

# MBA

Masters in  
Business  
Administration

**Bradford University  
School of Management**



Bradford University School of Management has been providing students with an opportunity to study for an MBA via distance learning since 1998. Both the Masters in Business Administration and the Masters in Innovation, Enterprise and the Circular Economy are aimed at intelligent, highly motivated managers who wish to equip themselves with the essential business and management skills required in the increasingly competitive, diverse and dynamic business environment. At Bradford, they appreciate that many of their students have to juggle work and family commitments alongside their studies. As such they allow their students to develop managerial skills and knowledge at a pace which suits their individual needs.

Once you start on either of the distance learning MBA programmes you become part of the Bradford University School of Management student community. Bradford has a great pride in this sense of community and throughout your studies they

ensure that you have every opportunity to develop your professional network while also learning from the experiences of other students. This is achieved through the use of small faculty led tutor groups, weekly online discussions, live face-to-face on line tutorial sessions and a distance learner online social space called 'The Atrium'. Further to this while you do not have to attend any on-site teaching you will have an opportunity to take part in face-to-face teaching sessions with academics from the School of Management in Bradford and at its partner institutions in the Netherlands, Germany, Singapore, Dubai and Italy (subject to availability).

Your knowledge and understanding of each subject area studied will be assessed by the most appropriate means. This will typically involve the completion of a written assignment, an exam or in some cases an assignment and an exam. If you need to sit an exam Bradford has examination centres worldwide, making it highly likely that there is an exam centre near you.

## World class rankings and accreditation

### Financial Times Online MBA 2014 rankings (Financial Times, March 2014)

- Global Top 20 Online MBA (11th in the world, 3rd in the UK)
- No.1 in the world for career progression
- 3rd in the world for value for money

### Financial Times European Business School rankings (Financial Times, December 2013)

- European Top 30 MBA
- European Top 50 Business School

Bradford University School of Management is also ranked as one of the world's Top 200 Business Schools that employers want to recruit from. (QS Global 200 Business School report, 2013/14)

### Triple Crown Accreditation

Bradford University School of Management is part of an elite group of business schools in the world (less than 1%) to have the prestigious "Triple Crown" of accreditations:

- EQUIS (European Quality Improvement System)
- AMBA (Association of MBAs)
- AACSB (Association to Advance Collegiate Schools of Business)

## Bradford University School of Management Library

As a distance learning student you will have access to the University's on line library resources. This means that wherever you are in the world you can access thousands of academic journals, market reports and textbooks all from your computer.

Distance learning students also have their own dedicated librarian who can provide students with photocopies of various materials including journal papers, book chapters and company reports

### Effective Learning Service

It may be some time since you last studied for a formal qualification and so some of your key learning skills such as essay writing, critical analysis and revision may require some attention. The School of Management Effective Learning department can provide you with all the help you need to overcome such obstacles. 'Quick read' leaflets are available with titles such as 'How to Improve Your Marks' and '5 Stage Report Writing Structure'. In addition to these resources you will be regularly invited to attend a series of live on line workshops covering key learning skills such as essay writing and critical analysis and you can even have a one-to-one consultation with Bradford's effective learning advisor, regardless of your location.

### Career Development

In order to ensure that you can capitalise on the skills and knowledge developed when studying the MBA you will be invited to register onto the Bradford University School of Management MBA career development programme. In practical terms this means that every 3 months you will be invited to attend a live on line career development workshop. The career development programme is designed to track your progress through the MBA ensuring you develop relevant skills and the most opportune time. Issues covered in the workshops include 'Leveraging Your MBA' 'Promoting Your Skills – Social Media' and 'Networking – Making the Right Connections'. In addition to this each year you will be able to access a series of live and recorded presentations from the Bradford guest lecture series featuring a range of eminent speakers from various business and management backgrounds.

### International Study Opportunities

You may decide that you want to accelerate your studies, learn about a particular subject area, study alongside other Bradford University School of Management students or simply broaden your horizons and spend some time studying overseas. You can do this by studying certain modules over 3-5 days at the School of Management or at any one of its partner institutions in the Netherlands, Germany, Singapore, Dubai and Italy. Examples of block modules taught at these locations include Corporate Marketing, International Business Strategy and Mergers and Acquisitions. Access to modules running is subject to availability.

