THE KENT MBA
2020

Canterbury
WHY CHOOSE THE KENT MBA?

AN AMBA-ACCREDITED PROGRAMME

The Kent MBA carries the Association of MBAs (AMBA) accreditation, which represents the highest standard of achievement in postgraduate business education and is awarded to only the best MBA programmes in the world. Students and employers consistently recognise that an MBA with AMBA accreditation is an assurance of global quality.

CMI QUALIFICATION

Kent Business School has joined forces with the Chartered Management Institute (CMI) to give you the opportunity to gain, alongside the Kent MBA, the CMI Level 7 Diploma in Strategic Management & Leadership on the successful completion of your studies. The CMI is committed to excellence in management and leadership and the CMI qualification is highly sought after by employers.

CORPORATE CONNECTIONS

Kent Business School prides itself on delivering first-class academic degrees combined with real-world business connections. During the Kent MBA programme, global organisations present live case studies and projects. You also engage in a week of consultancy with businesses and have access to a diverse range of private and public sector experience.

EUROPEAN STUDY TOUR

As a student of the Kent MBA, you have the opportunity to visit two of Kent’s European centres on a five-day study tour. During the European Study Tour you attend workshops and seminars, and also work with European organisations on the practicalities of doing business in Europe.

AN AACSB-ACCREDITED SCHOOL

Kent Business School (KBS) is accredited by the Association to Advance Collegiate Schools of Business (AACSB). Only 5% of the world’s Business Schools attain this accreditation.

FLEXIBLE STUDY OPTIONS

With the Kent MBA, you have the option to complete your programme in one year of full-time study, or combine it with work and finish in two or three years. The programme modules are designed in single-week blocks, where full-time and part-time students benefit from integrated study.
Welcome from Our Dean

Kent Business School is accredited by the Association to Advance Collegiate Schools of Business (AACSB). We are committed to excellence by providing world-class, thought-provoking programmes. We champion sustainable innovation through high-quality research and education, impacting business and society, and are committed to developing employable, ethical graduates who can make a positive difference.

We bring together creative minds and experienced managers committed to developing leaders with an entrepreneurial outlook and an international perspective, as well as a commitment to responsible management. We view ourselves as a place of transformational learning and seek to educate and develop the leaders and managers of tomorrow. Our teaching is underpinned by high-quality international research. Following the most recent Research Excellence Framework, we were placed 25th in the UK by the Times Higher Education for research intensity in business and management, with 98% of our research judged to be of international quality.

A further kite mark is reflected in our accreditation from the Association of MBAs (AMBA), as well as our membership of the European Foundation for Management Development (EFMD). Our collaboration with the Chartered Management Institute (CMI) ensures our programmes are practice-relevant and we have been awarded the Small Business Charter in recognition of the support we provide to small businesses.

We are dedicated to ensuring our students receive a quality international business education and a global outlook in a state-of-the-art learning environment. We very much hope to welcome you to the Kent Business School.

Professor Martin Meyer
Dean, Kent Business School
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We are a world-class business school, combining high-quality research and rigorous teaching with real-world relevance and strong links to the business community.

Highly ranked school
Kent Business School has over 25 years’ experience of delivering high-quality business degrees, enabling you to graduate with the specialist expertise and practical skills required to meet the challenges of today’s businesses.

The School is accredited by the Association to Advance Collegiate Schools of Business (AACSB). AACSB, founded in 1916, is a global institution which connects educators, students and business to create the next generation of leaders. AACSB’s mission is to foster engagement, accelerate innovation, and amplify business education. This prestigious accolade is awarded to business schools that demonstrate excellence in education, research and operations, and only 5% of business schools in the world hold this accreditation.

The School is a member of the European Foundation for Management Development (EFMD) and the Chartered Association of Business Schools (CABS). We have an international reputation for the high standard and quality of our programmes, which have received accreditation from leading professional bodies, including the Association of MBAs (AMBA), the Chartered Institute of Logistics and Transport (CILT), the Chartered Institute of Personnel and Development (CIPD), the Chartered Institute of Marketing (CIM), the Chartered Institute of Procurement & Supply (CiPS), the Chartered Management Institute (CMI), the Global Association of Risk Professionals (GARP) and the Chartered Financial Analyst Institute (CFA). We are currently seeking confirmation of accreditation from the Professional Risk Managers’ International Association (PRMIA) for our finance programmes.

Kent Business School is a signatory of the United Nations’ Principles for Responsible Management Education (PRIME). PRIME provides a global network for academic institutions to advance corporate sustainability and social responsibility, and an engagement framework for the incorporation of universal values in curricula and research.

Research excellence
Kent Business School is proud of its strong research environment. Following the most recent Research Excellence Framework, business and management at Kent was ranked 25th for research intensity in the UK by the Times Higher Education. An impressive 98% of our research was judged to be of international quality, with 67% of that being ‘world-leading’ or ‘internationally excellent’, placing us in the top quartile of the UK’s business schools.

