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 students the opportunity to gain, alongside the Kent MBA, the CMI Level 7 Diploma in Strategic Management & Leadership (QCF) on the successful completion of your studies. The Chartered Management Institute 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.

A GLOBAL COMMUNITY
Conveniently located close to London and mainland Europe, Kent Business School provides a vibrant multicultural learning environment that enables you to gain a global perspective on business affairs.

EUROPEAN STUDY TOUR
As a student of the Kent MBA, you have the opportunity to visit one 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.

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 DIRECTOR

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

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

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

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

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

Professor Martin Meyer
Director, Kent Business School
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A WORLD-CLASS EDUCATION

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. We are currently ranked among the UK’s top 25 business schools by The Guardian University Guide 2016, The Times Good University Guide 2015 and the National Student Survey.

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 Association of Business Schools (CABS) and the Professional Risk Managers’ International Association (PRMIA).

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

Research excellence
Kent Business School is proud of its strong research environment. In the Research Excellence Framework (REF) 2014, business and management at Kent was ranked 25th for research intensity in the UK by the Times Higher Education. An impressive 98% of our research was judged to be of international quality, with 67% of that being ‘world-leading’ or ‘internationally excellent’, 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 academics 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 60 internationally recognised academics from 22 different countries. Most of our teaching faculty are involved with researching the latest issues in business and management, actively working with organisations to provide new insight for business leaders and policymakers. Their knowledge and research findings feed into the 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, Enterprise Rent-A-Car, IBM, ifs (Institute of Financial Services), KPMG, Lloyd’s of London, the Bank of England and Kent County Council.

“I chose the Kent MBA as I wanted to study at a top 20 university in the UK on an AMBA-accredited programme; I’d also heard that the level of education provided is unbelievable. I was not disappointed as my time at the University of Kent represented one of the best phases of my life.”

Dima Hourani (Jordanian)
Relationship Manager
Standard Chartered Bank
Kent MBA, 2015
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: Critical Perspectives on Accounting; European Journal of Operational Research; Human Resource Management Journal; Journal of Product Innovation Management; Psychology & Marketing; 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:
• Audencia Nantes School of Management (France)
• Hong Kong Baptist University
• Aarhus School of Business and Social Science (Denmark)
• University Carlo Cattaneo (Italy)
• Universiti Teknologi Malaysia
• University of Ingolstadt, Bayern (Germany)
• City University of Hong Kong
• University of Hong Kong
• Renmin University of China, School of Business.

Excellent location
The School is conveniently located at the University of Kent’s Canterbury campus, close to continental Europe and with easy access to London. Canterbury’s historic city centre is just a 25-minute walk or short bus-ride away. It’s a small but beautiful city with stunning medieval buildings, lively bars and pubs, restaurants and 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 as well as access to excellent IT facilities and learning resources.

In 2017, the School will be 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 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 student accommodation at Woolf College.

Developing your employability
Kent has an excellent record of graduate employment: over 96% of our postgraduate students who graduated in 2015 found a job or further study opportunity within six months.

Kent Business School presents a wealth of opportunities for you to gain much more than your 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.

“I selected the Kent MBA because of its reputation and because Kent Business School has a great community atmosphere. I considered five other universities; however, they did not offer the same exposure to industry as Kent. Students are supported in forming business connections and encouraged to interact with organisations.”

Ozkan Gul (Turkish)
Finance Lead,
AKSA Energy, Istanbul
Kent MBA, 2013
THE KENT MBA

The Kent MBA delivers practical and applicable knowledge that transforms you into a responsible business leader, using sustainable management practices for the advancement of local and global communities. We ensure you develop the necessary skills to make a significant contribution to any organisation and enhance the scope and potential of your career along with your earning ability.

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 than most other MBA programmes. This enhances your learning experience and enables 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.

