on the management of the production and delivery of services. Evaluating different approaches to service design, you analyse case studies, present findings and suggest solutions.
YEAR IN INDUSTRY

As part of your degree programme, it is possible to undertake a year’s professional business placement. This is taken between Stages 2 and 3.

Students at Kent Business School have had placements with many major companies both in the UK and overseas. Opportunities for managerial level jobs are available in a wide range of sectors.

Organisations who have recently participated in the scheme include Denne Construction, Enterprise Rent-A-Car, Ernst & Young, Eurosport, Fujitsu, IBM, Lloyds Banking Group, Morgan Stanley, National Grid, The Walt Disney Company, UBS AG Bank and Vauxhall Motors.

Study and career benefits

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

The skills and knowledge acquired also help you in your final year at university, allowing you to put your academic learning into a real-world context.

Finding a placement

Kent Business School provides information and support in finding placements, through a range of preparatory employability workshops. You are visited during your placement, and provided with online support at other times. On your return to the University, you provide a reflective report on your placement.

Salary and benefits

Salary and holiday entitlements vary according to the employer you work for. However, many students find that they earn enough to be able to save some of their income, and this often helps them in their final year of study at Kent.

Keeping in touch with Kent

The University maintains close contact with you during your year away. The year in industry is assessed by a combination of employer feedback and academic evaluation. It contributes 10% to your overall degree mark.

DID YOU KNOW?

Kent was ranked 5th in the UK for student satisfaction in business studies, with a 94% satisfaction rating in the 2015 National Student Survey.
VISIT THE UNIVERSITY

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

Open Days
Kent runs Open Days during the summer and autumn. These provide an excellent opportunity for you to discover what it is like to live and study at the University. You can meet academic staff and current students, find out about our courses and attend subject displays, workshops and informal lectures. We also offer tours around the campus to view our sports facilities, the library and University accommodation.

For further information and details of how to book your place, see www.kent.ac.uk/opendays

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

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

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

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

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

For the latest departmental information on studying Management at Kent, please see www.kent.ac.uk/kbs

Scholarships and bursaries

For details of scholarships and bursaries at Kent, please see www.kent.ac.uk/ugfunding

Location
Canterbury

Award
BSc (Hons)

Degree programme

Single honours
• Management (N206)
• Management with a Year in Industry (N207)

Joint honours
Management and...
• Economics
• Law
• Computing
• Hispanic Studies
• German
• English Language and Linguistics
• French
• Italian
• Philosophy

Programme type
Full-time and part-time.

Offer levels

Single honours
ABB at A level, IB Diploma 34 points including 4 in Mathematics or IB Diploma with 16 points at Higher including 4 in Mathematics.

Joint honours
As above.

Required subjects

Single honours
GCSE Mathematics and English Language at grade C or above.

Joint honours
For details of any required subjects for your joint honours subject, see the leaflet for that subject, or visit www.kent.ac.uk/ug

Accreditation
The Chartered Management Institute (CMI)

Year in industry
Available on all Management degrees.

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

This brochure was produced in June 2016. The University of Kent makes every effort to ensure that the information contained in its publicity materials is fair and accurate and to provide educational services as described. However, the courses, services and other matters may be subject to change. For the most up-to-date information, see www.kent.ac.uk/ug and for full details of our terms and conditions, see www.kent.ac.uk/termsandconditions

For the University to operate efficiently, it needs to process information about you for administrative, academic and health and safety reasons. Any offer we make to you is subject to your consent to process such information and is a requirement in order for you to be registered as a student. All students must agree to abide by the University rules and regulations at: www.kent.ac.uk/regulations
COME AND VISIT US

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