Expert staff
At Kent Business School, you are taught by expert staff with experience in a wide range of management disciplines. Whether they have a particular area of professional expertise or are actively involved in research, our academics are passionate about their subjects and about sharing their knowledge with students, as well as with the wider academic and business communities. They guide and support your learning, not only in current best practice, but also in the latest business thinking and emerging concepts and theories.

Teaching in the School is also supported by leading experts from business and the professions, as well as visiting academicians from other universities, who work closely with our permanent academic team.

A global outlook
We believe that an international perspective on business benefits all of our students. Kent Business School has over 80 internationally recognised academics from 23 different countries. Most of our teaching faculty are involved with researching the latest issues in business and management, actively working with organisations to provide new insight for business leaders and policymakers. Their knowledge and research findings feed into the MBA to ensure it is cutting-edge and globally relevant.

Students on the Kent MBA programme come from a wide range of backgrounds and locations, including the UK, Europe, the Far East, Middle East, Asia, the Americas and Africa. You will therefore be part of a vibrant community of exceptional graduate students who are developing their professional knowledge. The diverse backgrounds of staff and students in the School create a dynamic learning environment, offering plenty of opportunity for insight, discussion and debate.

Business connections
Our well-established links with international, national and regional businesses ensure we have the capability to impart real-world skills and the latest business knowledge. We have long-standing relationships with leading organisations, including Barclays, Cummins Power Generation, Enterprise

“I chose to study the Kent MBA as Kent Business School has an excellent reputation and the value the institution places on innovation and community ambition appealingly align with my values.”

Jessica Richmond (Switzerland) Kent MBA, 2017

During your studies, you also have the chance to engage in a number of industry-led activities and networking opportunities, including live case study work and current business challenges, global sustainability challenges, guest lectures and seminars.

Dynamic publishing culture

Our staff frequently publish in leading international journals, conference proceedings and books. Among others, they have recently contributed to: Journal of Product Innovation Management; Technological Forecasting and Social Change; British Journal of Management; European Journal of Operational Research; Human Resource Management Journal; and Quantitative Finance.

Worldwide partnerships

In addition to our links with professional organisations, Kent Business School has strong partnerships with leading academic institutions worldwide, including:
- Hong Kong Baptist University
- University Carlo Cattaneo, Castellanza (Italy)
- University of Ingolstadt, Bayern (Germany)
- City University of Hong Kong
- University of Hong Kong
- Renmin University of China, School of Business
- IE Madrid (Spain)
- Neoma Business School (France)
- EBS University of Business and Law (Germany)
- Stockholm Business School (Sweden)
- Freie Universität Berlin (Germany)
- Rennes Business School (France)
- ESSEC Business School (France)
- Innsbruck University School of Management (Austria)
- University of Florence (Italy).

Excellent location

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

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

Resources and facilities

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

Sibson, the home of Kent Business School at Canterbury, opened in spring 2017. This significant investment marked 25 years of education and growth within the School, and offers staff, students and visitors a state-of-the-art building with contemporary teaching and learning spaces and modern social and breakout areas which encapsulate the School’s academic values and identity.

Kent Business School shares the building with the School of Mathematics, Statistics and Actuarial Science. The impressive design 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 inspiring views of woodland from the main teaching and social learning spaces.

You also have access to all campus amenities, including the Templeman Library, the Sports Centre, Medical Centre, cafés, bars and bistros, the Gulbenkian Theatre and Cinema, the Colyer-Fergusson Concert Hall, the Graduate School and dedicated postgraduate facilities.

Developing your employability

Kent has an excellent postgraduate employment record: over 97% of graduates who responded to the most recent national survey of graduate destinations were in work or further study within six months (DLHE 2017).

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

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

“The Kent MBA is an opportunity for me to further my career. In today’s business environment, it is essential to gain an awareness of different cultural beliefs and practices. The University of Kent is established as the UK’s European university. Kent Business School offers small class sizes with practical applications in diverse cultures and well-established connections with different industries. I also wanted to study in a peaceful and green city. Canterbury is just as I expected.”

Namiko Haruta (Japan)
Kent MBA, 2017
THE KENT MBA

The Kent MBA delivers practical and applicable knowledge that enables you to develop an innovative mindset and responsible management skills which can be used for the advancement of local and global communities. The transformational leadership skills you gain allow you to make a significant contribution to any organisation and enhance the scope and potential of your career along with your earning ability.

The module convenor is chosen for their enthusiasm, corporate experience, personal knowledge, networks and international contacts. They impart the practical knowledge you need to succeed in a senior leadership role.

The curriculum combines a range of learning methods to help you understand and embed this practical knowledge, and practice the associated skills.

The style of teaching on the Kent MBA is inclusive and allows you to gain from our academics’ knowledge and also to share and discuss your experiences and ideas. Our classes offer a more personal learning environment enhancing your learning experience and enabling you to gain the most from your studies and those around you.

Real-world corporate experience

At Kent Business School, we believe that the experience gained from our corporate connections is a key part of the Kent MBA. We deliver networking opportunities to connect you with local and national businesses, providing an exciting opportunity to sharpen your own sustainable and responsible leadership skills. You are also given access to a diverse range of private and public sector projects on which to base your end-of-year reports. For more information on the benefits of our corporate connections, see opposite page.