## Studying By Distance Learning

Undertaking a distance learning MBA at the Bradford University School of Management is a highly rewarding experience:

- You will learn new skills which you can use straight away in the work place
- You will be able to use the knowledge gained to advance your career
- You will be able to develop an international business network, learning from the experiences of your fellow students.

Students are expected to take 2 subjects (modules) every three months. Each module contains 9 study units. Students typically progress by studying 1 unit from each module per week. This equates to approximately 14-16 hours of study per week. If you don't think that you have enough time to study 2 modules over the three month period you can always chose to study just one module, lightening your workload considerably.

If work or family life is particularly busy then you can even suspend your studies and restart at a later date. This flexibility means that students can complete the MBA in 2 to 6 years.

## The Bradford MBA Learning Experience

Each module is designed so that your understanding and knowledge is developed through using a variety of materials from textbooks and academic journal papers through to video clips, podcasts, online discussions and live online tutorials.

### Printed Materials

For each module you will receive a textbook or reader and a high quality study book containing essential study notes, case studies and short exercises to develop your understanding. The study books are written by academics from the Bradford University School of Management many of whom are world leading authorities in their subject area. Each study book contains:

- 9 study units, each unit is designed to develop your understanding of a particular subject area.
- 2 optional assignments which you submit to

your tutor for feedback. These assignments enable you to track your progress ensuring that you understand key subject areas.

- A series of short case studies and exercises reinforcing key principles and ideas and demonstrating how academic theory can be put into practice.
- Clear guidance on accessing additional learning materials that will help further your understanding and knowledge.

### Tutorial Groups

While distance learning allows you to study at a time, place and pace to suit your needs Bradford ensure that you will never feel like you are studying alone. When studying a module you will be part of a small tutor group. As a tutor group member you are expected to take part in online discussions and a series of live on line tutorials.

### The Virtual Learning Environment

Bradford University School of Management uses a virtual learning environment called Blackboard. Each module you study will have a dedicated Blackboard site containing:

- An electronic and interactive copy of the module study book
- Guidance on the assessment used for the module
- PowerPoint slides and audio recordings helping explain key theories and concepts associated with the specific subject areas
- Film from on-site lectures (where available)
- Key readings selected by Bradford academics from leading academic journals, trade publications and broadsheet newspapers
- Selected audio and video clips helping to underline your knowledge and understanding of particular subject areas
- Additional non-compulsory readings enabling you to further engage with a subject and advance your understanding
- A comprehensive bank of multiple choice/ short answer questions allowing you to monitor your understanding and get instant feedback on your progression

# MBA

## Masters in Business Administration



### Detailed Programme Structure

In order to complete the Bradford MBA you will be required to complete 14 modules in total and a 12,500-15,000 word management project.

#### Cycle One

In order to provide you with a solid foundation you will study ten compulsory modules covering key business and managerial disciplines. Your understanding of each subject area will be developed through the study books, textbooks, case studies, journal papers, audio and video materials and ongoing collaboration with other distance learning students and of course your module tutor. You will also be able to assess your progress through the online multiple choice/short answer questions and the two tutor marked essays.

##### 1. Business Accounting

Managers are required to have an understanding of accounting and the accountant's role within an organization. The module will provide an introduction into this area covering issues such as:

- Interpreting and evaluating accounts
- Profit and loss
- Cash flow and the balance sheet
- Investment appraisal and return on investment
- Marginal and absorption costing
- Ratios, comparisons and trends
- Budgeting and control

##### 2. Business Economics

The module provides an insight into the market environment organizations operate in and how market forces can impact on an organization and the growth strategies adopted. The module covers:

- Scarcity and choice
- Resource allocation and the markets
- Demand and supply/cost analysis
- Intervention in markets
- Market structure and competition
- Structure, conduct and performance of companies and markets
- Market concentration and public competition policy
- Determinants of national output/income and fluctuations in growth rates
- Key economic variables: output, employment, inflation
- Government fiscal, monetary and supply side policies
- Exchange rates and the balance of payments
- Globalisation, international trade and international investment

