Cardiff Business School

Postgraduate MBA Programmes
Entry 2016/17

www.business.cardiff.ac.uk
Discover the Cardiff experience

A leading University . . .

- You’ll be part of a globally recognised, Russell Group university.
- You’ll benefit from outstanding teaching in a research-led environment. Cardiff is ranked in the UK’s top 5 universities for research quality.
- Staff include Nobel Laureates and numerous Fellows of the Royal Society and other prestigious institutions.

in an outstanding city . . .

- You’ll live in a friendly, compact and safe city, with all of your study, living and leisure needs within walking distance.
- Your money will go further at Cardiff with capital city attractions at affordable prices including one of the lowest average costs of living for university cities.¹

with able and motivated students . . .

- You’ll be studying in an international University with a diverse student cohort drawn from more than 120 countries, with dedicated facilities for the postgraduate community.
- You’ll be studying in an environment with other able and motivated students.
- You can be confident of your future - in 2013/14, 86.9% of postgraduate respondents had secured employment or further study within six months of completing their studies.
- You’ll be in demand – Cardiff is among the top 25 universities targeted by employers.²
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who have excellent career prospects . . .

- You’ll be supported in countless other ways and be provided with the very best experience when they study here.
- You’ll live in a friendly, compact and safe city, with all of your study, living and leisure needs within walking distance.
- You’ll be part of a globally recognised, Russell Group university.
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- Staff include Nobel Laureates and numerous Fellows of the Royal Society and other prestigious institutions.

Welcome

Cardiff Business School is committed to making sure its students have the very best experience when they study here.

We want to help you fulfil your ambitions and leave the University fully equipped to achieve success in your chosen field. If you join us, you will benefit from research and teaching of the highest standard, and access to world-leading academics who are innovators in their disciplines.

We have an international reputation for excellence in research, teaching and for environment recognised by professional bodies, global companies and government research exercises. This sets our students apart and gives them a competitive advantage in a crowded jobs market.

In the 2014 Research Excellence Framework we were ranked 6th in the UK for the quality of our research and joint first for research environment. With this result we became one of only two business schools in the UK to be ranked in the top ten in each of the government’s five assessment exercises since 1992. This consistency is one hallmark of excellence, another is our accreditation from the Association to Advance Collegiate Schools of Business (AACSIB international).

Exposure to cutting-edge research, unparalleled critical business thinking and access to some of the world’s foremost experts is par for the course as a student at Cardiff Business School. You will also be supported in countless other ways and benefit from outstanding student resources from day one. We think this is an important element in ensuring your time with us is rewarding and enjoyable, setting you up to achieve your ambitions.

Our support and interest doesn’t wane when you graduate. After leaving us, you automatically become a part of our thriving alumni network which gives you the opportunity to keep in touch with peers, academics and colleagues.

I hope to be able to welcome you to the School in the near future but for now let me wish you every success in your studies.

Professor Martin Kitchener
Dean and Head of School

Notes
1. Moneysupermarket.com Quality of Living Index 2014
2. HESA Destination of Leavers Survey 2014
3. High Fliers Research The Graduate Market 2015

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This brochure will provide you with more details of our programmes. We hope that they will give you more than just a flavour of what we have to offer you. However, we are always ready to answer any questions you may have, by telephone or email, or when you come to Cardiff to visit. You will find appropriate contacts at the end of this brochure.

IMPORTANT INFORMATION.
Please read carefully. The University offers the information contained in this brochure as a guide only. It does not constitute a contract and is not binding on prospective students, current students or the University. While the University makes every effort to check the accuracy of the factual content at the time of publication, some changes will inevitably occur in the interval between publication and the academic year to which the brochure relates (Entry 2016). For example, degree programmes may have changed in line with market and student demand, and research development. Applicants should not, therefore, rely solely on this brochure and should visit the website for up-to-date information concerning course content, accreditation, and entry requirements for the relevant academic year when considering applying to the University.

Dean and Head of School

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Cardiff: A capital city

“Cardiff is a popular student city, relatively inexpensive and with a good range of nightlife and cultural venues.”