“As a student of the Kent MBA, you are encouraged to think, question and find solutions from academics, organisations and fellow students. You are surrounded by strategic thinkers with commercial flair and global perspectives. The connections you make during this time will be for life.

High-quality teaching

One of the strengths of the Kent MBA is Kent Business School’s international faculty. Each 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.

“I already had an electronics engineering degree and quality work experience, but felt I needed an MBA from a top international university with a vibrant culture. This is the main reason I chose Kent Business School and I can certainly say the experience went far beyond my expectations.”

Manjit Kataria (Indian)
Business Analyst,
Beycomp IT Solutions, India
Kent MBA, 2011

Average age: 35 years
Average work experience: 11 years
Female: 29%  Male: 71%
Nationalities represented: 11

CONTINUED OVERLEAF
REAL-WORLD ENGAGEMENT

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

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.

Rare

Rare is rated as one of the top non-governmental organisations (NGOs) in the world. Links between the Kent MBA and Rare continue to grow with the NGO returning for a fourth consecutive year, working in collaboration with the MBA programme on projects aimed at transferring business skills and ideas to the environment.

The Kent MBA enables Rare to access the expertise of our students. In return, you receive invaluable practical experience of a multinational NGO heavily involved in creating a sustainable global environment. These projects provide insight into how NGOs operate.

The projects also give you the opportunity to develop sustainable and responsible management practice, gain a deeper understanding of the challenges NGOs face, 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.

“Rare has been fortunate to further develop its quality product offering by working with students on the Kent MBA. One of the projects looked into developing a global training programme to promote sustainable behaviour change. The multi-country, multi-lingual, multi-stakeholder viability study and associated business plans confirmed the need for, and potential of, this concept. Aspects of the project are already in the early stages of planning for testing in China.”

Paul Butler
Senior Vice-President, Global Programmes, Rare
Kosuki Usui previously worked as a management consultant for companies in Japan. He is currently a full-time student in the final stages of the Kent MBA.

What attracted you to the course?
Having had an eight-year career as a turnaround consultant for SMEs in Japan, I wanted to learn business and management skills, more specifically, strategy, marketing and innovation. As I also have international experience related to business and management, I thought the Kent MBA was the best choice to satisfy my requirements.

Why did you choose to study at Kent?
Kent Business School’s AMBA accreditation, ranking and reputation appealed to me. Also, the Kent MBA is just the right size, allowing students and academics to interact well together. The students are relatively mature and come from a diverse range of backgrounds, all of which made the programme very appealing to me.

As an international student from Asia, Kent is very attractive because of its fabulous location, close to continental Europe and London. In addition, Canterbury is a beautiful, historic city.

What did you particularly enjoy about your studies/time here?
The Consultancy Week gives students an opportunity to apply what they have learnt on the course in a real business setting. It was really challenging and tested whether or not I could demonstrate the skills I had learnt to companies outside of the Business School. It taught me a lot, mainly through working hard with my fellow students and meeting enterprises face-to-face. I really enjoyed the experience.

I also enjoyed socialising with fellow students after a period of intensive coursework, presentations or exams.

Which modules did you enjoy the most, and why?
From the business and management perspective, I found that every module linked to another in some way. There were several connect-the-dots situations in every module, which reflected my previous working experience and I enjoyed figuring them out every time. In that sense, I particularly enjoyed Introduction to Strategy and Contemporary Issues in Strategic Management.

What about the teaching?
The teaching was professional and the academics are very friendly and open-minded, so it was easy to talk to them.

What was the level of support like at Kent for postgraduates?
The support was very good. The Student Learning Advisory Service offers lots of workshops and events to help students, from skills workshops to advice about time management, academic writing, dissertations and extended essays. Our teachers were also happy to help.

What were the facilities like in your school and on campus generally?
The facilities within KBS are excellent. The library was a useful space in which to study and communicate with fellow students and teachers, with dedicated PCs and printing services and quiet study areas.

