MAKE YOUR MOVE
The Hull MBA

Postgraduate study 2014
Hull University Business School
The flaming torch is a symbol of education and learning, and can also be interpreted as representing a pioneering spirit.

The white rose was adopted as a device by the first Duke of York, son of Edward III, in 1385 and later became more widely associated with Yorkshire.

The ducal coronet is taken from the coat of arms of the city of Kingston upon Hull, in reference to the Royal Charter granted to the city by King Edward I in 1299.

The fleur de lys is taken from the coats of arms of Lincoln and Lincolnshire, representing their inclusion in the geographical area that the University was established to serve.

The dove, symbolising peace, is taken from the coat of arms of Thomas Robinson Ferens, the University's foremost original benefactor.

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**Dates of semesters**

*Semester 1*
29 Sep 2014 – 23 Jan 2015

*Semester 2*
2 Feb – 12 June 2015

**Dissertation work**
June – September

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www.hull.ac.uk/pgapply

Scan it! Use your smartphone to find out more.
The Hull Approach

Welcome to the class of 2014

Join the global network of students and graduates for whom the MBA is a progressive and life-enhancing qualification.

The Hull MBA will help you develop as a confident, responsible business professional with the advanced skills required in today’s fast-changing, competitive world.

World-class teaching and learning facilities, as well as a supportive learning environment, are central to your Hull University Business School experience.

Your fellow students for 2014, selected from diverse organisations in the public, private and charity sectors, will provide a wealth of expertise, industry knowledge and support. And all this is underpinned by the cutting-edge knowledge and globally recognised research that is at the heart of the Business School.

Our approach

The holistic approach of the Hull MBA – something we call ‘connected thinking’ – enables you to think strategically, recognise important connections and implement change, while always being aware of the needs of the wider organisational context and global business environment.

At the school, we’re committed to developing responsible leadership for a complex world, and ethical business practices are at the heart of the Hull MBA. We are proud to be one of the first academic institutions to sign up to the Principles for Responsible Management Education (PRME) initiative and to be an active player in the Academy of Business in Society (ABIS). The Institute of Chartered Accountants in England and Wales (ICAEW) recognises the Business School as a Partner in Learning – testimony to the quality of our teaching and commitment to best practice.

We are proud to hold multiple industry accreditations as well as independent international accreditations such as AMBA and AACSB, held by less than 5% of the world’s 13,000 business programmes.

This places us in a select group of UK business schools, assures you of our commitment to providing an outstanding experience and further enhances the value of your degree in the global employment market.

What are the benefits of the MBA?

• Long-term success based on the development of core skills in problem solving, leadership, strategy development and communication
• MBA graduates gain CIPD at Licentiate level and are automatically awarded the Chartered Management Institute Level 7 Diploma in Strategic Management and Leadership; fast-track application is available for Chartered Manager Status – the highest status that can be achieved in a managerial profession
• A robust personal development programme, tailored to your needs, allowing you to make an immediate and positive contribution in your organisation
• Access to global networks and ongoing support long after your programme has finished, through our Alumni Connect scheme
• Interaction with managers from a rich variety of private, public and voluntary sector organisations, enabling you to share experiences of practice in different industries and gain a broad perspective on challenging issues

Is it right for me?

Graduates with at least three years’ appropriate experience can apply. Those taking up study must have a sustained level of motivation and commitment to the programme, which runs over one year. In order to maximise the potential for intellectual growth and development, participants will also need an enquiring and open mind and be willing to share their own perspectives.

We offer flexible modes of delivery such as the executive part-time MBA programme and distance-taught programme.

‘The Hull MBA made me realise the importance of pushing my boundaries to attain professional excellence and to deliver exceptional performance. Getting an MBA has been a blue-chip investment with a high-value dividend yield.’

Chalya Miri-Gazhi – graduated 2009, now Chief Operating Officer, Prompt Impact Solutions Ltd
Support for You and Your Learning

**Personal development**
A comprehensive programme of personal and professional development planning (PDP) will help you achieve your career goals. All MBA participants are assigned a personal supervisor who is a source of pastoral care, information and links to other support services in the University.

