

Master of Business Administration 2013
School of Business and Economics

MBA.



Contents

1	Welcome	5	Curriculum	9	Resources and Facilities
2	Mission	6	Programme Structure	10	Career Impact
3	Developmental Themes	7	Core Course Abstracts	13	Campus Life
4	Leadership Focus	8	Introducing some of our MBA lecturers	14	Programme Entry

Welcome



The University of Canterbury's MBA programme has been graduating highly talented executives for over a century with many making major contributions to public and private sector organisations in New Zealand and around the world. By joining our programme you will gain a highly credible qualification and make invaluable connections within our extensive network of MBA alumni.

UC is amongst a group of leading universities whose MBA programmes are fully-accredited by the London-based Association of MBAs (AMBA). AMBA accreditation confirms our commitment to a process of continuous quality improvement and international benchmarking of our curriculum and pedagogy.

While still focused on the international market place, UC MBA graduates acquire a unique leadership-based degree that considers critical business challenges and produces strategic thinkers who can derive value in the current economic conditions. Leadership, managing change and building teams are strong features of our MBA programme.

Be prepared to challenge the norms by pushing yourself into the next key step in your career development with a UC MBA.

Dr Sonia Mazey
Pro-Vice-Chancellor
School of Business and Economics



As MBA Director, I'm pleased to endorse Sonia's welcome and thank you for your interest in our programme. UC MBA graduates play an important role in developing and supporting innovative organisations that strive to be highly successful.

The global economy has been through a difficult period over the last five years with signs of full recovery still in the distance. New Zealand is a part of the global market and therefore our country's future success is reliant on businesses developing innovative and highly efficient goods and services that will deliver strong sustainable growth for the future.

To achieve this goal organisations cannot simply continue to do what they have always done with the expectation that it will provide different results. There is a need for organisations and their management to be highly creative and innovative and think strategically about what they are offering to society and how they can maximise the opportunities that afford them without creating negative externalities. This takes leadership, discipline and a strong sense of ethical responsibility.

This is in keeping with our mission – to develop leaders who create vibrant, internationally competitive organisations and contribute to the wellbeing of their communities.

UC's MBA programme supports people who want to make the transition into significant and contributing leadership roles. This support is provided through an innovative programme taught by an outstanding faculty who collectively combine internationally recognised research reputations with significant management and consulting experience.

We offer an internationally accredited, world-class MBA programme that places a particular emphasis on the development of responsible leadership founded on sound business acumen, strategic perspective and innovation. If you are interested in developing your leadership and making a positive difference in your community we would be delighted to talk with you about our programme.

Tony Mortensen
MBA Director

Tony Mortensen

BCom(Hon), MCom(First Class), CA, CPA

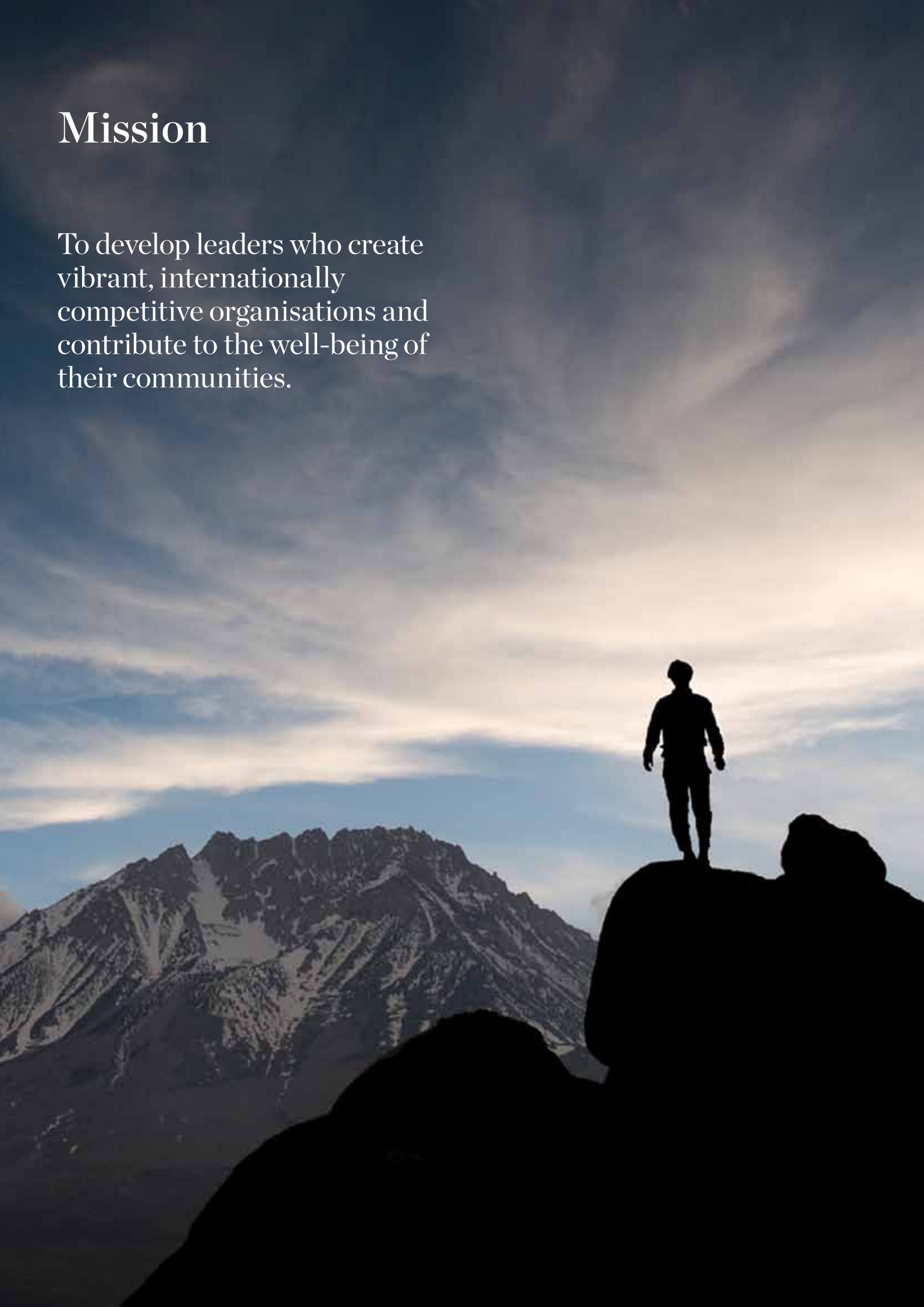
Tony is the UC MBA Director and teaches Managerial Accounting. He has a strong interest in Financial Reporting, Corporate Fraud and Corporate Governance.