Times Good University Guide 2014

Cardiff is a thriving and attractive city which is widely recognised as an outstanding place to live and study. It combines all the advantages of a compact, friendly and inexpensive location with the cultural and recreational facilities of a modern capital city.

Cardiff offers everything from the excitement of the city to the peace and tranquillity of the nearby coast and countryside. With its distinctive character, good quality of life, and growing national and international reputation, it hosts many high-profile cultural and sporting events, including international rugby, soccer, cricket and motor sport.

When it comes to entertainment, Cardiff is well-equipped to satisfy student needs. There is a multitude of cafes, pubs and nightclubs. The city is home to the world-renowned Welsh National Opera, it boasts prestigious concert venues such as the Wales Millennium Centre, St David’s Hall and the Motorpoint Arena, as well as the iconic Millennium Stadium, the National Museum and Gallery of Wales, several theatres and the historic Cardiff Castle.

Cardiff is the location for award-winning television productions, including Doctor Who, Sherlock, Torchwood and Casualty, and the Doctor Who Experience in Cardiff Bay is a popular new attraction.

The city is one of the UK’s best shopping destinations, enhanced by the opening of the £750 million St David’s Dewi Sant retail centre which stands alongside pedestrianised shopping streets, indoor and outdoor markets, and a fascinating network of glass-canopied Victorian and Edwardian arcades.

Cardiff also has more urban green space per person than any other core UK city and offers easy access to the countryside, coast and mountains.

Lively, confident, cosmopolitan, elegant and ambitious are all words readily used to describe modern-day Cardiff. Together, the city and the University provide students with the ‘Cardiff Experience’, a lifestyle our students remember long after graduation.

Don’t just take our word for it...

“Modern Cardiff combines the best of the old and the new...it has a relatively small population and is fairly inexpensive to live in. Close to the campus, the city centre has an array of shops and entertainment options to cater to all tastes and budgets.”

The Telegraph Guide to UK Universities 2012

Come and see for yourself...

Cardiff benefits from excellent road and rail links with Britain’s other major towns and cities. London, for example, is two hours by train, and the M4 links both the west and south of England, as well as West Wales. Travel to the Midlands and to the North is equally convenient. The journey by road from Birmingham, for example, takes only two hours.

The main coach and railway stations are both centrally placed, and Cardiff also benefits from an international airport.
Cardiff: A leading University

“Cardiff University is one of Britain’s leading teaching and research universities.”

Telegraph Guide to UK Universities 2014

Cardiff University has an international reputation for excellence in teaching and research, built on a history of service and achievement since 1883, and recognised by our membership of the Russell Group of leading research-led universities.

With attractive and compact campuses, excellent student accommodation, and a hugely popular Students’ Union, all within easy walking distance of each other in a thriving city, it is not surprising that Cardiff is a university of first choice among applicants.

Choose Cardiff and you’ll be part of a thriving postgraduate community in a university known internationally for outstanding research and teaching. Your ambitions and abilities will be supported by world-class staff and dedicated resources and your career prospects will be enhanced by the qualities and capabilities you’ll develop here. While competition for entry is strong, Cardiff is an inclusive university with a good record on widening participation and fair access, and we welcome applications, irrespective of background, from everyone with the potential to succeed at Cardiff University.

The University’s Cathays Park campus is located in and around the impressive Portland stone buildings, parks and wide tree-lined avenues that form Cardiff’s attractive civic centre. The majority of academic schools are located here – just a few minutes’ walk from the heart of the city. The three academic schools offering healthcare courses (excluding Optometry and Pharmacy) are based at the Heath Park campus, approximately one mile away, which is also home to the University Hospital of Wales.