**Career coaching**
Individual coaching and access to CareerLeader – a tool used by top business schools, designed specifically for MBA students to help define career goals – will help you to fulfil your potential.

**Cosmopolitan community**
We offer a stimulating environment for staff and students. We give all our students a warm welcome and offer a high level of support. Our academic staff are from 24 countries – and, as 61% of our students are from overseas, you are offered an excellent insight into global business.

**International study**
You can enhance your global perspective by taking one of your taught modules alongside the Hull MBA cohort in Bahrain, Muscat, Hong Kong or Singapore.

**AMBA**
All MBA participants gain from the school’s AMBA membership and accreditation. A worldwide contact network, with two-thirds of members being senior managers, board directors or CEOs, is just one of the benefits.

**Alumni network**
Our global community of more than 26,000 alumni offers extensive networking opportunities for you. Our graduates range from senior managers to chief executives in organisations such as Hilton International, Rolls-Royce, KPMG, Ernst & Young, Ericsson, HSBC and UNICEF.

**World of work**
From advice on CVs and interview technique to promoting work placements and job opportunities, our dedicated World of Work team helps you develop your career strategy. Guest speakers from organisations such as the Bank of England, Sony, IBM and KPMG boost your understanding of the business world.

**Research**
Your learning is backed by cutting-edge research. In the most recent Research Assessment Exercise, 85% of our research was classed as of an international standard, with over half of that judged to be ‘world leading’ or internationally excellent.

**Enterprise**
Every student can access help with starting their own business. The Enterprise Centre is dedicated to helping encourage, support and nurture new businesses. There is also a popular society (the Hull Enterprise and Entrepreneurship Society) where you can network and share ideas.

**Library**
To support you through your course and prepare you for assignments and examinations, we are redeveloping the University library. It already houses an extensive collection of printed and electronic materials but is being transformed in a multi million-pound project to provide a technology-enhanced learning environment.
‘I’ve worked in and around the world of business for years and took the plunge back into academia in 2008. I’ve thoroughly enjoyed the challenge of studying new subjects, as well as meeting new people from all over the world and interacting with lecturers. Everyone I’ve come into contact with – not only in the Business School but in the whole of the University – has had a positive effect on my course.’

‘It’s been hard work but it’s been a lot of fun too. I’ve enjoyed the whole course so much – my only regret is that I didn’t do it sooner.’

Barbara Gunson
MBA student
The Hull MBA Structure

The taught elements of the Hull MBA are organised around five interconnected key themes, ensuring that learning in one area can be associated with and deepen understanding in all others.

These themes address the main functional areas in business, including finance, marketing and strategic management to develop specialist expertise. The programme cultivates a broad perspective on the management of complex organisations, decision making and the skills needed to operate effectively in dynamic international contexts.

To be awarded the Hull MBA, participants must complete:
- the two core modules for each of the five themes (a total of 10)
- any two options from the options listed below (subject to availability)
- MBA Dissertation (may be as a company-based project/internship)

Managing in a Global Context
- Managing in Organisations
- Personal and Professional Development

Options
- International Business
- Management and Organisational Learning

Managing Relationships
- Human Resource Management
- The Economic Environment

Options
- Business, Economics and Government
- International and Comparative HRM
- Public Sector Management

Managing Processes
- Marketing

Options
- Operations Management
- Marketing Communications in a Digital World
- Logistics and Supply Chain Management

Managing Knowledge
- Accounting and Finance for Managers
- Leadership and Organisational Change

Options
- Corporate Finance
- Financial Decision Making
- Financial Statement Analysis

Managing Strategically
- Systemic Management
- Strategic Management

Options
- Complex Project Management
- Business Technology Management

Research methods and MBA Dissertation
The 15,000-word dissertation provides you with an opportunity to carry out a significant piece of research in an area of personal interest related to the world of business and management. You will also write a research proposal of 5,000 words.