Tony is recognised as an enthusiastic and energetic lecturer and has received numerous awards including the MBA Best Lecturer and College of Business and Economics Teaching Award. He has well developed ties with the business community and sits on a number of corporate and not-for-profit boards. His passion for education is also recognised by his involvement in the New Zealand Institute of Chartered Accountants (NZICA) professional accounting school, where he has been a technical writer, examiner and facilitator for a number of years.

Tony started as an accountant with KPMG (a "Big Four" Chartered Accounting firm) then moved into a financial controlling role. He was the Canterbury Branch Manager for AlSCO, a multinational industrial textile and washroom hygiene company before joining the University of Canterbury in 2006.

Mission

To develop leaders who create vibrant, internationally competitive organisations and contribute to the well-being of their communities.



Developmental Themes

UC's MBA programme pursues its mission by focusing on the development of responsible leadership, business acumen, innovation and a strategic perspective.

Responsible Leadership

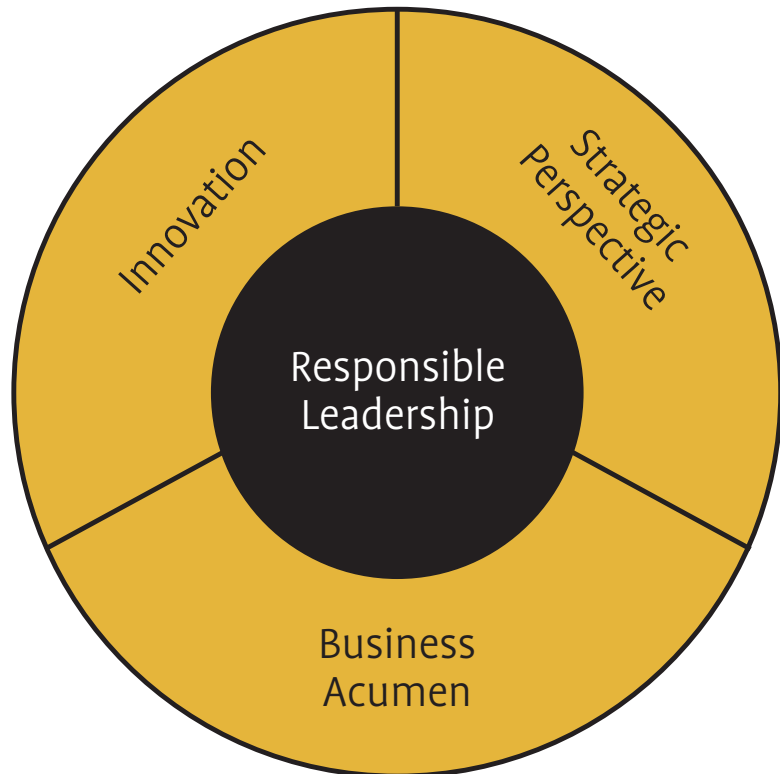
Responsible leadership is concerned with the legacy we are leaving for our children and grandchildren. Responsible leadership is an effective, ethical and contributing leadership that balances the pursuit of strong economic performance with the longer-term interests of customers, staff and the community. It also suggests a concern with the resilience and wellbeing of the leaders themselves and their families. Crucially, it also involves a concern with sustainability and the natural environment.