Although the University dates from 1883, Cardiff is focused on the 21st-century, and has modern state-of-the-art buildings and facilities. The University has invested substantially in its estate in recent years and most academic schools have benefited from major refurbishment, including new and well-equipped laboratories, lecture theatres, libraries and computing facilities. Cardiff is an internationally diverse community of students, with many different cultures and languages to be seen and heard across campus. All students also have the opportunity to study a language in addition to their degree through the University’s Languages For All programme. The University takes its environmental, safety and security responsibilities very seriously. Its comprehensive policies are making great savings in energy consumption and, to support the safety and security of all members of the University community and their property, there is 24-hour security cover throughout the campus.

What the Guides say

“Cardiff seems to have it all: grand civic architecture in a breezy waterside location, super-smart city bars and venues just a short hop from lovely countryside. The University is as confident and forward-looking as the city it’s located in, and has an excellent reputation for the quality of its teaching and research. There are more than 30,000 students, including more than 6,600 from over 100 countries outside the UK, helping to create a vibrant, cosmopolitan community.”

Guardian University Guide 2016
Living in Cardiff

As a fast developing capital city, Cardiff is a great place to be a student. It’s large enough to offer you an exciting variety of activities and entertainment, but small enough for you to feel comfortable.

Accommodation

Cardiff offers a range of accommodation that is of good quality and value. There is also a strong private accommodation sector for those students who wish to live in privately owned properties.

All non-UK postgraduate students starting a course in September are guaranteed a single occupancy place in University residences if they submit an online application and make a pre-payment in line with the deadline relevant to that session. Unfortunately, we are unable to guarantee a place in University residences to students arriving during the academic year.

We are also unable to guarantee UK postgraduates a place in University residences.

For full details, please visit the Residences website: www.cardiff.ac.uk/residences

Student Life

The Students’ Union

Cardiff Students’ Union is one of the biggest, best and most active in Britain. Y Plas, the Great Hall and the Taf Bar are among the Union’s major attractions. Y Plas is the students’ own lively nightclub, and is one of the largest in Wales. The Great Hall is a 1,500 capacity venue for major concerts and the Taf Bar is the Union’s very own local.

Other facilities include a bank, a print shop, a hair salon and a bookshop. The Lounge offers IT and Skyping facilities, meeting rooms and a ‘chillout’ area, as well as snooker tables and multi-faith prayer room. The Union has its own letting agency and an Advice and Representation centre. In addition, it is home to CUTV and Xpress Radio (the students’ own TV and radio stations) and more than 200 cultural, political, religious, social and sporting societies.

The Graduate Centre

Dedicated to meeting the needs of our postgraduate community, the Graduate Centre provides a wide range of social and study facilities and services, exclusive to postgraduates, which complement those offered by our Academic Schools.

The Graduate Centre is equipped with a range of facilities to support your studies:
- Wireless internet access throughout the centre
- A computer room equipped with a range of IT facilities
- 11 meeting rooms providing space for study and project groups, training workshops, seminars, presentations and meetings
- Additional informal group and individual work spaces

The Graduate Centre hosts a programme of social events specifically designed to give you the opportunity to meet and get to know your fellow students:
- Postgraduate Welcome Events at the start of the academic year for new students
- Fortnightly coach trips to destinations across the UK
- Midweek Socials, such as film and quiz nights
- One-off events throughout the year such as BBQ on the Balcony

The Cafe Bar also provides a cosy space for postgraduates to unwind, relax and catch up with friends in an informal environment. It can be booked free of charge for postgraduate-led events and also features a licensed bar service, run by the Students’ Union, which is open for scheduled events.

Jobshop

Jobshop is the Union’s own student employment service and provides casual, clerical and catering jobs around the University to hundreds of students.

Map highlights

Main Building 39
Students’ Union 38
Business School 9 & 11

Numbered halls of residence

More halls are available within this area and further afield - see our website for details.

- Aberdare Hall and Meeting Rooms 22
- Colum Hall 13
- Hodge Hall 17
- Senghennydd Court 47

How to find the School

Cardiff Business School is located at the northern end of the University campus, within walking distance of the city centre.

The School is a short walk from Cathays railway station and is easily accessible from University halls of residence.