“I chose Kent Business School because it has an internationally recognised MBA programme. It has the right mix of modules to help me understand all aspects of running a business. I am particularly eager to study the modules on decision-making and strategy.”

Ojasvi Khare (India)
Kent MBA, 2017

Kent Business School / The Kent MBA

Average age: 36 years
Average work experience: 11 years
Female to male percentage: 52:48
Nationalities represented: 18

CONTINUED OVERLEAF
The Kent MBA maintains close links with the corporate world and we are committed to giving our students wide-ranging experiences across the spectrum of small, medium and large organisations in both the private and public sectors.

Corporate enterprises have direct access to our students through our effective relationships as defined by our engaging live case study programmes, internships, consultancies, guest lectures and executive in-residence sessions.

We provide you with recruitment activities, such as corporate presentations and on-campus interviews, actively supported by a robust platform of career-focused sessions throughout the academic year.

Our effective corporate relationships guarantee you valuable exposure to the business world and provide organisations with the opportunity to work with and recruit talented future leaders.

Cummins Power Generation
The Kent MBA gives you the opportunity to deepen and develop your knowledge of organisational operations. Through Cummins’ live case study events, you are able to put your newly acquired aptitudes and skills into practice on live business issues, presented by senior managers from the participating organisations. The events are designed to enhance analytical, presentation and written skills in a time-constrained environment.

Our successful Cummins’ live case study events were formally introduced as part of the assessment in the International Business and Strategy modules of the Kent MBA in 2011. The case studies have brought immediate value to our students through transferable learning practice and network building and, at the same time, allowed them to effectively provide reflection on the business challenges for Cummins.

Rochester Cathedral
Rochester Cathedral is England’s second oldest cathedral, founded in AD604 by Bishop Justus. Like most Anglican cathedrals, Rochester faces serious challenges. Falling congregation numbers and the lack of funding threaten the future of the Cathedral.

The Kent MBA gave Rochester Cathedral access to the expertise of our students, who, in turn gained invaluable practical experience of working with a heritage site faced with seeking sustainable solutions to challenges in the modern world.

A project such as this gives you the opportunity to develop sustainable and responsible management practice, gain a deeper understanding of the challenges threatening many organisations, as well as sharpen your leadership, communication and consultancy skills. These projects provide a range of exciting challenges for Kent MBA students.

Consultancy Week
Launched in 2010, Consultancy Week is an initiative of the Kent MBA, which provides a high-quality consultancy service to small and medium-sized enterprises. Consultancy Week offers businesses the opportunity to bring a business problem to a team of Kent MBA students who make recommendations by providing feedback in day-long interventions with each of the companies. The shared sense of entrepreneurial dedication to business from the business owners and the involvement and commitment of the students contributes to high-quality, value-delivering output and experience for all involved. You benefit from the opportunity to apply your academic and practical skills to a real-world situation.

Our approach to the Kent MBA Consultancy Week initiative has been to engage a largely neglected market space with the experience of our students and their ability to contribute effectively with recommendations to the concerns and problems of small and medium-sized enterprises.

“The in-depth research undertaken by the students was impressive and was evident in their discussions with us and in their presentations, which were detailed and packed full of insightful observations and recommendations. Their final presentation on the opportunities afforded by improved digital marketing gave us a great deal of food for thought and will certainly form the basis of our new marketing strategy.”

Simon Lace
Chapter Clerk – Executive Director, Rochester Cathedral
The MBA course offered a valuable combination of an ethical perspective in their decision-making. The broader responsibility they have and to include Sustainable management practices are important my analytical capabilities and research skills. of businesses. In addition, I wanted to improve the Kent MBA.

In addition, this was a great platform to meet and learn from other dynamic and knowledgeable people with diverse backgrounds.

What modules did you enjoy the most, and why?
I enjoyed the module on corporate social responsibility as it provided the fundamental theory to write a case study for Weleda (a Swiss-based manufacturer of certified natural cosmetics). This enabled me to examine how businesses can draw on the triad of theories – sustainability, CSR and business ethics – in order to behave responsibly in practice. With increasingly globalised markets, it is more important than ever that companies realise the broader responsibility they have and to include an ethical perspective in their decision-making. Sustainable management practices are important for the advancement of both local and global communities in an increasingly complex and globalised world.

What about the teaching?
Teaching at the University of Kent has an international perspective and small class sizes provide an optimal learning environment for exchange and networking. The lecturers encourage students to be innovative and think ‘outside of the box’, so you develop an independent and critical mind-set.

What was the level of support like at Kent for postgraduates?
From the introductory week onwards, I found great support from all the staff and fellow students. This really helped me to settle into the course and the location. Everything is very well organised and whenever I needed something from staff, lecturers, or the MBA director, the right support was provided in no time.

What were the facilities like in the School?
Kent Business School has a dedicated MBA suite so the students are able to interact and work together easily during various group assignments. Generally, the facilities are of the highest standard and I was always able to stay after class and study in one of the many quiet study areas in the building.