What does doing a further degree give you that a first degree does not?
I found that I had the time to really focus on the subject. Doing a further degree after a period in the workplace helped me to link academic knowledge, such as theories and business frameworks, to the real business world. It gave me a clearer picture of how I can make use of what I have learnt in a business setting.

How did your course lay the foundations for your chosen career path?
It gave me an opportunity to expand the scope and scale of my previous career experience and enabled me to access the global business scene through learning about case studies involving large multinational enterprises. I learnt a wide variety of business and management skills through an academic and a practical approach.

What are your future plans/aspirations?
After my previous experience as a management consultant, I would like to start my own business.

What advice would you give to graduates thinking of coming to Kent to study at postgraduate level?
I would urge them to prepare themselves well, choose to study a subject they really enjoy and can immerse themselves in and be proactive – the postgraduate experience at Kent will offer them every possible opportunity.
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 ten to 15 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

Comprising 28 member states with a total population of over 500 million and a GDP of approximately €14bn, the EU is a major world trading power.

The University of Kent is known as the UK’s European university, with campuses in the UK and study locations in Brussels, Paris, Athens and Rome. As a student of the Kent MBA, you have the opportunity to visit one 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 the practicalities of doing business in Europe.

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 supported by sessions on negotiation skills, leadership and how to market yourself effectively. Networking is facilitated by alumni, internships or student projects, live case study events, Consultancy Week, European Study Tour, and other events delivered throughout the year.

For more information on the careers help we provide at Kent, see p14.

Kent Business School Advisory Board and Kent MBA Council

The School 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 Council 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 MBAs 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 optional modules, free of charge.

“The Kent MBA has greatly improved my critical thinking and this has proven to be an invaluable skill in the workplace. I benefitted from applying what I had learnt in lectures to genuine business cases and really enjoyed this aspect of the programme. The assessment and study methods were varied and included a combination of exams, essays, live case studies, workshops and MBA forums, which kept the learning experience engaging and exciting. Kent taught to me to think dynamically, apply strategy and plan my career. Overall, I am delighted that I chose to study my MBA at Kent Business School.”

Ozkan Gul
Finance Executive
Aksa Energy, Turkey
Kent MBA, 2015
PROGRAMME STRUCTURE AND DELIVERY

The Kent MBA is designed around a core of general management themes, with opportunities for you to explore areas of interest through a choice of optional modules.

Both full-time and part-time students follow the same structure and content. You take 11 compulsory taught modules and choose one optional module to enhance specific knowledge or interests.

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 develop you 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 below 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 compulsory modules are typically taken in Year 1 and five in Year 2 along with one optional module. In the second year, you are also required to complete the MBA Business Report.