The Postgraduate Teaching Centre is in close proximity to the Business School.
The School boasts first-rate facilities for postgraduate study and has recently opened the £13.5 million Postgraduate Teaching Centre.

About the Business School

We are ranked 6th in the UK for the quality of our research, according to the 2014 Research Excellence Framework (REF).

The Research Excellence Framework (REF) assesses the quality of research in UK higher education institutions. The exercise takes place every six years.

We are internationally focused, with staff, students and alumni from more than 120 countries.

Our students go on to work at leading international blue-chip firms, including KPMG, PWC, Unilever, Amazon, Deloitte and HSBC.

World-class facilities

The School boasts first-rate facilities for postgraduate study and has recently opened the £13.5 million Postgraduate Teaching Centre.

This is a dedicated facility for the postgraduate community and includes two marquee auditoria.

It is among the first in the University to feature lecture capture facilities, multiple flexible seminar rooms designed for small class teaching and group working, MSIC and MBA Lounges and the 460-seat Trading Room. This industry standard, state-of-the-art facility offers Thomson Reuters and Bloomberg platforms to simulate the real world trading floor environment.

The School also has a separate 60-seat lecture theatre and resource centre, including a 24-hour computer laboratory. This is in addition to the Aberconway Building which provides seminar rooms and lecture theatres with advanced IT and Audio Visual services, and is home to the Careers Centre. The School’s on-site library holds more than 60,000 books and many resources, including academic journals, are now available electronically and offcampus.

Accredited by AACSB International

Cardiff Business School is amongst the 5% of business schools worldwide that are accredited by the Association to Advance Collegiate Schools of Business (AACSB International).

Only six UK Russell Group universities have been awarded AACSB accreditation.

What does AACSB accreditation mean for me?

AACSB is the largest and longest standing accreditation agency for business schools in the world. Accreditation means that a panel of experts considers Cardiff to be an excellent Business School.

AACSB has thoroughly inspected the Business School, giving you assurance that it offers an excellent education experience.

AACSB is widely recognised by employers as a hallmark of business school excellence. It shows that you have attended a leading business school, have gained excellent knowledge of theory and practice, and are ready to enter the global business environment.

Accreditation demonstrates that Cardiff Business School is dedicated to excellence. Every five years, the School will be reassessed to ensure that the AACSB’s rigorous standards are being met.

The Cardiff MBA

Adding value to your MBA experience

Industry expertise

You’ll get plenty of practical exposure to management challenges on the Cardiff MBA.

Guest lectures, business projects and industry visits combine to help students to understand how the theory they learn works in practice.

Recently, students have benefited from visits to organisations such as Amazon.

Testing practical skills

There is an emphasis throughout the programme on enhancing your practical skills. The Business Plan, for example, requires students to pitch their ideas for a new product to a panel of senior business people in a ‘Dragon’s Den’ style setting.

Following the Business Plan evening, students undertake a computer simulation to manage their new company's performance over a five year period, responding to internal and external challenges.

The Business Project provides the opportunity to test your business skills over a three-month period, working in-depth on a business challenge or opportunity. Students who achieve a 60% average and succeed at interview have the opportunity of undertaking their project within an organisation.

The Cardiff MBA programme consists of a set of core subjects studied in the Foundation and Application stage, a choice of optional pathways and an individual Business Project.

During the Application Stage, students will undertake a Business Plan that is group-based, giving you the opportunity to develop team working skills.

Assessment by external business leaders will give you an opportunity to test your ideas and to develop further understanding of the dynamics of business.

The Opportunity to specialise…

The school offers different optional pathways:

- Marketing and Strategy
- Leadership, Consulting and Change
- Accounting and Finance
- International Management
- Operations Management and Logistics
- Logistics - International Management

And a choice of 17 elective modules in the Specialisation stage, covering five key management functions.

Why study this programme?