What does doing a further degree give you that a first degree does not?
The MBA has picked up on the most important topics concerning the workplace and connected them with each other. This holistic and far-reaching approach is only possible at postgraduate level because students bring with them much more working experience and knowledge. In my opinion, this makes the MBA a truly unique programme.

How did your course lay the foundations for your chosen career path?
The individual coaching sessions focusing on my personal career development, including various personality assessments at the beginning of the course, helped me apply what I learned to my own personality. This was the starting point of changing my career path as I was able to better understand myself, my strengths and weaknesses. The coaching has helped me to realise my potential. I found that a feeling of ‘purpose’ was absent in my previous roles and that there was no lasting satisfaction for me in the finance industry.

So, under the guidance of my coach, I used the business model canvas I had learned to draw a personal business model. This revealed new ways to use my skills, which allowed me to adapt to changing needs in the marketplace and has lead to more satisfying opportunities for my career and my life.

What are your future plans/aspirations?
With a better understanding of my abilities and values, I have a clearer perception of the type of company I would like to work for. I recently applied to a natural cosmetics company that was introduced to us during the European study trip to Athens. This company plans to expand into the Swiss market, where I am originally from. The company’s products and mission, focusing on a very sustainable business model, fits with my ideals and presents challenges I feel I would thrive on. After learning about, and discussing, leadership and management in the 21st century, I am keen to gain first-hand experience as the leader of a small team.

What advice would you give to graduates thinking of coming to Kent to study at postgraduate level?
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Gina Gabriela Mehmann has a BSc in Business Communication from HWZ University of Applied Sciences in Zurich. She is currently completing the Kent MBA.

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Diverse student body
Each year, the Kent MBA programme attracts a diverse range of people from the public and private sectors as well as a number of entrepreneurs. In a typical cohort, we have students from 12 to 18 nationalities, with average work experience of 11 years. This ensures that local and international students learn from one another, make lifelong connections and develop a global outlook.

European connections
The University of Kent is known as the UK’s European university, with campuses in the UK and study centres in Brussels, Paris, Athens and Rome. As a student of the Kent MBA, you have the opportunity to visit two of these locations on a five-day European Study Tour, where you learn about the structure, policy, law and finance of the EU as well as opportunities for MBA students to interact with the business community.

Programme flexibility
The Kent MBA is a modular programme, structured in one-week modules, with sufficient time for individual and group research and study. It is designed to be flexible, allowing you to tailor your studies according to your interests. You can choose to complete the Kent MBA in one year of full-time study or combine it with your career or other commitments, completing your studies over two or three years part-time.

Kent Business School holds MBA briefing sessions every month. These sessions provide you with an opportunity to discuss the MBA with the Programme Director and a current student in order to see how the programme could fit with your own personal circumstances and career aspirations. Register at www.kentmba.com

Ongoing career support
The Kent MBA focuses on career development and employability from the first day you arrive on campus. Specialist advisers deliver workshops throughout the academic year and provide individual support to guide you in your post-MBA career path. Workshops and clinics are integrated throughout the MBA learning journey to support your ongoing business skills and personal development. These include sessions on negotiation and leadership. Networking is facilitated by alumni, internships or student projects, live case study events, Consultancy Week, the European Study Tour, Business Soundbites and other events delivered throughout the year.

Kent Business School International Advisory Board and Kent MBA Advisory Board
The School International Advisory Board provides external comment and advice to the Senior Management Team on strategic issues and comprises high-level, regional and international executives.

The Kent MBA Advisory Board is represented by senior executives, some of whom are Kent MBA alumni, from both national and international organisations. These individuals provide leadership and corporate advice to the Kent MBA programme as well as opportunities for MBA students to interact with the business community.

Lifelong network and continuing professional development
Kent MBA graduates form part of an enthusiastic School alumni network which supports the School by organising keynote speakers, providing projects and case studies, assisting at recruitment fairs and organising events. In addition, graduates become part of the Association of MBA’s Alumni Network and have access to Kent Business School’s qualified careers practitioners for up to three years after graduation.

One of the unique features of the Kent MBA is the opportunity to continue lifelong learning and professional development after graduation. Kent MBA alumni can return to the School to join one of our modules, free of charge.

On successful completion of the Kent MBA, graduates have the opportunity to gain the Chartered Management Institute (CMI) Level 7 Diploma in Strategic Management & Leadership. The CMI is committed to excellence in management and leadership thus making the CMI qualification highly sought after by employers.

Senior Leader Master's Degree Apprenticeship (Level 7)
The Senior Leader Apprenticeship is underpinned by The Kent MBA.

The apprenticeship standard has been developed by a group of employers and approved by the government to ensure that apprenticeships are delivered and assessed consistently. It outlines the skills, knowledge and behaviours required of the apprentice.

To be eligible for the Senior Leader Apprenticeship, it is expected that you have management responsibility, which includes formal governance/director responsibilities, and you are responsible for direction and vision, providing a clear sense of purpose and driving strategic intent. Operating as an inclusive leader, you are responsible for developing ethical, innovative and supportive cultures with the ability to deliver results.