<table>
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<tr>
<th>Week</th>
<th>Component</th>
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| 0    | Orientation and Induction  
Welcome event to get to know key members of staff, fellow students and MBA alumni, followed by workshops and team-building activities. |
| 1    | Introduction to Strategic Management  
You learn to define strategic management by looking at the determinants of strategy in the external and internal environment. |
| 2    | Skills workshops  
Workshops designed to assist with: business skills; analytical skills; Business Report. |
| 3    | Marketing Analysis and Planning  
This module examines market orientation, product and brand development, channels of distribution and pricing, communicating with customers and strategic planning. |
| 4    | Skills workshops  
A range of guest speakers and workshops on writing and time management skills. |
| 5    | Accounting and Financial Management  
You study the impact of financial and legal environments within organisations; financing of the business enterprise; sources, uses and management of finance; and use of accounting for management and financial reporting applications. |
| 6    | Study and reading week  
You have time for group study, workshop attendance, and individual study and reading. |
| 7    | Strategic People Management  
The focus of the module is on the strategic aspects of managing people within an organisational context. |
| 8    | Skills workshops  
Career progression workshops. |
| 9    | Leadership and Change  
This module familiarises you with major contemporary research evidence on effective approaches to leadership and development practice. |
| 10   | Study and reading week  
You have time for group study, workshop attendance, and individual study and reading. |
| 11   | Operations Management  
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. |
| 12   | Revision week  
Time to study and attend revision sessions. |
<table>
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<tr>
<th>Week</th>
<th>Component</th>
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<tr>
<td>13</td>
<td><strong>International Business</strong>&lt;br&gt;In this module, you analyse the complexity and diversity of the international business environment, evaluating major trade and foreign direct investment theories and concepts, and investigate the modern multinational enterprise, its evolution and the subsidiary mandates.</td>
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<tr>
<td>14</td>
<td><strong>Study and reading week</strong>&lt;br&gt;You have time for group study, workshop attendance, and individual study and reading.</td>
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<td>15</td>
<td><strong>The Fundamentals of Corporate Finance and Investment</strong>&lt;br&gt;You examine the financial market environment in which companies operate. Aspects of the efficiency of financial markets and the implications of these are investigated.</td>
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<tr>
<td>16</td>
<td><strong>(Option) International Marketing</strong> or <strong>Delivering Innovation</strong>&lt;br&gt;or study time.</td>
</tr>
<tr>
<td>17</td>
<td><strong>Models for Decision Making</strong>&lt;br&gt;You learn to understand the nature and importance of business and management modelling in practice and how to use modern quantitative techniques and tools to analyse managerial problems.</td>
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<tr>
<td>18</td>
<td><strong>Study and reading week</strong>&lt;br&gt;You have time for group study, workshop attendance, and individual study and reading.</td>
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<tr>
<td>19</td>
<td><strong>Contemporary Issues in Strategic Management</strong>&lt;br&gt;The module allows you to critically review current theories and frameworks of strategic management, apply these approaches to a variety of organisations, industry contexts and markets, and to examine the relevance of strategic management thinking to practitioners.</td>
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<tr>
<td>20</td>
<td><strong>Consultancy Week – SME engagement</strong>&lt;br&gt;Kent MBA students engage with over 15 businesses in a consultancy capacity.</td>
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<tr>
<td>21</td>
<td><strong>Corporate Social Responsibility and Sustainability Management</strong>&lt;br&gt;The final compulsory module adopts the perspective of studying Corporate Social Responsibility (CSR) and sustainability management within the context of corporate strategy.</td>
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<tr>
<td>22</td>
<td><strong>Study and reading week</strong>&lt;br&gt;You have time for group study, workshop attendance, and individual study and reading.</td>
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<tr>
<td>23</td>
<td><strong>European Study Tour</strong>&lt;br&gt;You attend workshops on the policy, law and structure of the EU as well as the practicalities of doing business in Europe.</td>
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<tr>
<td>24</td>
<td><strong>Business simulation</strong>&lt;br&gt;A live case study to integrate the different business disciplines covered in the programme.</td>
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**Diagram key**

- Compulsory module
- Optional module
In the Research Excellence Framework (REF) 2014, business and management at Kent was ranked 25th for research intensity in the UK by the Times Higher Education. An impressive 98% of our research was judged to be of international quality, with 67% of that being 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, multi-variate analysis, biometrics, multi-methodology and Soft OR/Systems.

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

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

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

Strategy and International Business
The Strategy and International Business group carries out research in strategic management and international business. Current research topics include: corporate social responsibility; dynamic capabilities and performance management; international business in Central and Eastern Europe; international strategic alliances; internationalisation of professional services firms; 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.

Centre for Employment, Competitiveness and Growth

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

Centre for Logistics and Heuristic Optimisation

Director: Professor Said Salhi
The Centre 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 funds 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 96% of our postgraduate students who graduated in 2015 found a job or further study opportunity within six months.

Our students gain much more than a business qualification when they graduate from the MBA programme. Employers and top business recruiters looking to acquire the best managers and future business leaders recognise that Kent MBA graduates have received the highest quality education most relevant to the changing demands of the business world. They respect our dedicated teaching, reputation for delivering international business expertise, leading global research and an outstanding international learning experience.