Company-based project
Your dissertation can be in the form of a company-based project for a real organisation, and such projects have included research into HRM and relocation, market share, costing, maintenance of machinery, biofuels and marketing material. Participants are supported by a dedicated academic supervisor during the dissertation period (June to August).

Work experience
There is also an opportunity to experience working in an organisation in the UK. The internship lasts for six weeks, during which you build an understanding of the nature of the organisation and focus on a specific business or management issue. You will apply the management skills you have learnt on the MBA to the case.

Industrial visits
Students are able to see business ideas in practice during visits to organisations, particularly during the study trip to Kedge Business School in France. This business and cultural trip, which underpins the international business and management elements of the course, has previously included a visit to the Airbus plant, and a tour of the Smurfit Kappa Group paper factory and the Chateau Cassagne Haut-Canon vineyard.

International study option
All MBA students are encouraged to take advantage of a range of opportunities to add an international perspective to their learning.

MBA participants at Hull can enhance their international perspective by taking one of their taught modules alongside the Hull MBA cohort in Bahrain, Muscat, Hong Kong or Singapore.

Through this you will gain valuable cultural experience, enlarge your familiarity with international business contexts and practices, and widen your networks.

MBA timetable
The academic year at the University of Hull starts in September. Following a dedicated induction programme, the first teaching semester runs until December; the second runs from January to the end of May. During that time MBA participants complete their taught modules, which are delivered through lectures, presentations and group discussion. The summer period is spent working independently, with academic supervision, on the dissertation.
Managing in a Global Context sets management development firmly within an international framework, encompassing issues of personal effectiveness, cultural diversity, management thinking, organisational life and individuals as change agents.

Participants are encouraged to examine their own experiences, focusing on the development of self-awareness and the skills required for managing in organisations characterised by change and uncertainty. These include team building, leadership and negotiation.

Through the MBA you will develop a critical and multidisciplinary understanding of corporate social responsibility that addresses: How to Accommodate Social and Environmental Concerns in Management Decision Making • Stakeholder Analysis and Related Issues • Cultural-Diversity Issues and Employment Practices.

Managing Relationships focuses on internal and external stakeholders, bringing together strategy and practice in the management of human resources with an understanding of the wider business environment and its impact on business performance.

Participants will assess the relative impacts of social, legal and economic factors at any given time and use this information to inform strategic decision making.

A key outcome is the ability to apply an economic perspective to a wide variety of issues and problems, ranging from company-level pricing decisions to the international effects of exchange rates.

You will also explore key aspects of managing people in the workplace, in business and service organisations, exploring possible strategies for improving internal and external relationships to achieve strategic objectives.
Managing the Value Chain explores how firms can add value by providing products and services to meet the needs of the market.

We examine the critical importance of logistics and supply chain management for modern businesses by linking theoretical developments with contemporary practices to assess how optimum performance can be realised.

Key marketing concepts and aspects of applied marketing practice encourage participants to develop a critical perspective on how marketing activities build strategic and sustainable value, resulting in long-term competitive advantage in specific markets.

Both the marketing and the logistics functions require collaboration and relationships with other functional areas of the firm, and these relationships are explored within the context of a value chain – benefiting the customer and the company.

Managing Strategically builds a perspective that takes account of the business organisation as a whole, its purpose and strategic development, and one that informs managerial decision making.

Participants explore the complexity and richness of debates in and around strategic management, developing the ability to ask critical questions – rather than seeking ready-made techniques or certain answers.

Topics examined include: the Nature of and Approaches to Strategy • Corporate Mission, Responsibility and Governance • Customer Analysis and Market Segmentation • Innovation and Dynamic Competition • Whether Strategy Matters.

Attention is also paid to strategic decisions, and the motives behind these, including those of: Building and Applying Resources • Cost Leadership and Differentiation • Integration • Diversification • Outsourcing • Strategic Alliances • Globalisation • Organisational Change. Participants draw on their own experiences to consider how effective decision making can also involve intuition and the balancing of different functional perspectives.