Business Acumen

Leadership is not effective unless it is supported by sound business acumen. Business acumen requires an understanding of the core business disciplines that are crucial to effective general management.

The core curriculum builds business acumen by providing a solid evidenced-based grounding in strategy, accounting, economics, operations, marketing, finance and quantitative methods. The elective courses provide a further opportunity to strengthen understanding in areas that are of particular interest to each candidate.

In addressing the core business disciplines we are fortunate to have a highly qualified, multinational teaching faculty who are active in research and consulting in many of the core disciplinary areas. Through the Erskine Programme we are able to supplement our teaching with regular visits from overseas experts.



Strategic Perspective

In our New Zealand research, we have found a strategic perspective to be a crucial differentiator between highly effective and less effective managers.

Strategic perspective has to do with maintaining a compelling “big picture” vision in the face of complex, ambiguous environments and day-to-day pressures and demands. Strategic perspective is a theme that is addressed across the twelve core courses and it also receives special emphasis in the Strategic Management and Strategy and International Business courses.

A global outlook is a critical part of a strategic perspective, particularly for New Zealand organisations, and is addressed through visits to our business and educational partners in China and India. These visits are conducted as part of our international study tour elective, International Business Strategy.

The strategic perspective is further developed in the elective courses and forms a central element of the capstone MBA Project that is specifically designed to facilitate the strategic application of MBA programme learning in an applied context.

Innovation

New Zealand's future prosperity is dependent on the development and export of distinctive and desirable, high value products and services. With this in mind, innovation is a theme that is present throughout the programme. It is also the central focus of the Creative Leadership elective in which participants are supported in defining a leadership role that is aligned with their unique values and aptitudes, and in which they are most likely to make a creative and innovative contribution.

Leadership Focus



Responsible leadership sits at the core of our developmental agenda and is addressed in an integrated process that involves the following elements.

Orientation and Personal Development Plan

During the orientation week, MBA candidates participate in a two-day assessment centre that provides feedback on personality traits, and key strengths and developmental opportunities relevant to leadership.

Insights gained from this process help in the development of an initial Personal Development Plan that forms part of the assessment process across key leadership courses.

Core Leadership Programme

There are four core courses and one compulsory workshop that focus specifically on leadership. These courses work in concert to build leadership capability and to address key developmental goals identified by candidates in their Personal Development Plans.

The core courses are Managerial Leadership, Organisational Behaviour, Leading Change and Human Resource Management. These courses are supplemented by a two-day compulsory Responsible Leadership workshop that looks specifically at the ethical challenges facing business leadership and provides frameworks for thinking strategically about and addressing those challenges.

Elective Leadership Courses

The insights gained in the core leadership programme are strengthened in the elective courses – Interpersonal Skills for Leaders and Creative Leadership.

Interpersonal Skills for Leaders provides first-hand understanding of team dynamics and the way individuals perform in teams. Creative Leadership helps candidates to clarify their career direction and the strategies they intend to pursue at the conclusion of their MBA.

The elective, Sustainable Enterprises further addresses the leadership challenge of achieving long-term economic success in the face of finite environmental resources.

Group Work and Coaching

A substantial amount of course work (up to 40% of each course) is completed in learning teams. The membership of these teams is rotated throughout the programme and the team process provides an ideal opportunity for further learning and development.

To make the most of this learning opportunity, teams work with a professional facilitator and each participant receives feedback from other team members on their contribution to team performance and process.

Leadership Development Centre

We are committed to graduating candidates who have an acceptable level of capability in both the strategic areas of organisational leadership and the “softer” dimensions of personal and people leadership.

The leadership curriculum that spans the first three terms works to develop capability across a range of personal and organisational leadership competencies. The Personal Development Plan helps integrate this learning and prepare candidates for the Leadership Development Centre that takes place between the third and fourth terms.

The development centre is designed to test capability in key leadership areas. In order to complete an MBA degree, it is expected that candidates will demonstrate a minimal standard of leadership capability.

Curriculum

The UC MBA is primarily focused on the development of responsible leadership, business acumen, strategic perspective and innovation. In addition to these areas of focus our programme provides you with the opportunity to customise your learning in specific areas.

Our core curriculum provides an in-depth exposure to a number of different disciplines. On completion of the core you are able to choose from a range of electives that allow you to extend your interest and learning in particular disciplines. The MBA Project allows you to integrate your previous learning in an applied consulting process and to further customise your learning and development around your unique future vision.

Full-time

15 months

Full-time candidates complete the twelve core courses and six elective courses in their first year. In the first term of the following year a consulting project (equivalent of six courses) is undertaken that completes the MBA programme. Candidates can apply to either defer completion of the programme or change to part-time study, in which case they have up to five years to complete their MBA.