Each apprenticeship is tailored to the needs of you (the apprentice) and your employer. For further information, including a quote, contact: E: apprenticeships@kent.ac.uk T: +44 (0)1634 888459 or 888467
PROGRAMME STRUCTURE AND DELIVERY

The Kent MBA is designed around a core of general management themes, focusing on the academic context, managerial skills, personal skills and employability, through Observing, Creating and Practicing.

Both full-time and part-time students follow the same structure and content. You take 12 compulsory taught modules, and have the opportunity to take part in extra-curricular networking activities to enhance your learning.

You are also required to complete one project in your own time: the MBA Business Report.

The Kent MBA offers workshops, seminars and study weekends to enhance your management skills. Our aim is to help you to develop as a responsible leader with an understanding of sustainable practices.

The programme begins with an orientation and induction weekend. The weekend brings students together and includes study and research skills training as well as team-building activities and programme orientation.

The diagram opposite shows a typical full-time timetable. The modules listed may be subject to change to reflect market requirements. For students looking to complete the programme over two years, six modules are taken in Year 1 and five in Year 2 along with the Business Skills and Personal Development module which is integrated across the two years. In Year 2, you are also required to complete the MBA Business Report.
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<tr>
<td><strong>Orientation and Induction</strong>&lt;br&gt;Welcome event to get to know key members of staff, fellow students and MBA alumni, followed by workshops and team-building activities.</td>
<td><strong>Business Skills and Personal Development – Kent Business Summit Event</strong></td>
</tr>
<tr>
<td><strong>Strategic People Management</strong>&lt;br&gt;The focus of the module is on the strategic aspects of managing people within an organisational context.</td>
<td><strong>Business Analytics</strong>&lt;br&gt;This module focuses on the nature and importance of business and management modelling in practice and looks at how to use modern quantitative techniques and tools to analyse a range of common managerial problems. You attend an interactive spreadsheet workshop prior to the start of this module.</td>
</tr>
<tr>
<td><strong>Strategic Marketing and Communication</strong>&lt;br&gt;This module provides the latest thinking and practice in strategic marketing and communications, with a particular twist on the marketing of innovation, and growth and sustainable performance of firms.</td>
<td><strong>Delivering Innovation</strong>&lt;br&gt;Delivering Innovation is an exploration of the conception, creation and diffusion of new products and services within modern economies. It examines the many challenges faced by firms and others in the process and the solutions and management practices that have been developed to deal with potential innovation barriers. The module also explores the evolving nature of innovation itself and outlines how firms and others can benefit from new and different forms of emerging opportunities.</td>
</tr>
<tr>
<td><strong>Business Skills and Personal Development – 1-2-1 Mentoring Sessions</strong></td>
<td><strong>Entrepreneurship</strong>&lt;br&gt;The nature of entrepreneurship and the importance of entrepreneurship for the vitality of a national economy with specific emphasis on the UK and European context is discussed. This module is hands-on in nature, using a business simulation game with the focus on experiential learning.</td>
</tr>
<tr>
<td><strong>Operations Management</strong>&lt;br&gt;You study the importance of customer orientation, its strategic and operational role in gaining competitive advantage and the interrelationship between operations and marketing. You learn to analyse and improve operating problems, information systems and their impact on organisations.</td>
<td><strong>Corporate Social Responsibility and Sustainability Management</strong>&lt;br&gt;This module adopts the perspective of studying Corporate Social Responsibility (CSR) and sustainability management within the context of corporate strategy.</td>
</tr>
<tr>
<td><strong>Leadership and Change</strong>&lt;br&gt;This module familiarises you with major contemporary research evidence on effective approaches to leadership and development practice.</td>
<td><strong>Business Skills and Personal Development – 1-2-1 Mentoring Sessions</strong></td>
</tr>
<tr>
<td><strong>Business Skills and Personal Development – Business Soundbites Event</strong></td>
<td><strong>Global Strategic Management</strong>&lt;br&gt;The module covers a variety of aspects focusing on the global environment and the way firms interact either as multinational organisations or uni-national organisations that compete with multinationals.</td>
</tr>
<tr>
<td><strong>Financial Analysis for Decision-Making</strong>&lt;br&gt;You are introduced to various tools for conducting financial analyses that support management decision-making. There is emphasis on the relevance of each tool in the context of decision-making and assumed objectives together with discussions on the interpretations of outcomes, the complex interrelationships involved and the implications of an uncertain decision-making environment.</td>
<td><strong>Business Skills and Personal Development – Consultancy and Negotiation Skills Week</strong></td>
</tr>
<tr>
<td><strong>Interactive Spreadsheet Workshop</strong>&lt;br&gt;This is an introductory one-day session in preparation for the Business Analytics module taken in term 2.</td>
<td><strong>Business Skills and Personal Development – European Study Visit</strong></td>
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<tr>
<td><strong>Business Skills and Personal Development – Business Soundbites Event</strong></td>
<td><strong>Business Skills and Personal Development – Business Soundbites Event</strong></td>
</tr>
<tr>
<td><strong>Business Skills and Personal Development – Strategic Job Hunting</strong></td>
<td><strong>Business Skills and Personal Development – Strategic Job Hunting</strong></td>
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<tr>
<td><strong>Business Skills and Personal Development – Business Start-up Week</strong></td>
<td><strong>MBA Business Report Workshop</strong>&lt;br&gt;Preparation workshop for the MBA Business Report</td>
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<tr>
<td><strong>MBA Business Report Workshop</strong></td>
<td><strong>Business Skills and Personal Development – 1-2-1 Mentoring Sessions</strong></td>
</tr>
</tbody>
</table>
RESEARCH EXCELLENCE

Following the most recent Research Excellence Framework, business and management at Kent was ranked 25th for research intensity in the UK by *The Times Higher Education*. An impressive 98% of our research was judged to be of international quality, with 67% of that being classed as ‘world-leading’ or ‘internationally excellent’, placing us in the top quartile of the UK’s business schools.

