SHORT STUDY PROGRAMMES

Canterbury, Brussels, Paris
Welcome from Our Director

Kent Business School is part of the University of Kent, known as the UK’s European university, with two UK campuses between London and the major European cities of Paris and Brussels. Ideally situated, Kent Business School is committed to building relationships with international partners and this is an area I am keen to develop, especially through our Short Study Programmes.

By adding Short Study Programmes to complement their own teaching, overseas higher education institutions can take advantage of our business expertise. We are a top 20 UK business school in The Times Good University Guide and committed to excellence by providing world class and thought-provoking programmes. Our students benefit from a high-quality international business education, friendly and supportive staff, and a global outlook in a conducive learning environment.

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

We look forward to collaborating with you and contributing to the successful development of your students.

Professor Martin Meyer
Director, Kent Business School
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CONNECT WITH KENT BUSINESS SCHOOL

Search 'Kent Business School'
Our programmes offer a wide range of educational and cultural exchange opportunities built around the student experience.

As part of a Short Study Programme, students enjoy fascinating research-led lectures, seminars and workshops and are introduced to topical and current case study material. Throughout the programme, students are encouraged to engage with our academic and student community in order to get the full Kent Business School experience.

Teaching is delivered via seminar-style lectures, where students are encouraged to interact and participate. For this reason, students need to have a high level of proficiency in speaking, listening and writing in English.

The teaching includes visits to UK businesses – previous students have enjoyed visits to the London Stock Exchange, Lloyds of London, Ford Motor Company and Shepherd Neame brewery. The visit usually includes a tour of the company and a presentation from the CEO or a senior manager.

Cultural visits to London and Canterbury can also be included, along with social events such as networking and wine evenings for students and Kent Business School staff.

Our Short Study Programmes are:
- designed for MBA-level students, or those with a good theoretical knowledge and some business experience
- run for groups of 10-30 students
- delivered at our Canterbury campus in the UK, or at our centres in Paris or Brussels
- run as one or two-week programmes
- taught in English.

Although most of our programmes are run during the summer, spring or winter vacations, they can be delivered at other times of year to suit your requirements.

Integrated studies
The Short Study Programme can be fully integrated into your existing degree programmes. Content can be based on a general introduction to management theory and practice, or can cover in-depth and subject-specific material to meet defined needs.

If required, the Short Study Programmes can be run as a complete module, with assignments set and marked to allow the partner institution to allocate its own credits.

Range of programmes
The Short Study Programmes cover a range of management disciplines. Our suite of programmes includes:
- Contemporary Intercultural Management – see p6
- Performance Management and Improvement – see p8

Customised programmes
If you are looking for a bespoke programme that incorporates elements of our existing modules, or would like to develop a new programme to meet your needs, we can help. We have a wealth of expertise from a wide spectrum of management disciplines, taught by our academic experts.

Our academic specialities include international business and strategy; international human resources management; international marketing analysis and planning; accounting and financial management; and leadership and change.

More details
To find out more, please contact our External Services Office.
T: +44 (0)1227 824068
E: KBSbusiness@kent.ac.uk
CONTEMPORARY INTERCULTURAL MANAGEMENT

This well-established programme provides students with the opportunity to immerse themselves in the study of contemporary intercultural management, looking at the issues and challenges involved. This allows students to fully understand its impact in shaping successful global organisations.”

Dr Pamela Yeow
Senior Lecturer in Management, MBA programme director

The programme explores themes of strategy, leadership, employee engagement and international business through the prism of cultural awareness.

Programme content

The programme:
• raises awareness of cultural clichés, stereotypes and myths
• helps students to understand the strategic role of intercultural communication
• explores the differences between national and organisational culture
• analyses the cross-cultural negotiations process
• provides an understanding of the management process in the global context
• examines strategy in the context of global business.

The programme is typically run over a week and is designed for groups of 10-30 students.

Expert teaching

The teaching includes lectures to introduce the theoretical framework and recent research developments, case studies for practical application of the theory, in-class discussion to share views and experiences, and group presentations to stimulate analytical thinking.