Part-time

2½ – 5 years

Part-time candidates are able to develop an individual timetable in consultation with the MBA Director. If the part-time programme structure on page 5 is followed, an MBA can be completed in 2½ years. Part-time candidates are expected to complete their MBA within a maximum of five years. It is recommended that candidates study a minimum of two courses per term, however, most take three.

Class Times

Courses are taught in three hour classes held Monday to Thursdays between 5pm and 8pm.

Core courses

These courses are designed to ensure mastery of knowledge that is critical to business success. Candidates must complete all 12 core courses.

- Business Economics
- Innovative Business Strategy
- Leading Change
- Leading Others
- Leading Ourselves
- Leading Sustainable Enterprises
- Managerial Accounting
- Managerial Finance
- Managing People and Performance
- Marketing Principles
- Operations Management
- Strategy and International Business

Elective courses

Candidates must complete 6 electives. Not all of these electives are offered every year.

- Brand Management
- Business Law
- Corporate Governance
- Creative Leadership
- Entrepreneurship and Small Business
- International Business and Society
- International Business Negotiation
- International Business Strategy (study tour)
- Interpersonal Skills for Leaders
- Management of Information Systems and Technology
- Managing Quality
- Market Research
- Project Management
- Sustainable Enterprises

MBA project

The capstone of learning in the MBA programme is the completion of a project for a client organisation or self-startup. This is undertaken after the successful completion of all the core and elective courses. The project is a rigorous applied consulting intervention, of six course weighting, in which candidates apply the skills and frameworks acquired in their course of study. The project provides an ideal opportunity for candidates to further develop their learning and enhance their post-MBA career prospects.



Examples of Past MBA projects

- Entry strategy for a New Zealand medical practice
- Financial services opportunities within a New Zealand federation
- A strategic cost analysis system for a metal products manufacturer
- Business opportunity and entry strategy for an engineering equipment distributor
- Strategic marketing plan for an international professional association
- Creating an optimum international growth strategy for a SME

Workshops

A number of optional workshops are available for MBA candidates. Additional fees may apply to some workshops. Workshops include:

- Accounting Skills Workshop
- Career Planning
- Mathematics Refresher
- Negotiation Skills
- Practical Academic Writing
- Presentation Skills
- Responsible Leadership

Programme Structure

12 core courses + 6 elective courses + MBA project (equivalent of 6 courses)

Full-time (commencing study in 2013)

Term	Course work
One 04 February – 31 March	Core courses MBAD 612 Operations Management MBAD 632 Strategy & International Business MBAD 642 Leading Others MBAD 663 Leading Sustainable Enterprises
Two 22 April – 16 June	Core courses MBAD 601 Managerial Accounting MBAD 606 Marketing Principles MBAD 615 Leading Ourselves MBAD 643 Leading Change
Three 01 July – 25 August	Core courses MBAD 604 Business Economics MBAD 605 Managing People and Performance MBAD 611 Managerial Finance MBAD 631 Innovative Business Strategy
Four 09 September – 03 November	Elective courses Complete 6 electives
Five 25 November 2013 – 14 April 2014	MBA project Full-time: 20 weeks after project is approved

Part-time (commencing study in 2013)

Term	Year 1	Year 2	Year 3
One February – March	Core courses MBAD 642 Leading Others MBAD 663 Leading Sustainable Enterprises	Core courses MBAD 612 Operations Management MBAD 632 Strategy & International Business	
Two April – June	Core courses MBAD 601 Managerial Accounting MBAD 615 Leading Ourselves	Core courses MBAD 606 Marketing Principles MBAD 643 Leading Change	
Three July – August	Core courses MBAD 604 Business Economics MBAD 611 Managerial Finance	Core courses MBAD 605 Managing People and Performance MBAD 631 Innovative Business Strategy	MBA project Part-time: 38 weeks after project is approved
Four September – November	Elective courses Complete 3 electives	Elective courses Complete 3 electives Commence MBA project	

Graduate Diploma in Business Administration

It is possible to complete only the 12 core courses in the MBA programme and graduate with a Graduate Diploma in Business Administration (GradDipBA).

A GradDipBA can be completed full-time in 8 months or part-time in 20 months to 4 years.

Core Course Abstracts

Managerial Accounting

MBAD 601

This course focuses on the generation and interpretation of published financial statements as well as the use of financial information for managerial planning and control purposes.

Business Economics

MBAD 604

Economics is a social science. It is the study of the choices people make and how they interact with others in the allocation and use of scarce resources. This course will introduce you to a range of fundamental economic principles. By applying these principles to everyday life you will gain some idea of what it means to “think like an economist”. This course will not turn you into an economist (for which you can be thankful), but it will help you understand the language of economists. This course will not provide you with the right answer to every question, but it will help you ask the right questions.

Managing People and Performance

MBAD 605

The effective management of people and the sustainability of human capital are major leadership responsibilities. This course provides a guide to this challenging area of leadership and aims to help you apply basic human resource management (HRM) principles and techniques in ways that are both organisationally relevant and topical.