**Areas of research expertise**

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

**Accounting**

Members of the Accounting group have established strong international reputations for their research in public sector or critical accounting and accounting history across numerous publications and books. Recent topics include privatisation, health and new public management.

**Finance**

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

**Management Science**

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

**Marketing**

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

**People, Management and Organisation**

Research examines key themes in the areas of employment relations, human resource management, organisational behaviour and leadership at both national and international levels. The group covers a wide range of research topics, including: employment relationships; the role of social partners; the effects of skills, technology and culture in the world of work; employee engagement; and the role of leadership in determining organisational performance.

The group includes researchers from a variety of academic backgrounds. It therefore works from a multidisciplinary perspective, utilising both historical and futuristic perspectives.

**Strategy and International Business**

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

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

Anglo-Chinese Business and Management Centre
Director: Professor Steve Liu
This is the first collaborative research centre of its kind between China and the UK, providing a joint research unit for Kent Business School and our partners in the Chinese Academy of Sciences and the Beijing Foreign Studies University. The Anglo-Chinese Business and Management Centre’s mission is to promote world-class joint research and education on Chinese business, policy and management.

Centre for Employment, Competitiveness and Growth
Director: George Saridakis
Providing world-class research on performance issues relating to work, employment relations and leadership, the Centre works with hundreds of small and medium-sized enterprises (SMEs) and the policy community that supports them. It hosts ‘Promoting Sustainable Performance’, a multi-method research programme which identifies the characteristics of higher-performing SMEs, and provides exclusive access to data and contact with regional SMEs.

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

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

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

Whatever your career goal, an MBA from Kent Business School equips you with an impressive portfolio of skills, specialist knowledge and practical experience to help you succeed in a competitive job market.

Enhanced career prospects
Kent has an excellent postgraduate employment record: over 97% of graduates who responded to the most recent national survey of graduate destinations were in work or further study within six months (DLHE 2017).

Our students gain much more than a business qualification when they graduate from the MBA programme. Employers and top business recruiters are looking to acquire the best managers and future business leaders, and Kent MBA graduates receive the highest-quality education which is most relevant to the changing demands of the business world. Our dedicated teaching, reputation for delivering international business expertise, leading global research and an outstanding international learning experience, ensures our graduates have the skills to succeed in today’s job market.

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

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

Industry experience
Kent Business School has excellent relationships and links with many of the world’s top organisations and other leading academic institutions and partners, providing opportunities to widen your experiences and enhance your soft skills.

The Kent MBA combines a rigorous grounding in business theory with opportunities to put this into practice through global live case studies, Consultancy and Negotiation Skills Week, working with a range of businesses on live issues and internships with high-profile, multinational corporations.

Throughout the programme, you engage with a range of organisations – small, medium and large, and regional to multinational – allowing you to test theories immediately in real-world situations.

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

Kent Business School delivers specialist workshops, seminars and talks throughout the year, which are designed to enhance your future career prospects.

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

Business Start-Up Week
The Business Start-up Week is an opportunity for students to further enhance their understanding of the various systems required to create a successful start-up. There is a focus on team unity and collaboration; this synergetic culture is often attributed to both start-up and organisational success. During the Business Start-Up Week students discuss ideas’ generation, creating content, start-up finance, fintech and investing in innovation, and finish by pitching their ideas to established entrepreneurs.

Kent Business School Alumni Network
Kent Business School has a thriving alumni network, which facilitates social, business and networking opportunities. With over 15,000 graduates, it keeps alumni in touch with each other, with the School, with current students and with the latest developments in business.

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

Student enterprise
Building on our students’ growing enterprise culture and activities, Kent Business School can help you to develop enterprise skills and business ideas.

The ASPIRE (Accelerator Space for Innovation and Responsible Enterprise) is Kent Business School’s flagship space for business start-up and entrepreneurial learning. It offers an exciting programme of activities and services all of which are available to our MBA cohort.

ASPIRE is an environment where innovative ideas are brought to fruition. It is a place of entrepreneurial and truly transformational learning, welcoming students who have radical ideas and are not afraid to experiment with them. Students benefit from:

• the Business Start-Up Journey, the School’s flagship co-curricular entrepreneurship programme, as well as seminars, networking sessions and masterclasses
• inspirational events and keynote speeches by successful entrepreneurs
• one-to-one support through our network of mentors and the ASPIRE Entrepreneur in Residence and Investor in Residence
• hands-on, week-long workshop focused on idea development in start-up business using design thinking and agile principles
• opportunities to mentor undergraduate students exploring their own start-up business ideas.