The programme is led by Dr Pamela Yeow, Director of the MBA programme at Kent Business School and Senior Lecturer in Management. Dr Yeow is an active researcher in the area of cross-cultural management issues within multinational companies. Her research interests include looking into acculturation processes of large international companies, investigating the extent of localising management, incentivising employees and effective communication of change.

Industry links

The programme incorporates relevant case study analysis and company visits to explore issues in situ and enrich the learning experience. Companies that have welcomed our students as part of this programme include Ford Motor Company, Holiday Extras (ranked 10th in The Sunday Times 100 Best Companies to Work For 2014), Shepherd Neame (Britain’s oldest brewery), and Cummins Power Generation.

International environment

With 41% of Kent academics coming from countries outside the UK, and connections with companies and organisations across the world, this programme is able to offer students a genuinely international perspective.

More details

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STUDENT PROFILE

Sven Steiger attended the Short Study Programme in Contemporary Intercultural Management at Kent Business School. He currently works as an IT project manager for Audi.

How does the area of Intercultural management relate to your career?
In a previous job, I’d been given the chance to work in Italy and that made me realise the importance of intercultural management. Now I work for Audi in its IT department and my current project includes working with contacts in the UK and probably later on in France. Eventually it will become a global project so the programme was ideal for me. It gave me the chance to take a closer look at the practical side of intercultural management.

What kind of topics did you find useful?
It was interesting to discover just how high the barriers can be. In Africa, some companies are trying to be successful with a European style of management; we looked at why this might fail if the company doesn’t understand the culture.

China’s another good example. The industry that I work in is expanding into China, so this is an important issue for my company.

How did you find the experience of studying in the UK?
I think one of the most important things was to get in touch with another style of education. In the UK, the teaching takes place in an informal atmosphere and I liked the interaction between the staff and students.

What did you think about the teaching at Kent Business School?
There were some great lecturers who managed the programme very well. We covered different approaches to the academic theory and learnt about cultural differences and some of the typical management issues. All of the teaching was interesting and the topics were well chosen.

The teaching took an interactive approach: it wasn’t just about listening to lectures, there were different modes of study. Also, in each seminar we’d use a case study that helped us to explore the ideas and put what we’d learnt into context. There were real-life examples too – as part of the programme, we visited a global manufacturing company located near Canterbury and that provided an insight into how the company handles diversity within its own workforce.

Did you enjoy the extra-curricular activities that the course provided?
Yes, we had a wine evening and it was good to meet the staff on a social level. It gave us the chance to talk about different careers and experiences – always a great opportunity. We also took a trip into Canterbury – not only was it a beautiful city but one of the academics joined us on the trip, so that was a bonus.

What advice would you give someone who is considering this programme?
The programme helped me to reflect on my knowledge of the workplace. I’d recommend it, particularly for someone who has already gained some work experience.

Sven Steiger (see below, front row) attended the programme as part of his MBA studies.
PERFORMANCE MANAGEMENT AND IMPROVEMENT

This programme has been designed to embed key theoretical learning and practical knowledge around the issues of performance management and improvement.

Programme content
The programme addresses:

- performance management and improvement concepts and theories
- the link between performance management and improvement and:
  - strategy
  - organisational change and development
  - human resource management
  - operations management
- performance management and improvement in multinational corporations
- productivity analysis as a means of performance management and analysis.

The programme typically runs over one or two weeks and is designed for groups of 10-30 students.

Expert teaching
The teaching and delivery format includes lectures to introduce the theoretical frameworks, case studies to provide practical applications, and student presentations to hear students’ views and experiences.

Industry links
The programme incorporates relevant case-study analysis and company visits to explore issues in situ and enrich the learning experience. Kent has strong links with many UK-based companies including London Fancy Box (a leading packaging supplier in the luxury goods and multimedia markets) and Kent and Canterbury Hospital (providing insight into healthcare management). These partnerships provide students with real-life and practical examples of performance management and improvement strategies.

More details
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“This programme covers a wide spectrum of issues relating to the challenges facing organisations and their people in the management of performance and improvement strategies.”