Marketing Principles

MBAD 606

This course provides an overview of basic marketing terminology and concepts which are important for any business person to know regardless of his or her functional specialty or geographic location. It also discusses how contextual factors affect the choice of marketing strategy and tactics.

Managerial Finance

MBAD 611

This course covers time value of money, project evaluation, risk and return, weighted average cost of capital, financial planning, different forms of funding, working capital management, foreign exchange, taxation, banking, mergers and acquisitions, some governance issues and understanding the stock market.

Operations Management

MBAD 612

As global competition in both goods and services increases, operations can be a significant source of competitive advantage for a firm. This course will expose you to a range of operations management concepts, tools and techniques. Topics covered include operations strategy, capacity strategy, vertical integration and outsourcing, operating networks and supply chains, IT in operations and operations improvement through TQM and business process re-engineering.

Leading Ourselves

MBAD 615

This course will assist you to analyse complex organisational behaviour topics at individual, group and organisational levels. The course is focused on accurate problem analysis as well as the leadership skills required to intervene effectively in complex organisational systems.

Innovative Business Strategy

MBAD 631

This is an application-focused course detailing a toolkit of strategy tools and developing their application to business situations. It aims to develop the holistic, long-term perspective and the skills in analysis, presentation and debate required by effective strategic managers. You are encouraged to share your experiences relating to the topic of each class, and generally to contribute to the classes by active participation.

Strategy and International Business

MBAD 632

What is globalisation? What major forces are driving global strategic change and how can companies strategise in an uncertain environment? How should a firm decide whether to enter foreign markets? How should multinational corporations be governed? How can entrepreneurial firms strategise successfully? What ethical and corporate social responsibility issues arise in international business? This course offers a pragmatic and critical approach to these and other related questions.

Leading Others

MBAD 642

Managerial Leadership introduces cutting-edge theory and practice and describes critical task and skill requirements. Particular emphasis is placed on the task and skill requirements of “positive leadership” an emerging leadership approach that research has associated with “extraordinary organisational performance”. The course also looks at the personal foundations required to apply the practices of positive leadership and places a particular emphasis on balance, sustainability and positive psychology.

Leading Change

MBAD 643

This course will give you an insight into the excitement and challenge associated with introducing and leading change, especially strategic change, in organisations. The course is based on Associate Professor Nilakant's change management model that views change management as addressing four complex tasks:

- appreciating change,
- mobilising support,
- executing change, and
- building change capability.

Leading Sustainable Enterprises

MBAD 663

This course will introduce a strategic planning framework based on whole systems thinking that allows organisations to understand the ‘rules of the game’ for long term success on a finite planet, use that understanding to develop an inspiring vision of what their company will look like when it is sustainable, then assess current realities against this vision and design a strategy to fill the gap.

Introducing some of our MBA lecturers



Tony Mortensen

MBA Director
Lecturer in Managerial Accounting

MCom (UC), BCom(Hons) (Lincoln, NZ)

Previously held positions as Branch Manager for ALSOCO Ltd (Canterbury branch) and CFO for NCO Ltd.

Member of the NZ Institute of Chartered Accountants and CPA Australia



Pavel Castka

Associate Professor in Operations and Quality Management
Lecturer in Operations Management

PhD, MSc, Dipl Ing (BUOT), PGCertTertTchg (UC)

Nominated expert on social responsibility, International Organization for Standardization, ISO/TMB/WG SR (ISO 26000)

Director of the Q21 Research Group and a member of the Carbon Footprinting Working Group, a network of academics from four continents working on carbon related topics in supply chains.



Paul Knott

Senior Lecturer in Strategic Management
Lecturer in Innovative Business Strategy

PhD (Manchester), MEng (Bath), BSc(Hons) (Bath)

Previous background in business process innovation and avionic systems design in the UK aerospace industry.



Stephen Hickson

Associate Head of Economics and Finance Department and Teaching Fellow
Lecturer in Business Economics

MA(Hons), BA (UC), DipTchg (ChChCOE)

15 year career with Statistics New Zealand
2001 Census Enumeration Manager



Peter Cammock

Senior Lecturer in Organisational Leadership and Development
Lecturer in Leading Others

PhD, BCom (UC), MCom(Hons) (Auckland)



Venkataraman Nilakant

Associate Professor of Management
Lecturer in Leading Change

PhD (Case Western Reserve), MSc (IIT Kanpur), BSc (Delhi), PGDipMgmt (IIM Calcutta)

Author of two award winning books, *Managing Organisational Change and Change Management: Altering Mindsets in a Global Context*. His latest book, *Changing Tracks: Reinventing the Spirit of Indian Railways*, has received endorsements from leading academics in the field of strategy and change.

Resources and Facilities

Established in 1873 by Oxford and Cambridge scholars, the University of Canterbury has a reputation for academic excellence in teaching and research. Its courses and qualifications are internationally recognised, and aim to foster intellectual independence, critical thinking and professional excellence.