### 3. Marketing

The module provides an insight into just what marketing is along with the fundamental marketing theories managers need to be aware of. In addition to this the module considers the relationship between market analysis, organizational opportunities and threats, marketing strategies and tactics. The module covers:

- What is the marketing concept?
- Analysing the market environment and market planning
- Consumer and organizational buying behaviour
- Segmenting the market, targeting customers and positioning the product
- Marketing tactics – the marketing mix
- Product portfolio analysis and the product life cycle
- Branding and communicating with the market
- Marketing channels – distributors and retailers
- Pricing strategies
- Marketing in a international environment

### 4. Operations Management

The module looks at what is known as the 'conversion process' focusing on how materials and products are processed within the organization. The module covers:

- The framework for operations management and the functional interfaces
- The issues of value, variety and design
- Design operational systems
- The workings of an organization
- Capacity management and operational planning
- Quality management
- Purchasing and layout
- Contemporary issues in operations management

### 5. Managing People

Managers need to be able to understand how to manage one of their most valuable and important resources – their employees. In order to investigate this subject the module draws on several disciplines including organizational behaviour, organizational psychology and human resource management. The result is a module which provides a comprehensive insight into those factors which influence human behaviour within the work environment. The module covers:

- Personality, perception, motivation and job satisfaction
- Group and team work
- Management and leadership
- Transactional and transformational leadership
- Organizational culture, structure and design
- Conflict, power and politics within the organization
- Communications within the organization





## 6. Managerial and Professional Development

The module encourages students to adopt an independent and reflective approach to learning and development enabling students to develop an awareness of their own and others' development needs. The module covers:

- The role of learning and development in organizations
- The critical role of managerial skills
- Learning: approaches and models
- Principles of personal development
- Professional and management development
- Career development
- Developing self-awareness
- Reflective practice

## 7. Business Research

In order to assess new business opportunities or potential future strategies managers need to be able to conduct business research in a systematic and objective manner. In addition to this when faced with the results from business research managers also need to have the required skills to analyse the evidence presented to them. With this in mind the module covers:

- Qualitative and quantitative approaches to business research
- Creating a suitable research sample
- Analysing research results
- Drawing and then testing the findings emerging from business research
- Interpreting and presenting research results
- The ethics of business research

## 8. Business Ethics and Sustainability

The module will draw on current research and business practice in order to provide students with an insight into one of the major issues facing organizations today. The module covers:

- The foundations of the debate surrounding business ethics and sustainability
- What do we mean by business ethics, sustainability, sustainable development, corporate citizenship and corporate social responsibility?
- Traditional and contemporary ethical theory
- The duties and responsibilities of businesses
- Corporations, state and civil society and the firm as a political actor
- The international, national and regional regulatory environment and codes of practice
- State or self-regulation and the risks of non-compliance
- Stakeholders: shareholders, employees, consumers, suppliers, competitors, civil society and government
- Future perspectives on ethics and sustainability

## 9. Corporate Finance

The module draws on some of the issues previously discussed in the Business Accounting module consolidating and further developing your knowledge of financial decision making. You will consider how capital markets operate, how companies are valued and how the wider business environment can impact on financial managers operations. The module covers:

- An overview of financial management considering investment and financing decisions, share holder value analysis and strategic investment
- Valuing organizations
- Financial strategies – short term and long term finance and working capital management
- Do dividends matter? – dividend policy
- Using debt finance – long term and short term debt instruments
- Measurement of gearing – impact on shareholder value and the required return
- Shareholder return requirements

## 10. Strategic Management

The module aims to develop an understanding of the changing practice of strategic management within an often highly volatile business environment. The module covers:

- Varying perspectives on strategy, strategic management and strategic decision making
- An understanding of the dynamic business environment
- Strategy formation, organizational planning and positioning
- Creating and sustaining a competitive advantage and stakeholder satisfaction
- Value chain analysis
- Company culture and its impact on management strategy

## Cycle Two

Once you have gained the required managerial skills and knowledge during Cycle 1 of your studies you will then be required to complete four Cycle 2 modules. There are a total of ten Cycle 2 modules to choose from for those studying purely by distance learning. If you decide to study a Cycle 2 module(s) at Bradford or at a partner institute a number of alternative modules are likely to be available (e.g. mergers and acquisitions). The modules available via the conventional distance learning route are:

### 1. Marketing Communications

In a world where organizational stakeholders are bombarded each day with numerous messages there is a need to ensure that your organization communicates with the right stakeholders in the most efficient and effective way. This module will help you achieve this introducing the concepts and theories that will enable you to develop integrated marketing communications. The module covers:

- Analysing integrated marketing communications
- Advertising theory and management
- Personal selling and negotiation
- Below the line promotions

- Public relations
- Branding and design

### 2. Entrepreneurship

This module is designed to introduce you to the concept of entrepreneurship and to equip you with the knowledge and skills to engage with the entrepreneurial process. You will emerge from the module with a comprehensive understanding of the importance of entrepreneurship to the economy, the role of the entrepreneur and the unique problems that new businesses face. You will also learn the skills that will enable you to develop ideas into concepts, test these through feasibility analysis and develop business plans for new ventures. The module covers:

- Defining and understanding enterprise, entrepreneurship & innovation.
- Managerial versus entrepreneurial mindsets. Skills attitudes and behaviours associated with entrepreneurs and developing entrepreneurial skills.
- Creativity and innovation in entrepreneurship. Sources of opportunity & innovation. Techniques for generating and evaluating new ideas. Distinguishing between ideas and opportunities.
- Developing ideas into business

opportunities. Industry and competitor analysis. Feasibility analysis.

- Assessing the factors which influence the choice of business model. How to develop a business model. Recognising potential flaws in a business model
- Resources in the entrepreneurial venture. Decisions required for a new venture. Developing a team & networks to implement the opportunity
- The purpose of a business plan. Key components of a business plan. Evaluating and presenting a business plan

### 3. Project Management

The module aims to foster a critical awareness of the concepts and principles of project management providing an insight into key models, frameworks and techniques to support decision making and control. The module covers:

- The justification for project management
- The processes involved in project management
- Project initiation – selection, start up, the business case and the organization
- Project initiation Part II – planning and the management of product delivery



- Project implementation – stage control and boundary management
- Project closure – learning from the project planning experience and assessing the benefits of project management
- Managing risk and quality
- Configuration management and change control
- Software tools in project management

#### 4. E-Business

The module will investigate the highly contemporary areas of E-commerce and E-business considering the implications these developments may have for new and existing businesses. Further to this you will develop the skills required to introduce and manage the 'E' business strategy of an organization. The module covers:

- Understanding E-commerce and E-business
- E-commerce technology
- Applying E-commerce (e.g. search engines, social networks, blogs)
- Barriers to E-commerce (e.g. security, data encryption)
- Analysing business models
- Public policy and legal issues impacting on E-commerce and E-business
- New management, strategy thinking and future technologies

#### 5. International Business Strategy

The module develops a comprehensive understanding of the major issues that businesses are confronted with when operating in international markets. The module covers:

- The implications for strategic management of major changes in trade and investment patterns
- The globalisation process
- The importance of differences in institutional and cultural systems in international business
- Foreign direct investment and the internationalisation process
- Foreign market entry modes
- The importance of the business environment, innovation, leadership and entrepreneurship on international business strategies
- HQ and subsidiary relations and managing collaborative relations.
- Corporate social responsibility and the strategic management of multi-national corporations.

#### 6. International Business in Emerging Economies

This module is designed for those who intend to work or are interested in international business development whether as managers, consultants or entrepreneurs – all within the context of emerging markets. You will investigate the workings of subsidiary



operations in emerging economies (e.g. Central and Eastern Europe, China, Russia, Brazil, Mexico, Cuba, Central and South East Asia) and gain an understanding of the fundamental issues confronted by foreign firms competing in newly opened and dynamic markets. In order to develop this knowledge the module draws on a mixture of theory and practice which you will find intellectually challenging and which will provide a sound basis for further career development. The module contains:

- An introduction to emerging markets
- Economic and political reform
- Foreign direct investment and outsourcing
- Entry strategy

- Brownfield and privatization acquisitions/restructuring in the transitional economies of Central and Eastern Europe
- Managing equity international joint ventures in Asian markets
- Subsidiary development and entrepreneurship
- Social networking
- Corporate social responsibility
- Corporate staffing and localisation
- Emerging market multinationals/internationalisation