Dr Pamela Yeow
Senior Lecturer in Management, MBA programme director
The programme addresses the practical implications and key underlying theories of the corporate financing decision and their impact on the capital structure of the organisation.

Programme content

The programme:

• reviews the main concepts and models relating to the capital structure debate
• investigates the application of theory to practical contexts
• incorporates a case-study methodology allowing students to develop their analysis
• identifies influencing factors on company valuation and investigates their interrelationships.

The programme is typically run over a week and is designed for groups of 10-30 students.

Expert teaching

Our approach to teaching, with its focus on the practical application of theory, enables the students to deepen their skills of analysis. The programme includes activity workshops to support the assimilation of the various elements of the teaching. Students gain an understanding of the typical complexities in the field and learn how to provide dynamic responses based on their knowledge of the fundamental underlying issues.

The programme is led by Angela Ransley, Director of our MSc Finance and Management programme. With expertise in corporate finance and strategic financial management, she served for several years as a member of the ifs University College Quality Assurance Committee. In addition to teaching Kent’s undergraduate and postgraduate students, Angela has extensive experience in a wide range of executive education programmes and financial sector training schemes.

Industry links

Our teaching includes contributions from corporate financial institutions which are designed to integrate with the emphasis on practical implementation. The City of London is Europe’s largest financial centre and students spend a day visiting the London Stock Exchange and Lloyds of London, with tours and specifically related presentations.

More details

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“A key management focus is the corporate financing decision. It is therefore essential that decision-makers are knowledgeable about the influences on the capital structure of an organisation and how these might affect the company value. It is one thing to identify potentially value-enhancing investments, but it is critical to analyse what might be the best way to finance those investments so as to ‘unlock’ the maximum wealth creation.”

Angela Ransley
Senior Lecturer in Finance and Financial Management,
Director of MSc Finance and Management
World-class research and teaching
Kent Business School has a strong research environment and performed well in the UK’s Research Excellence Framework (REF) 2014. Based on the REF results, our research is ranked 25th in the UK (out of 101 business schools) for research intensity by the Times Higher Education.

Research activities at Kent Business School are broadly organised into dedicated areas of business management, including accounting and finance, management science, marketing, people and organisations, strategy and international business. Our research informs teaching on all our programmes, drawing on the latest business and management topics and data from our centres of applied research.

AMBA accreditation
Kent Business School has been awarded the Association of MBAs (AMBA) accreditation, which represents the highest standard of achievement in postgraduate business education and is awarded to only 2% of the world’s MBA programmes.

Superb study environment
The Canterbury campus is situated in beautiful parkland overlooking the world-famous Canterbury Cathedral. Our postgraduate centres in Paris and Brussels also offer excellent study facilities.
COME AND VISIT US

Find out how our Short Study Programmes can provide a genuine USP for your institution.

Whether you are interested in one of our standard Short Study Programmes, or wish to create a new customised programme, there are various options in terms of both content and location. Programmes can be based at our Canterbury campus in the UK, or in the heart of Europe at our Brussels or Paris centres.

The programmes are offered at attractive rates, starting from £200 per student per day (dependent on content, delivery methods, customisation, and number of students).

We welcome visits to Kent Business School at our Canterbury campus where you can discuss your needs with academic and support staff and see our excellent study facilities. We can also arrange visits to our centres in Brussels and Paris.

For a preliminary discussion of how we can work together to develop a Short Study Programme, please contact us at:
External Services Office
Kent Business School
University of Kent
Canterbury
CT2 7PE
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The University will use all reasonable endeavours to deliver courses and other services in accordance with the descriptions set out in this brochure. The University therefore reserves the right to make variations to the contents and method of delivery of courses and other services, to discontinue courses and other services and to merge or combine courses, if such action is reasonably considered to be necessary by the University. All students will be required as a condition of enrolment to agree to abide by and to submit to the procedures of the University’s Regulations as amended from time to time. A copy of the current Regulations is available online at www.kent.ac.uk/regulations.

Data protection and consent to process
For the University to operate efficiently, it needs to process information about its students for administrative, academic and health and safety reasons. Any offer this institution makes is subject to consent to process such information.
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