Participants are also introduced to systems and complexity theory as they focus on systemic management.

The theoretical content covers both general systems and complexity theory, as well as systems theory specifically applied to organisations. The practical application of systems and complexity theory is also explored.

Key challenges for managers and leaders such as how to tackle ‘wicked’ problem situations – characterised by high levels of systemicity, uncertainty, and conflict – are examined. Participants gain insight into new methodologies to resolve these issues and to establish the way forward.
Derwent, one of the four listed buildings housing the Business School
The Hull MBA begins with an induction programme, where you will have the chance to get to know the teaching team and your fellow participants.

The learning experience will be grounded in your existing familiarity with the business environment while introducing you to innovative ideas and the latest research, creating a programme which is rigorous, stretching and challenging. You will be encouraged to engage and interact with the programme material and develop new ways of working, as you take part in group discussions, problem-solving exercises and presentations.

Studying at the Business School

The school provides a stimulating environment in which fundamental issues in international business and management are studied and developed, often in such a way as to influence practice.

The school is housed in four inspiring listed buildings which have been sympathetically renovated to accommodate the seamless integration of first-class modern facilities, including dedicated computer suites, a 500-seat lecture theatre and a fair-trade cafe. Our postgraduate students further benefit from our world-class Logistics Institute as well as access to extensive, modern ICT facilities.

Further information on the school can be found at www.hull.ac.uk/hubs.

The University of Hull

The University of Hull, England’s 14th-oldest university, is a centre of excellence in teaching and research and has a reputation as one of Britain’s friendliest universities. We nurture active links to industry and to the local community as well as academic partnerships around the globe.

Our students’ union was crowned Higher Education Students’ Union of the Year at the 2012 NUS Awards. It is also one of only four unions in the country to have received a Gold Award from the Students’ Union Evaluation Initiative. Run by students for students, it is a hub for social activities and support.

Our outstanding students’ union, along with our careers service, are also ranked among the country’s top 10 in the International Student Barometer (ISB). And that’s not all: 89% of our international students were satisfied or very satisfied with their overall learning experience.

More information on the University, its achievements and its facilities for graduate students can be found at www.hull.ac.uk.

Research

We are proud to be home to a supportive, active and outward-looking research community that produces innovative, transdisciplinary research focused on business impact.

The school’s academics share a dedication to the production and dissemination of internationally influential research, all of which shapes and underpins your programme of study. Through our research we make a significant contribution to Hull’s reputation as one of the UK’s leading research-engaged universities.

Our world-class staff play major roles in the international academic community. Their research, disseminated through books and leading peer-reviewed international journals, generates and advances new knowledge and ideas; inspires new ways of working; underpins new teaching content and methods; and supports strong relationships with universities, businesses and institutions both regionally and internationally.

A small sample of ongoing research by staff teaching on the MBA programme includes:

- Business Strategy in Emerging Markets
- Financial Reporting and Auditing
- Innovation Management
- Organisational Change
- Ethical Leadership
- Brand Loyalty and Customer Relationships
- Sustainability
- Development in Micro-Businesses
- Fiscal Decentralisation.

‘Hull is a bustling city, and my time there has helped me to manage the many cross-cultural issues within and outside the company.’

Catherine Peng – graduated 2000, now China Director, Michelin Maps and Guides
“The Hull MBA course in its entirety, is an invaluable, once-in-a-lifetime experience. But the part that fascinated me the most was the study trip to Bordeaux. It was an unforgettable experience – the company visits were enjoyable and really helped us to understand large-scale business in an international context.”

Masoumeh Jahani
MBA student
Living in Hull

About the city of Hull

Hull combines the very best of an urban waterfront location with a rich heritage and an exhilarating mix of culture, history, shopping and nightlife.