Further information
www.kent.ac.uk/ces
www.kent.ac.uk/employability
www.kent.ac.uk/kbs/facilities/aspire

“The Kent MBA has positioned me to succeed in management by providing me with the necessary tools, theories and techniques. This has been combined with project experience and working to tight deadlines, be it as a corporate entrepreneur or on my own venture.”

Naveed Bhatti (UAE)
Kent MBA, 2019
ENTRY REQUIREMENTS, APPLICATIONS AND FUNDING

Below, you will find information on entry requirements and application procedures for the Kent MBA.

Entry requirements

To apply for the Kent MBA, you must show proof of academic achievement. This normally would be an honours degree from a UK or other approved university and/or an equivalent professional qualification. Exceptions will be considered for senior managers with more than ten years work experience.

You must submit a full and detailed curriculum vitae (CV) or résumé which demonstrates your career progression. A minimum of three years’ managerial work experience is required to apply for the Kent MBA. Please note that internships or part-time employment do not count towards the minimum three years’ managerial work experience required.

One reference is required from your current or most recent employer.

An individual online interview will form part of the selection process if you meet our general entry criteria.

Applicants who do not meet the entry requirements for the Kent MBA may wish to consider our other management programmes. Please visit www.kent.ac.uk/kbs for further details.

Accreditation of Prior Learning

Exemptions are considered in accordance with the University’s regulations. We consider evidence of previous study which indicates ability to successfully follow the MBA programme. In particular, applicants who do not meet the degree/professional qualification requirement may be admitted subject to interview. A substantial period of business experience (more than ten years) is required to compensate for lack of qualifications.

English language requirements

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

The English language requirements for all our postgraduate taught programmes are as follows:

- International English Language Test (IELTS) with a minimum overall score of 6.5 (which includes a minimum of 6.0 in each component)
- Pearson Test of English Academic (PTE) Academic with a minimum overall score of 62 (which includes a minimum of 60 in each subtest)
- Cambridge English: Advanced and Proficiency with a minimum overall score of 176 (which includes a minimum of 169 in reading and writing, and 162 in speaking and listening)
- Internet-based TOEFL with a minimum overall score of 90 (which includes a minimum of 22 in reading, 21 in writing, 20 in listening and 22 in speaking).

Only English language tests taken up to a maximum of two years prior to the date of registration will be accepted for admission to the University. See www.kent.ac.uk/pg/english-language-requirements.html for full details.

The University offers pre-sessional courses for students who need to improve their English and study skills before joining a postgraduate programme. For more information, see www.kent.ac.uk/international-pathways/pre-sessional

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

Please ensure that you check the University’s website for up-to-date information on English language requirements to ensure you meet the latest requirements made by UKVI. www.kent.ac.uk/pg/english-language-requirements.html

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

How to apply

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

Required documentation

When making your application, you must submit the following:

- completed online application
- statement of purpose, outlining your reasons for applying for the MBA at the University of Kent and Kent Business School
- degree certificate and academic transcript
- full and detailed curriculum vitae or résumé in which you demonstrate your career progression
- one reference is required from your current or most recent employer. Online references must be from a verifiable email address and not a webmail address such as yahoo or gmail, for example:
- certificate of English language proficiency for non-native speakers (from a test taken within the last two years)
- copy of passport (international students only).

Application deadlines

As places are limited, we advise applicants to submit their application early to guarantee consideration of an offer, ideally before the end of March to take advantage of our Early Bird Scheme (see p16).

We will ensure that your application, once received, is given the highest level of professional attention and review. We can usually give you a decision on your application within one or two weeks from initial receipt, providing you have submitted a fully completed application with supporting documentation.

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

Kent Business School offers regular MBA briefing sessions at its Canterbury campus for candidates wishing to undertake the Kent MBA, both on a part-time and full-time basis. These sessions, run by the Programme Director, enable you to find out more about studying the Kent MBA, including discussions with current students/alumni. Please see our website for more details, including dates and times of sessions.

Deposit

For self-funded students, a deposit of £1,000 will be required when you accept an offer in order to secure your place. This will be deducted from your overall tuition fees. Should you not meet the academic requirements of your offer, your deposit will be refunded in full. The deposit can be made securely via the University’s online store at https://store.kent.ac.uk

CONTINUED OVERLEAF
Students who are sponsored will need to provide proof of this status in order to waive the deposit requirement. Self-funded students who pay their deposit by 30 April and have applied before 31 March, may be able to take advantage of our Early Bird Scheme (see below).

**Tuition fees**

The annual tuition fees for 2020/21 for both full-time and part-time students on the MBA programme can be found at [www.kent.ac.uk/finance-student-fees](http://www.kent.ac.uk/finance-student-fees).

Fees will increase year on year by no more than RPI+3% in each academic year of study, except where regulated. Where fees are regulated (such as by Research Councils UK), they will be increased by an amount up to the permitted increase.

Students from the UK, European Union (EU) or overseas pay the same fee regardless of fee-paying category.