## 7. International Financial Management

This module is designed to provide you with a critical understanding of the investment and finance decisions made by multinational companies. The module explores institutional structure and the behaviour of international currency markets enabling you to analyse and evaluate the economic factors that affect the foreign exchange rates. You will also explore the financial instruments and techniques that companies adopt to manage currency risks. The module contains:

- The foreign currency markets and the determination of the spot and forward exchange rates
- The relationship between exchange rates, price levels and interest rates
- Financial instruments and currency hedging techniques
- International portfolio management
- International debt and swap financing techniques
- Capital investment decision making in the multinational firm

## 8. Management of Change

The dynamic nature of the current business environment means managers have to deal with change on an almost daily basis. In spite of this few managers have a sound understanding of how to manage change. During this module you will be able to reflect

on your own experiences considering why change may be needed within organizations and how managers can successfully introduce and then manage change. You will also consider why change may be resisted and how such resistance can be overcome. The module covers:

- The nature of change
- Cultures for change
- Drivers of change
- Reactions to change
- People and change
- Leadership of change
- Models of change

## 9. Managerial Leadership

The module aims to develop a comprehensive understanding of the major theories concerning leadership within work organizations. You will develop an increased understanding of the way participants' behaviour can affect the feelings, attitudes and behaviour of people at work. The module covers:

- Just what is meant by the phrase 'leadership' and how does it differ from management
- Are leaders born or made?
- Leadership development
- Skills in leadership - transactional, transformational and charismatic leadership.

- The role of leadership when undergoing organizational change.
- Leadership issues, challenges and strategies in business, government and politics.
- A critical review of leadership theory: early trait theories; behavioural style theories; situational leadership theories;
- The adoption of an integrative, holistic model of leadership.

## 10. Corporate Marketing

The module aims to provide students with an alternative and contemporary view of the marketing discipline focusing on the marketing of the organization(s) rather than the products/services organizations produce. Through studying the module students will be able to examine and critically analyse an organization's identity, its corporate communications, image/reputation and brand management activities. The module covers :

- The evolution of the marketing discipline
- The nature, impact and importance of corporate identity
- Stakeholder analysis
- Managing multiple corporate communications
- Image and reputation management
- Developing and managing a corporate brand.



## Management Project

At the end of your taught studies you will be required to put into practice what you have learnt during the various modules and complete a 12,500 – 15,000 word management project. The University of Bradford allows its students a great deal of flexibility in their management projects. For example, you may wish to reflect on your academic learning and apply it to a problem currently facing the organisation you work for. You may wish to investigate an issue effecting not just one organisation but an entire industry, or you may wish to conduct 'desk based research' – really getting to grips with all the academic arguments and issues surrounding a subject area in order to develop a new management framework.

Throughout the project you will be guided by an experienced academic and you will have access to the School of Management Effective Learning department. The Effective Learning service often proves to be very useful providing students with a clear understanding and guidelines on what is required in order to successfully complete their project.

## Programme Assessment

In order to ensure that you have gained the required skills and knowledge you will have to successfully complete a form of assessment

for each module. The assessment may be an individual written assignment, an exam or a mixture of both.

So that you can monitor your progress as you work your way through each module there are a number of opportunities for formative assessment (i.e. assessment that will not count to your overall grade). For example, you will be invited to submit 2 pieces of work to your individual tutor. Your tutor will read through the work and provide you with feedback. In addition to this, you will be encouraged to complete a series of online multiple choice questions for each unit studied.

Exams can be sat at the University of Bradford, RDI's Head Office in Coventry or can be arranged overseas via the British Council or at a recognised overseas academic institution at additional cost.

## Duration of Programme

The Bradford University School of Management distance learning MBA allows students to vary the speed of their progression through the programme to suit their own individual needs. As such, you can choose to take just one module in a quarter or defer your studies altogether (for a maximum of 1 year).

Distance learning students usually however study 2 modules every 3 months. Each module is split into 9 units (8 learning units

and 1 revision unit). Students are expected to work through 1 unit per module per week. This format ensures that students have a number of weeks at the end of the module for examination revision (if the module is assessed by an exam) assignment work and general recuperation.