Because of its location at a gateway to Europe, multinational organisations choose to base their operations in Hull and the region. In addition to being one of Europe’s busiest port complexes and a manufacturing hub, the region is also home to the health care giants Smith & Nephew and Reckitt Benckiser, as well as BP, Kimberly-Clark and Arco – all corporate partners of the Business School. Students benefit from interaction with these organisations during their programmes of study.

The University is located in the most cosmopolitan part of the city. Leafy streets lead on to Newland and Princes Avenues, where a wealth of local and speciality shops, cafes, bars and restaurants can be found only 10 minutes’ walk from the University. On a summer’s day this bohemian quarter of Hull is the perfect place to while away an hour or two with friends, taking in the relaxed atmosphere and sharing a meal from the wide choice of cuisines on offer.

Location

The Hull Campus is only minutes away from beautiful open countryside, and approximately an hour’s drive from historic York. The cities of Sheffield, Leeds, Manchester and Nottingham are also easily accessible by rail or road; and the direct train service from Hull to London takes around 2.5 hours. Hull is served by international airports at Manchester, Leeds and Humberside and by overnight ferries to Europe.

Accommodation

There are various accommodation choices, including residences owned, managed or directed by the University. The University’s Accommodation Office can provide advice as to the right accommodation for you, as well as access to privately owned houses, flats and rooms.

Accommodation which is owned, managed or directed by the University is guaranteed for all unaccompanied overseas students, and further information on this can be found on the University’s website at www.hull.ac.uk/accomm.

Cost of living

The cost of living in Hull is lower than almost anywhere in Britain (indeed, some 30–40% less than in London) and significantly lower than in comparable university cities. This means that accommodation and food are generally more affordable. Also, the location of our campuses and residences means that daily travelling costs are low (or non-existent), and that shopping for food, clothes and other everyday items is within easy walking distance.
Top left: Queen’s Gardens and the Maritime Museum in the background; top right: Princes Avenue; middle left: Hull Fair; middle right: Hull Truck Theatre; bottom left: Hull’s annual Freedom festival at the marina; bottom right: Flamborough beach.
Applying for The Hull MBA

Admissions criteria

Hull University Business School welcomes suitably qualified individuals to apply for entry to its MBA programmes. To be eligible for admission, applicants should normally possess:

• a minimum of three years’ appropriate post-graduation work experience
• a 2:1 degree (or better) awarded by a UK university or comparable overseas institution, or an equivalent professional qualification

Applicants with degrees from non-English speaking countries as per UKBA designations will be required to demonstrate English language proficiency equivalent to IELTS 6.5 (with at least 5.5 in all skills) or TOEFL 90 IBT (from ETS) with at least: Listening 17, Reading 18, Speaking 20 and Writing 17. Some other tests, such as Pearson PTE, are also accepted.

Applicants not requiring a UKBA visa may be exempt from the requirement to complete IELTS or TOEFL tests if they have evidence of equivalent English language proficiency – for example, if they have studied in English or worked for at least five years in a predominantly English-speaking environment.

Applicants who do not have a degree or equivalent professional qualification but have at least eight years of experience and meet the other eligibility criteria may submit a Portfolio of Evidence to demonstrate that they can benefit from, contribute to and succeed on the programme.

You must also submit:

• a University of Hull Postgraduate Application Form, completed and signed (or apply online)
• a current detailed CV
• a 200-word personal statement indicating what you hope to gain from the MBA and the contribution you would make to the programme
• two good letter-headed recent work references
• proof of qualifications to date

Once applicants have satisfied all other conditions, they will be interviewed by Business School staff, either by telephone or in person, as the final stage of the process.

Scholarships and fees

The Business School offers a number of scholarships and bursaries to UK/EU and international MBA students each year. Further details can be found at www.hull.ac.uk/hubs-awards or through the Business School website at www.hull.ac.uk/hubs.