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

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

Further information
www.kent.ac.uk/ces
www.kent.ac.uk/employability

“The Kent MBA gave me the confidence to discuss at a C-suite level literally any business subject that could come up and to move between different departments in joint projects whenever necessary. Since I graduated from the Kent MBA, I have moved to a senior consulting role within my company.

“It is an excellent programme, which can significantly boost your career by letting you develop the areas on which you would most like to focus. It’s great fun to study as well. I would highly recommend it.”

Ioannis Lionis (Greek)
Global Business Development Manager, Vodafone Global Enterprise, London
Kent MBA, 2012
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 normally hold a good degree from a UK university or other approved university and/or an equivalent professional qualification. Exceptions will be considered for senior managers with more than ten years’ managerial work experience.

Applicants must hold a minimum of three years’ full-time postgraduate managerial work experience, which could be from the private, public or third sector.

All applicants who meet the entry requirements for the Kent MBA will be invited to have a personal telephone interview with the Programme Director as part of the admissions selection process.

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.

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

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 when you come to enrol on the programme. On receipt of your online application, you will be sent an acknowledgement email. All communication with Kent Business School in respect to your application will be made via email. It is, therefore, important that you supply us with a unique personal email address on your application form. If you are processing your application through an agent, we will copy the agent into all your formal decision correspondence from Kent Business School.

Required documentation

When making your application, you must submit the following:

- completed online application
- statement of purpose, outlining your reasons for applying 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. Please note that internships or part-time employment will not count towards the minimum three years’ managerial work experience required
- two reference letters, one of which must be from your current or most recent employer and the other academic. 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).

CONTINUED OVERLEAF
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. 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
A deposit of £1,000 will be required when you accept an offer to secure your place to study at Kent Business School and will be deducted from your tuition fees. Should you not meet the 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 http://store.kent.ac.uk

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

Tuition fees
The annual tuition fees for 2017/18 for both full-time and part-time students on the MBA programme can be found at www.kent.ac.uk/finance-student/fees

Fees are correct for 2017/18. Fees will increase year on year by no more than RPI+3% in each academic year of study, except where regulated. Where fees are regulated (such as by the Department of Business Innovation and Skills or Research Councils UK), they will be increased by an amount up to the permitted increase.

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 – this qualifies for a 2% discount if cleared funds are received in full by 31 August
- in two instalments – 50% on or before registration, and 50% by 1 December. 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 £9 million.

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

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

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

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

Successful candidates will be asked to contribute to the School by undertaking certain activities, which may include sitting on the Student Council or becoming a student representative. Awardees have played an active part in running the Kent Business Society, becoming an E-Buddy for prospective applicants, writing a student blog and assisting with postgraduate recruitment events on campus and further afield.

For more information, see www.kentmba.com

Application checklist
- Completed online application
- Statement of purpose
- Academic transcript
- Degree certificate
- Professional qualification (if applicable)
- A full and detailed curriculum vitae or résumé
- Two professional reference letters (at least one from your current 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)

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

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

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

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

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

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F: +44 (0)1227 761187
E: kentmba@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, such as our general Open Days and also postgraduate information events, which give you a flavour of what it is like to be a student at Kent. Please see www.kent.ac.uk/opendays or contact the Recruitment and Admissions Office for further details.

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

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 Development or visit the website below. We hold interview and guidance sessions at the offices of our representatives which enable you to meet with a member of staff.

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

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

Travelling to 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, University of Kent, Canterbury, Kent, CT2 7PE, UK T: +44 (0)1227 824650 F: +44 (0)1227 761187 E: kentmba@kent.ac.uk

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

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

This brochure was produced in August 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

University of Kent, The Registry, Canterbury, Kent CT2 7NZ
T: +44 (0)1227 764000 www.kent.ac.uk/pg