The MBA will provide you with:

- The competence and the confidence to apply new knowledge to key areas of business and management
- The ability to solve practical management problems by turning theory into practice
- An understanding of working in an international, global, multi-cultural, diverse environment
- Developed communication, self management and time management skills
The Cardiff MBA

ELECTIVE MODULES OVERVIEW
 Advances in Strategic Management
 Consumer Behaviour
 Corporate Management
 Electronic Business
 Global Marketing
 International Marketing
 International Sustainable Business
 Leading and Managing People Performance
 Lean Operations
 Management of Change
 Management Consulting
 Management in Emerging Economies
 Managerial Finance
 Marketing Research
 Multinational Financial Management
 Strategic Operations Management
 Purchasing and Supply Chain Management

PHASE 1 FOUNDATION STAGE (CORE)
 SEPTEMBER TO DECEMBER

- Study Skills
- Financial Analysis and Control
- Organisational Behaviour
- Marketing
- Business Environment
- Operations Analysis

PHASE 3 SPECIALISATION STAGE
 APRIL TO JUNE

Students study one module: Evidence Based Management Practice and choose one pathway from the six pathways below:

GENERAL MBA
3 Electives (any combination from the Elective list below)
+ Business Project

MARKETING AND STRATEGY PATHWAY
  1 Lead Elective (core)
  - Marketing Research
  + 2 Electives from:
    - Advances in Strategic Management
    - Consumer Behaviour
    - Global Marketing
    - Electronic Business
  + Business Project in a Marketing and Strategy area

LEADERSHIP CONSULTING AND CHANGE PATHWAY
  1 Lead Elective (core)
  - Management Consulting
  + 2 Electives from:
    - International Management
    - Leading and Managing People Performance
    - Management of Change
    - Management in Emerging Economies
  + Business Project in an HRM area

ACCOUNTING AND FINANCE PATHWAY
  1 Lead Elective (core)
  - Corporate Governance
  + 2 Electives:
    - Managerial Finance
    - Multinational Financial Management
  + Business Project in an Accounting and Finance area

OPERATIONS MANAGEMENT AND LOGISTICS PATHWAY
  1 Lead Elective (core)
  - Strategic Operations Management
  + 2 Electives from:
    - International Sustainable Business
    - Lean Operations
    - Purchasing and Supply Chain Management
  + Business Project in an Operations Management/Logistics area

INTERNATIONAL MANAGEMENT PATHWAY
  1 Lead Elective (core)
  - International Management
  + 2 Electives from:
    - Global Marketing
    - Management in Emerging Economies
    - Multinational Financial Management
    - Management Consulting
  + Business Project in an International Management area

PHASE 2 APPLICATION STAGE (CORE)
 JANUARY TO MARCH

- Financial Management
- Human Resource Management
- Market Management
- Strategic Management
- International Business
- Group Business Plan

PHASE 3 CONTINUED SPECIALISATION STAGE

PHASE 4 THE BUSINESS PROJECT
 JUNE TO SEPTEMBER

Individual 10,000 word written report.
Replacing the traditional dissertation, the Business Project provides the opportunity to test the theories you have learned in a simulated, practical environment.
THE PROGRAMME

PHASE 1 FOUNDATION
SEPTEMBER TO DECEMBER

The Foundation phase introduces you to the core components that make organisations function. You’ll understand the resources that an organisation requires, the processes that control organisational operations, and the approaches through which organisations relate to their international and external environments. It also develops the skills you will need to complete your MBA study successfully.

For topics covered see page 20.

PHASE 2 APPLICATION
JANUARY TO MARCH

This phase provides you with the opportunity to advance your thinking and knowledge by developing and applying the core themes studied in the Foundation phase. This phase focuses on the strategic business context, the development of organisational human capital, the management of the marketing function and the analysis and control of financial and business operations.

Business Plan
You will undertake a business plan that is group based, giving you the opportunity to develop teamwork skills. You will work in an international, multicultural team where you will solve complex business problems, integrating the skills and knowledge gained in other modules.

Each member of the group takes on a formal leadership role for a period. The task requires groups to identify and plan for the first five years of a start-up business. The group business plan will involve input from external business mentors, giving you the opportunity to test your ideas and to develop further understanding of the dynamics of businesses.