**Payment of tuition fees**

You must pay fees in advance at the beginning of each academic year. There are two main ways of paying:
- **in full**
- **in two instalments – 50% on or before registration, and 50% by 1 December.** Part-time students would pay in four instalments (two in each year of study).

For students receiving full sponsorship from a company or other party, a letter from the sponsor must be received detailing the full sponsorship amounts.

**Financial support**

To help fund your postgraduate studies, the University of Kent has a generous budget in excess of £12.2 million. This provides a variety of financial support opportunities for postgraduate students.

There are a number of School scholarships, as well as location-specific funding, sport and music scholarships, and funding specifically for overseas fee-paying students.

**Kent Business School Early Bird Scheme**

Kent Business School offers self-funded applicants incentives to commit early under our Early Bird Scheme. Applicants who apply before 31 March and subsequently accept their offer and pay their deposit by 30 April will automatically receive a 10% discount on their MBA tuition fee. For further details about the Scheme (including all terms and conditions), see [www.kentmba.com](http://www.kentmba.com).

**Kent Business School Scholarships**

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

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

In addition to the main postgraduate scholarships available through the University, Kent Business School is pleased to be able to offer the following dedicated MBA Scholarships:

- **Women in Leadership Scholarship (full and part-time)**
  Successful candidates must demonstrate academic excellence, and a depth and breadth of previous work experience in leading and inspiring female colleagues to develop and succeed in becoming strong business leaders across their chosen business sector. Successful awardees will receive 50% off the MBA tuition fee.

- **Leaders in Sustainability Scholarship (full and part-time)**
  Successful candidates must demonstrate academic excellence, and a depth and breadth of previous work experience in leading sustainable and social business causes and inspiring colleagues to develop and succeed in becoming strong sustainable business leaders of the future. Successful awardees will receive 50% off the MBA tuition fee.

- **SME Entrepreneur and Innovator Scholarship (full and part-time)**
  Candidates should have run their own successful business for a minimum of five years and now be looking to develop their business or organisation further while also providing a positive economic impact in their region. Successful awardees will receive 50% off the MBA tuition fee.

Successful scholarship candidates will be asked to contribute to the School by undertaking activities, which may include sitting on the Student Council or becoming a student representative. Other activities that scholarship awardees could undertake include playing an active part in the running of the Student Business Society on campus, becoming an e-buddy for prospective applicants, writing a student blog or assisting with postgraduate recruitment events on campus.

For more information, see [www.kentmba.com](http://www.kentmba.com).

**Kent Business School Bursary Fund**

Kent Business School can also assist MBA students via its bursary fund. For more information, see [www.kent.ac.uk/kbs](http://www.kent.ac.uk/kbs)

**Further information**

The details of postgraduate student funding are constantly being updated. For the most up-to-date information on the financial awards available, please see [www.kent.ac.uk/pgfunding](http://www.kent.ac.uk/pgfunding).

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**Application checklist**

- Completed online application
- Statement of purpose
- Academic transcript
- Degree certificate
- Professional qualification (if applicable)
- A full and detailed curriculum vitae or résumé
- One reference letter from your current or most recent employer
- Certificate of proficiency in English (if applicable). Test scores over two years old will not be accepted
- Copy of passport (photo ID pages only)

Part-time students may wish to consider applying for the Kent MBA via the Senior Leader Apprenticeship scheme with their company utilising the Apprenticeship Levy. Please contact the Centre for Higher and Degree Apprenticeships for further information.

E: apprenticeships@kent.ac.uk
T: +44 (0)1634 888459 or 888467
[www.kent.ac.uk/apprenticeships](http://www.kent.ac.uk/apprenticeships)

More details can be found at [www.kent.ac.uk/kbs/postgraduate/funding/](http://www.kent.ac.uk/kbs/postgraduate/funding/)

**Applying for accommodation**

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

**Contact details**

Graduate Admissions Office, Kent Business School, Sibson, University of Kent, Canterbury, Kent, CT2 7FS, UK
T: +44 (0)1227 824650
F: +44 (0)1227 761187
E: kbsadmissions@kent.ac.uk
COME AND VISIT US

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

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

If you are not able to attend one of these planned events, you are still welcome to visit the University and join one of our campus tours. The tours are conducted by Kent students/graduates who will be able to give you an insight into what it is like to be a student at Kent. Alternatively, 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

You can also explore the Canterbury campus in person or from the comfort of your home through our audio tour. Go to www.kent.ac.uk/informal to get started.

MBA briefing sessions
Kent Business School hosts monthly MBA briefing sessions. If you would like to attend one of these sessions, visit www.kentmba.com for further information and to register your interest.

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

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

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

Travelling to the Canterbury campus

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

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

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

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

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

Further information
Graduate Admissions, Kent Business School, Sibson, University of Kent, Canterbury, Kent, CT2 7FS, UK
T: +44 (0)1227 824650
E: kbsadmissions@kent.ac.uk

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

International Recruitment, The Registry, University of Kent, Canterbury, Kent, CT2 7NZ, UK
T: +44 (0)1227 824904
E: internationalstudent@kent.ac.uk
COME AND VISIT US

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