Through completing 2 modules every 3 months by the end of year 1 students will have studied 8 modules. In year 2, progressing at the same rate, students take the remaining 2 compulsory modules and 4 cycle 2 modules. The completion of these remaining modules takes 9 months. In the final 3 months students start (and can complete) the management project. Many students see the management project as a key part of the MBA experience, putting the skills they have learnt into practice. To facilitate this learning experience Bradford allow students to register for the management project twice a year. Once a student has registered for the management project they are allowed up to 12 months to complete the project.

As a general guide the programme can be completed in 2-6 years. On average students take 2 ½ - 3 years to complete the programme.

	Assignment	Exam
<b>Cycle One Core Modules</b>		
Business Accounting	30%	70% (1.5 hrs)
Business Economics	100%	No exam
Operations Management	100%	No exam
Marketing	100%	No exam
Managerial & Professional Development	100%	No exam
Managing People	100%	No exam
Business Research	100%	No exam
Business Ethics & Sustainability	100%	No exam
Strategic Management	No assignment	100% (2 hrs)
Corporate Finance	100%	No exam
<b>Cycle Two Elective Modules</b>		
Marketing Communications	100%	No exam
Entrepreneurship	100%	No exam
International Business Strategy	100%	No exam
E-Business	100%	No exam
Managing International Business in Emerging Economies	100%	No exam
Management of Change	100%	No exam
International Financial Management	50%	50% (1.5 hrs)
Managerial Leadership	100%	No exam
Project Management	No assignment	100% (2 hrs)
Corporate Marketing	50%	50% (1 hr)



## Admissions Requirements

All applications are considered on their individual merits and will be assessed using a collective approach, which takes into account professional status and work experience as well as academic achievement.

### Work experience

Candidates must have at least 3 years' postgraduate work experience, which can be from any industry, including both private and public sectors, and charitable organisations.

### Academic & professional achievements

You should have a good first degree awarded by a UK university or overseas equivalent, or a relevant professional qualification. If you do not have a first degree or professional qualifications you will need to demonstrate significant management or business leadership experience (normally 8 years). We will also consider an academic recommendation based on interview.

### Numeracy & literacy competences

We will require evidence of numeracy and literacy competences, and depending on the information provided at application, you may need to complete an authorised online aptitude test such as the Graduate Management Admissions Test (GMAT) or School equivalent.

## English language proficiency

If English is not your first language, we may need evidence of your proficiency in English through a recognised test (IELTS or PTE-A). You will be required to achieve a minimum score of:

- IELTS: 6.5 overall, with no sub-test less than 5.5; or
- For EU, non-UK applicants: 94 overall, with minimum scores of: Listening – 17, Reading – 18, Speaking – 20, Writing – 17
- For International, non-UK/EU, applicants (UKBA requirement): 94 overall, with minimum scores of: Listening – 21, Reading – 22, Speaking – 23, Writing – 21; or
- PTE-A (Pearson Test of English Academic): 60 overall, with no sub-test less than 51

## Enrolment Dates

There are four enrolment opportunities throughout the year in January, April, July and October.

## Applying for the MBA

You will be required to submit an application online via our website [www.rdi.co.uk/apply](http://www.rdi.co.uk/apply). You will then be contacted by an experienced Programme Advisor at RDI requesting further documentation (i.e. qualification certificates, CV and references). On receipt of the required documentation your application will be screened and, if suitable, forwarded to the School of Management for formal consideration. If the application is successful you will be issued with a formal offer letter.

**W Apply Online**  
Visit our website: [www.rdi.co.uk/apply](http://www.rdi.co.uk/apply)

**@ Email Us**  
Email [admissions@rdi.co.uk](mailto:admissions@rdi.co.uk)

**☎ Call Us**  
Contact us today on **FREEphone**  
**0800 COURSES / 0800 268 7737**

## The Bradford Executive MBA in the UK programme at a glance



This timetable is illustrative of completing in a minimum of two years and is designed to give you an idea of the balance of your programme. You may take a maximum of 6 years to complete it.



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*If you want an experience that will truly benefit you throughout the rest of your life, the Bradford MBA has to be the natural choice*

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Atif Mahmood - University of Bradford, MBA