Judges in previous years have included senior managers from Galileo Slater, Eversheds, and the Welsh Government.

A list of topics covered in the Application stage can be found on page 20.

PHASE 3 SPECIALISATION
APRIL TO SEPTEMBER

Students choose 1 lead elective:
- Corporate Governance
- International Management
- Management Consulting
- Marketing Research
- Supply Chain Operations Management

Students also choose two other electives from within one pathway or from a combination of pathways.

PHASE 4 THE BUSINESS PROJECT
Replacing the traditional dissertation, the Business Project provides the opportunity to test the theories you have learned in a simulated, practical environment. Knowledge from across the subjects studied in the Foundation and Application phases will be integrated within this project, the final part of the Specialisation period. Teaching Faculty members from across the Academic Sections of the School will be involved in the project part of the programme.

You will be supported by a member of the faculty who will act as your internal project mentor throughout the duration of the project.

ELECTIVE MODULES

Advances in Strategic Marketing
This module explores the nature of contemporary strategic marketing to promote a deeper critical understanding of conventional strategy approaches and emergent ideas arising from new paradigm challenges. Creativity is applied to engender innovation in strategy, existing ‘Western’ strategy frameworks are challenged and risk, implementation, knowledge and time are examined as key drivers in creating 21st-century marketing strategies.

Consumer Behaviour
This module builds on the knowledge gained from the core Marketing and Strategy module by providing an insight into why consumers behave in the way that they do, including the psychological, social and cultural underpinnings of consumer choice. A good understanding of the main influences that affect consumers is essential to managers, since most marketing activity is based on beliefs about buyer behaviour. The aim of the module is to provide you with a critical knowledge of the relevant buyer behaviour theories, enabling them to develop successful marketing strategies.

Corporate Governance
This module analyses the conflicts of interests that may emerge in corporations. It will include those between the providers of finance and the management, those between the shareholders and managers, and those between different types of shareholders such as the large controlling shareholder and the minority shareholders. The module reviews a range of ways of preventing or mitigating these conflicts of interests and adopts a strong international perspective.

Electronic Business
Information and communication technologies (ICTs) have transformed both the way in which businesses now operate internally and the way in which businesses interact with other businesses and their customers. Electronic Business is the term used to describe this interest in the transformation potential of ICTs to increase the performance of business. This module focuses on the key business issues associated with eBusiness and eCommerce, and develops sufficient understanding of the technical issues to enable you to discern the significance of ICTs to modern business.

Global Marketing
In this module we examine the ways that multinational enterprises develop their international marketing strategy. We explore the stages of globalisation and we use case study methodologies to deepen students’ understanding of a number of themes. Topics include the nature and importance of global marketing, firm internationalisation, standardisation and adaptation in global markets, and the importance of market research and information utilisation in global marketing strategy.

International Management
The aim of this module is to provide students with an understanding of the key cultural, national and organisational issues that impact on the management function in a global business environment. Active involvement in seminars, case analyses and discussion groups will enable discipline-specific intellectual and transferable skills to be developed.

International Sustainable Business
This module examines the way in which business is responding to the challenges posed by the need to become sustainable. Topics covered include sustainability as a concept, a life-cycle analysis, industrial ecology, ecological foot-printing, corporate social responsibility, the sustainable consumption and production movement, and bio-mimicry. The module reviews policy measures affecting business and sustainability, and provides case studies of the more sustainable businesses currently trading. Examples will be drawn from a wide range of industries.

Leading and Managing People Performance
This module explores the development, application and impact of strategic people management. We consider how people management systems can be designed to enhance people and organisational performance, look at evidence regarding what works and why, and consider who is responsible for leading and managing people performance. We consider key contemporary issues in people management including culture and culture change, downsizing, managing knowledge work, and international labour standards and staffing.

Lean Operations
This module aims to synthesise the academic ‘theory’ with a strong appreciation of how to use the lean tools and techniques to develop the value streams encountered in all businesses.