The University's teaching programmes are research-based. Academic staff are actively involved in research and publishing in their areas of speciality. As a result, students learn from faculty who are at the forefront of knowledge in their field. Teaching and supervision opportunities up to doctoral level are available in every discipline.

UC has links to many international universities. These links include staff and student exchange programmes, research collaboration and articulation agreements. The Erskine Programme makes it possible for distinguished academics from international universities to visit and teach at UC. The University has around 70 such visitors each year, adding further knowledge and diversity to its programmes.

The University of Canterbury has been host to thousands of international students over a period of more than 40 years. In addition, many New Zealand permanent residents of international origin attend UC. This makes for a lively, interesting and cosmopolitan campus community.

UC is situated on a spacious suburban campus, only 15 minutes drive from the city centre.

MBA suite

In the MBA suite you can enjoy your own exclusive area of the University. The suite comprises of rooms for group work, a common room, computer lab and seminar room.



Computing facilities

You will receive a computer network account, giving you access to the internet, email and online databases via our computer labs. Most students prefer to use their own computers; however, the computer lab is available to you 24 hours a day, seven days a week. You can use your laptop everywhere as we provide high speed internet access and the UC wireless network.

Library and research facilities

The UC Library is an excellent facility with expert staff, extensive collections, great study spaces and world class archives. Students are offered online searching on a range of local and international databases. Some databases are also on CD-ROM and an interloan system is available. The University offers tutorials for MBA candidates unfamiliar with these databases.

Additional services

- Sport Science and Recreation Centre
- Childcare
- International Student Support
- Student Health Centre
- UC Careers and Employment
- For more information on these services please visit www.canterbury.ac.nz

Career Impact

The MBA continues to play an essential role in the business community, building a foundation for a lifetime of leadership. We are committed to developing leaders – managers who know how to motivate individuals, teams and organisations to accomplish specific objectives at a high level of performance, who understand the complexities of organisational life, and have the implementation skills required to lead in today’s environment of continual change.

Qualities of a UC MBA graduate

- Operates effectively with and upon a body of knowledge at sufficient depth
- Effective and innovative problem solver, capable of applying logical, critical and creative thinking to a range of problems
- Is skilled in the art and science of leadership
- Can work both autonomously and collaboratively
- Communicates effectively in a professional environment and as a member of the wider community
- Is capable of operating within an entrepreneurial environment as well as within a larger corporate structure
- Prepared for lifelong learning in pursuit of professional and personal development and professional excellence
- Committed to ethical action and social responsibility
- Demonstrates an international perspective



Dr Allan Freeth UC MBA graduate and Chief Executive of TelstraClear speaking at a UC MBA CE forum.

Graduates’ futures

UC MBAs consistently report positive career changes as a result of their UC experience. We are here to help you to succeed, and graduates from the UC MBA programme should expect to be able to manage a business or organisation within a period of three years after completing the programme. The quality of each graduate will be such that they will be able to obtain a position or function at the level of General Manager or Chief Executive Officer or equivalent in a chosen area.

Association of MBAs 2008 Career Survey

Survey results show that the MBA is a significant long-term investment, with remuneration for MBAs increasing considerably after graduation, and continuing to rise well into respondents’ careers. In addition, there are strong indicators that a correlation exists between the MBA qualification and future employment at the strategic level of an organisation.

- MBA graduates’ worldwide experience on average salary increases of nearly 50% immediately after completing their MBA, over 100% in three to five years, and over 200% in the six to 10 years post-MBA.
- 27% of MBAs are employed at or above the board level of organisations within 10 years of graduation.
- Core skills in the areas of conceptual competence (relating theory to real management issues), interpersonal skills, and leadership were viewed as overwhelmingly positive or very positive in terms of career development.

Source: Association of MBAs

Renée Walker

MBA, BBus, DipJ

IAG New Zealand

Having gained an undergraduate degree in Australia, it was whilst employed as the Student Recruitment and Marketing Manager of the University of Canterbury (UC), that Renée decided a local qualification was the next necessary step in her career.

“I went into the MBA, to be fair, thinking I knew it all and I would just get the piece of paper out the other end. What I didn’t expect was to learn so much about myself and what I needed to do next”.

In the three years that Renée has been studying towards the MBA her career has gone from strength to strength.

“Whilst I loved my role at the University, I had been there for close to five years and knew it was time to move on. Midway through my first year on the programme I left UC to take up the role of Marketing Manager at Canterbury Development Corporation (CDC)”.

During her time at CDC Renée built upon existing relationships with key contacts throughout Christchurch. Taking advantage of any opportunities that came her way she also established new links with organisations including the Canterbury Business Leaders Group (CBLG) and the Canterbury Employers’ Chamber of Commerce (CECC).

It was these newly acquired links that led to her current role as Head of Communications, Canterbury Recovery for Australian insurance company, IAG.

“One of the key things I have gained from the MBA is self-awareness and focus. Having just completed a Personal Development Plan (PDP) at the time I was approached by IAG, I had identified that the next move I made had to be to a large corporate. Although this opportunity came sooner than I thought, I knew it was right”.