Contact us

Information about applying for MBA programmes, tuition fees, and scholarships and bursaries can also be found on the MBA pages of the Business School website at www.hull.ac.uk/hubs. If you wish to discuss any aspect of your application, please contact:

Admissions Team
Hull University Business School
Hull, HU6 7RX, UK
T. +44 (0)1482 463254
F. +44 (0)1482 463370
E. businessmasters@hull.ac.uk
www.hull.ac.uk/hubs

How to apply

You can apply online or download an application form through the Postgraduate section of the University website at www.hull.ac.uk.
Students and staff enjoy the Derwent Cafe, at the heart of the Business School
Our Corporate Partners

Business Connections

In addition to our corporate partners, we would like to thank the following organisations for engaging with the Business School:

Airbus
The Bank of England
Cummins
Deloitte
Enterprise Rent A Car
GE Money
General Motors
Gist
Hewlett Packard
IBM
Institute of Directors
KPMG
L'Oréal
Marks & Spencer
Microsoft
National Grid
NHS
Oxford Economics
Samsung
Siemens
Sony
The Walt Disney Company
Money Matters

Transparent costing policy

The University of Hull believes in transparency regarding costs incurred by students studying for its awards. We will clearly identify mandatory costs which arise from undertaking a programme and/or its core modules. The costs of all compulsory field trips and of all field trips at Level 4 (typically the first year) of a programme will be free of charge, as will essential equipment. We will be clear in our information about necessarily incurred costs (e.g. living costs, accommodation, parking and so on) associated with studying at the University and will provide clear guidance in our information about what these are likely to be. A further category is optional costs which may arise from particular module choices. Though optional, these costs may nonetheless be seen by students as necessary if they are to do well on a programme or to get the most out of it, and as such will be made transparent and easily accessible.

Welcome back – Loyalty Scholarships

We know that loyalty is a two-way street. That’s why we offer our alumni a range of fee discount options on our postgraduate taught courses. As a Hull graduate, you already have a lifelong connection with your university; if you’re considering further study, you don’t have to start all over again at a brand new university – a postgraduate programme at Hull would be a natural extension of your student experience with us. Whether you’re looking for an injection of career momentum, a change of direction, or purely to explore your area of academic interest in even greater depth, the wide range of postgraduate studies across our faculties will have something for you. As a postgraduate here, you can take advantage of world-class research expertise, cutting-edge facilities and unrivalled student support.

Be inspired, further information about Loyalty Scholarships and how your University can make postgraduate taught studies more affordable for you is available by contacting:

- For faculties and course information; hefunding@hull.ac.uk or Elaine Warrener on +44 (0)1482 465363.
- For a range of international scholarships offered by the University of Hull Business School (HUBS); businessmasters@hull.ac.uk or Bella Anand at b.anand@hull.ac.uk
You have the best of both worlds at the University of Hull. Not only do our campuses in Hull and Scarborough have beautiful surroundings and an abundance of outdoor leisure opportunities right on their doorsteps, they are also well situated – making them easily accessible by road, rail, sea and air.

The city of Hull is in the East Riding of Yorkshire, on the northern shore of the Humber Estuary, with good road links to the major cities of England. Hull is 200 miles from London, 100 miles from Manchester and around an hour’s drive from Leeds and York.

Scarborough, a picturesque seaside town situated on the North Yorkshire coast, is also within an hour’s drive of York and only 40 miles from the University’s Hull Campus.

Both sites have good international links as well, with easy access to several airports including Humberside, Leeds Bradford and Teesside. P&O Ferries also offers daily overnight services to Rotterdam and Zeebrugge from Hull’s own port.
We would love you to choose Hull as your first choice, but don’t just take our word for it …

“The friendly, satisfied students of Hull are the University’s best advocates and find a camaraderie with each other that other universities just can’t match.”

*The Sunday Times University Guide 2012*

“Anyone who goes to Hull will tell you it’s friendly and down to earth, with a diverse population and a very low cost of living. No wonder it rates highly for student satisfaction.”

*The Guardian University Guide 2013*

“Twice named the friendliest university in Britain, the University of Hull is regularly ranked among the top institutions in the country for student satisfaction. Undergraduates have a great time in and out of the lecture halls.”

*The Sunday Times University Guide 2013*