Management Consulting
The Management Consulting module provides transferable business skills for the consulting world by engaging them in real-life consulting dilemmas. The module is based on a series of cases from the lecturers’ extensive consulting experience and tutorials from the leading management consultancies around the world. The course uses the Harvard Business School ‘Case Method’ which is deployed by most major consulting firms when recruiting candidates. Students who successfully complete the module will be eligible to receive a Diploma in Professional Consulting from the Chartered Management Institute (CMI).

More online at: www.business.cardiff.ac.uk
ELECTIVE MODULES

Management in Emerging Economies
Management in Emerging Economies provides you with a practical insight into the fast-growing Southern economies that are changing the face of the global economy. Throughout the world, companies from formerly marginalised economies are finding and exploiting market niches, and transforming both their own countries and the traditional picture of multinational development. The module looks at the keys to success at the corporate, national and international policy levels. It examines why some development approaches succeed and others do not, and explores some of the challenges faced by operators in emerging and developing economies.

Management of Change
The aim of this elective is to describe and analyse the way organisations change and the role of managers in change processes. Students will be introduced to relevant theories and practices relating to change management, and utilise various case studies and other exercises to put these to use. The elective focuses on how to diagnose the problems associated with major changes in organisations, combines understanding of major theories of change with recently developed techniques of change management, and critically appraises the relevance of a variety of change management approaches to different sectors of the economy. Students are encouraged to conceive the role of manager as that of a ‘reflective practitioner’, and question their own underlying assumptions and much conventional wisdom.

Managerial Finance
The Managerial Finance module builds upon the Financial Management core module, and aims to provide students with a more advanced knowledge and understanding of the theoretical and applied techniques of managerial finance. The topics covered are working capital management and sources of short-term funds, financial strategies, capital investment decisions under conditions of risk and uncertainty, investment appraisal and capital rationing, inflation and its impact on investment appraisal, portfolio theory and the Capital Asset Pricing Model, mergers and acquisitions, Efficient Market Hypothesis, long term funds, and the cost of capital and dividend policy.

Multinational Financial Management
The module examines key financial management issues faced by multinational corporations in undertaking international operations. Topics covered will include an introduction to exchange rates and foreign exchange markets, issues involved in raising finance locally and internationally, foreign exchange exposure measurement and management, international derivatives and hedging, foreign direct investment, international investment decision-making processes, project appraisal in global companies, political risk, international working capital management, and international corporate governance.

Marketing Research
This module aims to develop the knowledge and skills required and skills required to design, implement and evaluate commercial marketing research projects. The module will thus equip participants with the skills required to conduct and appraise qualitative and quantitative marketing.

Strategic Operations Management
This module provides students with a systematic understanding and critical awareness of the latest developments in operations management strategy. On completion, students will be able to show a comprehensive understanding of the context and assumptions behind the application of various operations management strategies, demonstrate a practical understanding of operations management strategy in a range of corporate scenarios and show originality in their application.

Purchasing and Supply Chain Management
It has been claimed that it is not firms, but supply chains that compete. Therefore, this module provides you with a systematic understanding and critical awareness of the latest developments in purchasing and supply chain management strategy. We take a look at management decision-making across organisations. In particular, we are concerned with the notion of purchasing and supply chain management and the competitive benefits that may be gained from the adoption of a supply chain or network perspective.

TEACHING
A key feature of the Cardiff MBA programme is the emphasis on case-based teaching and learning. Students will work on cases which have been carefully developed to reflect the theoretical issues covered in the individual modules as well as practical business issues and problems.

Typically, there will be formal lectures and these will be supplemented by small group teaching, where the key themes from the lectures are discussed in syndicate groups of between 12 and 14 students.

There will also be the opportunity to attend additional ‘surgeries’ where further support for the quantitative subject areas will be offered in a small group environment.

ASSESSMENT
The Foundation and Application phases will both be assessed by a combination of assignments and examinations. The exception is the Group Business Plan, which is a 7,000 word report.