Renée credits hard work and determination, as well as awareness and confidence as the keys to her success. Networking, and doing things just because, rather than chasing a result, is what has seen her accelerate her career.

Her MBA project ‘Ensuring the successful placement of students in appropriate roles upon graduation’ built on relationships and knowledge that Renée had gained as a UC MBA student; past UC Student Recruitment and Marketing Manager; and Executive Member of the Canterbury Business Leaders Group (CBLG).

“The MBA project process was a wonderful learning experience for me, as was the entire MBA process,” says Renée. “Looking back on the three years of the degree, I can see how much I have grown as a person and as an employee. The MBA has given me the confidence to pursue things I never would have thought possible, and the skills to successfully complete these”.



Peter Floris
MBA (Distinction) 2000
Chief Operating Officer
The New Zealand Merino Company

How has the MBA helped you in your current role?

I am currently Chief Operating Officer at The New Zealand Merino Company (NZM), having initially started as Chief Financial Officer. NZM is an integrated sales, marketing and innovation company focused on redesigning not only the

merino industry but also complementary areas of New Zealand's primary industry. We have transformed New Zealand Merino fibre from being a discounted commodity into a premium branded differentiated product demanded by high end apparel markets.

I joined NZM in 2001 after completing my MBA. At that time NZM was undergoing a period of fundamental change as it transitioned from being an industry-good levy-funded organisation into a fully commercial company. My initial role was to facilitate that transformation. While finance has been my core area of expertise I wanted to be able to contribute to an organisation in a much broader level.

The Canterbury MBA helped equip me to do this at NZM and enabled me to lead the transition of the business from a \$5 million annual turnover to the \$150 million turnover diversified company that it is now.

What made you choose the MBA programme at UC?

I knew the Canterbury MBA programme had a great reputation in business circles and I personally knew a number of people that had been through the programme. For me one of the big attractions was the way personal and leadership development was considered just as important as academic development, and how theory was balanced out with practical applications.

Ultimately the highlight for me was the great group of people that I went through the programme with; fellow students as well as academic staff and business professionals who contributed to the programme. I learned just as much through the 'informal' connections and discussions with fellow participants as from the 'formal' components of the programme.

The Canterbury MBA has helped me take my career to another level.

How relevant is the MBA for today's workplace?

Business has changed a lot in recent years. People are expected to operate at higher levels, achieve more and contribute value across an organisation as opposed to within one area of specialty. The MBA is perfectly designed to help people become more rounded professionals and meet these expectations.

What did you enjoy most about your MBA experience?

That it delivered on what I was looking to it for – to stretch myself personally and professionally and through this to be able to add significantly more value to an organisation. Add to this the fact that it genuinely was a fun experience!

At the time I felt the 18 or so months I spent on the programme was one of the best experiences in my life. That was until I moved to NZM and I realised that applying what I had learned on the programme into creating value in the business was where the real satisfaction came.

Campus Life

Once you are enrolled at UC you will quickly realise that great teaching and facilities are only the beginning of the MBA experience. Beyond this you will form life-long relationships with your colleagues, enjoy a healthy social life outside of classes and work in teams that will bring together groups of interesting, challenging and hardworking people from all walks of life.

People choose to study towards an MBA for a variety of reasons. Some are looking to make a vertical shift in their current career path, some are looking to change industry or job function, while others are looking to build an entrepreneurial toolkit that will enable them to put their own business plans into action. This variety provides a rich environment of learning that enables you to work towards your goals with a group of people who are all on a similar journey.

The focus on personal development, in terms of understanding your values and goals, and being able to learn about yourself from the people around you, is a very important component of the MBA experience. It will have a lasting impact on your career aspirations and personal understandings. The personal development plan becomes a tool for life.



MBA alumni

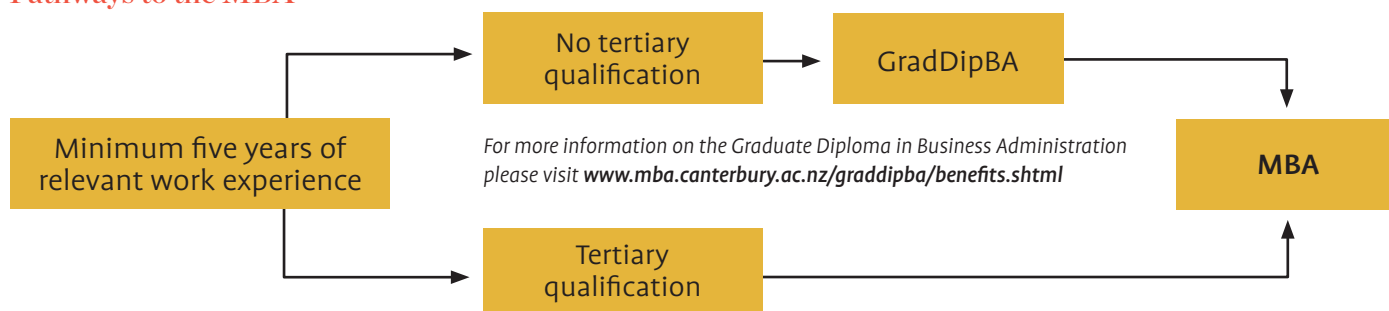
As a member of the UC MBA alumni you will enjoy an ongoing relationship with your fellow MBAs. A number of alumni events are run throughout the year, bringing together networks of business leaders and facilitating the exchange of ideas and expertise.

There are also opportunities to partake in ongoing learning. For example, MBA graduates can attend lectures or courses offered by the University on a cultural basis. Cultural enrolment is available for personal interest only and these courses cannot be credited towards a degree, diploma, certificate or professional qualification. This provides graduates an ideal way to continually update and expand their knowledge.

We value our graduates as advocates in the business world and the wider community, and as a connection to life outside the University. Most importantly, we are here to help you to achieve your goals and the University of Canterbury will offer you ongoing support to enable you to continue your personal and professional growth.

Programme Entry

Pathways to the MBA



Entry criteria

Applicants need to have:

1. Qualified for a degree in any discipline with good grades. Applicants without a degree can apply for admission to the Graduate Diploma in Business Administration. GradDipBA candidates can then apply to transfer to the MBA programme if they achieve a B grade average in the GradDipBA and do not fail any course.
2. At least five years' work experience in a managerial, professional, entrepreneurial or leadership role.
3. Excellent English language communication skills. Applicants who speak English as a second language will be required to produce evidence that their ability to communicate in English is of a high standard. This may include:
 - a. a Graduate Management Admission Test (GMAT) score of at least 600; or
 - b. an International English Language Testing System (IELTS) score of 7.0 with no section lower than 6.5; or
 - c. a paper-based Test of English as a Foreign Language (TOEFL PBT) score of at least 600 and a Test of Written English (TWE) of 5; or
 - d. an internet-based (iBT) TOEFL score of at least 100, with listening no less than 23, reading no less than 23 and writing no less than 22 (no minimum score has been set for speaking as yet).

Selection of candidates

When reviewing applications, the selection committee will consider:

- the quality of the applicant's self-evaluation essay;
- the applicant's three supporting references (from both a current and previous employer, and a current or former subordinate);
- the applicants past/current employment experience
- the applicant's future vision and goals, including his/her direction and motivation;
- whether the decision to undertake an MBA has been well reasoned and that the applicant is clear on how an MBA will contribute to his/her career;
- whether the applicant is able to contribute to the programme; in class, in groups and to the general ethos of the programme.

Fees

There is a NZ\$60.00 application fee and NZ\$600.00 acceptance fee in addition to the fees listed below. Course fees are subject to increase in subsequent years; this may affect part-time candidates who complete the programme over a period of up to five years. The fees listed below do not include optional workshops but are GST inclusive.

MBA

New Zealand citizens and permanent residents: NZ\$31,820

International candidates: NZ\$48,800

GradDipBA

New Zealand citizens and permanent residents: NZ\$15,912

International candidates: NZ\$24,386

Key dates

10 December 2012	MBA / GradDipBA application closing date
February 2013	Orientation week
February – March 2013	Term 1
April – June 2013	Term 2
July – August 2013	Term 3
September – November 2013	Term 4 Electives

Contacts



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www.mba.canterbury.ac.nz

- I am applying for the MBA
 I am applying for the GradDipBA
 I am applying for full-time study
 I am applying for part-time study
 I am applying for Postgraduate Certificate in Strategic Leadership (PGCertStratLdrship)

Part A - All applicants must complete this section

First or Given name(s):		Preferred name:	
Family name:		Title (Mr/Mrs/Ms/Miss/Dr) :	
Postal address:			
			Postcode:
Home telephone:	Business telephone:	Mobile:	
Fax:	Email:		
Date of birth / /	Are you a New Zealand citizen? <input type="radio"/> Yes <input type="radio"/> No		
If no, what is your country of permanent residence?		Nationality:	

Tertiary education*

Please provide details of your university, polytechnic and/or professional qualifications. Attach the original or certified true copy of your academic transcript(s) and graduation certificate(s) with this application, as well as certified English translation(s) where applicable.

Qualification	Tertiary institution	Country	Date commenced	Date completed

Work experience*

Please list in chronological order your employment experience including consulting and/or contract work, voluntary/community work, and any leadership, self-employment or entrepreneurial activities.

Organisation	Position/responsibility	Date commenced	Dated completed

*Continue on a separate sheet if further space is required.

Current discipline/profession:	
Total years' work experience:	Total years at a managerial level:
How did you find out about the programme?:	

MBA Programme

School of Business and Economics

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University of Canterbury

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New Zealand

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For assistance with planning your programme:

Advancing students:

E: education@canterbury.ac.nz

New students:

www.canterbury.ac.nz/liaison/advice