The elective modules within the Specialisation phase will be assessed by a combination of assignments and examinations. The Business Project of the Specialisation phase will be assessed by an individual report of 10,000 words.
The Media MBA

Cardiff Business School and Cardiff’s School of Journalism, Media & Cultural Studies created the first Media MBA to be offered in the UK.

The Media MBA programme combines the core ingredients of the long established MBA programme with the opportunity to understand the management challenges of the media industry, which are vital to the success of many advanced and emerging creative economies.

The programme enables students to gain sufficient knowledge of business, management and the media to assist them in achieving their ambitions to secure management positions in media organisations.

WHY CHOOSE THIS PROGRAMME?
• The first programme of its kind in the UK
• Gain experience from two Schools – Cardiff Business School and Cardiff’s School of Journalism, Media & Cultural Studies
• Strong industry links
• Gain experience from two Schools – The first programme of its kind in the UK
• The competence and confidence to apply new knowledge to key areas of business management problems

Why study the Media MBA?
Within the UK economy, creative industries account for in excess of five percent of UK gross value added and achieve a higher value of exports than many other sectors.

Beyond the UK, a number of other countries have attached priority to the growth of creative industries, including major economies such as China and India. With this has come a need for enhanced specialist skills for effective media managers. Today’s media industries are changing at an unprecedented rate as digital technologies facilitate the growth of global markets for content.

The Media MBA programme delivers:
• A solid background in business management theory and practice
• Specialised media knowledge and skills
• A personal, academic and professional development experience relevant to those seeking a career in media management

Graduates leave the programme with:
• The competence and confidence to apply new knowledge to key areas of business and media management
• The ability to solve practical media management problems
• An understanding of working in an international, global, multicultural, diverse media environment
• Well-developed communication, self-management and time management skills.

These skill sets combine to enable you to excel and adapt in the exciting field of media management.

Participants will study core modules exploring elements of business management, supplemented with a range of options enabling students to study media issues in depth. Unique modules such as Digital Media Management and Compliance, Regulation and the Law will explore the very latest developments in this dynamic industry.

ABOUT THE SCHOOL OF JOURNALISM, MEDIA & CULTURAL STUDIES

In the 2014 Research Excellence Framework (REF), the School was ranked 2nd for the quality of its journalism, media and communications research when compared with 66 other institutions in the UK. The School’s research environment and the impact of its research the highest possible score of 100%.

High calibre organisations commission the School to undertake research. Recent clients include ITV, Channel 4, the BBC Trust and the Mediawise Trust. The School has also won major research awards from the main funding councils including the Arts and Humanities Research Council, the Wellcome Trust and the European Commission.

ELLiot Pill
Senior Lecturer in Public Relations and Global Communications Management
Mr Pill is a trained journalist and holds an MBA from Cardiff Business School.

Mr Pill has a highly successful career in international public relations consultancy as a Board member of Hill and Knowlton Public Relations, one of the world’s largest marketing communications consultancies. He has designed and managed a range of international communications campaigns for companies such as Adidas, Coca-Cola, Motorola, Gillette and Bikkembergs. He is a visiting Professor at the Communications University of China in Beijing and comments widely on celebrity culture.

PROFESSOR RICHARD SAMBROOK
Richard Sambrook is Professor of Journalism and Director of the Centre for Journalism which undertakes postgraduate vocational training. He is a former Director of Global News at the BBC where he worked as a journalist for 30 years as a producer, editor and manager.

He has been a Visiting Fellow at the Reuters Institute for the Study of Journalism at Oxford University, where he undertook research into the future of international newsgathering and the place of impartiality and objectivity in the digital world.

FACULTY TEACHING ON THE MEDIA MBA PROGRAMME

TIM HOLMES
Joint Director of Studies of the Media MBA and Senior Lecturer in the School of Journalism, Media & Cultural Studies, specialising in multiphase publishing – print, online, social media community building and entrepreneurial opportunities.

His research activities focus on the past, present and future of digital publishing across all platforms. Strong connections within the media industries ensure that both research and practical teaching are as advanced as possible.

PROFESSOR DUNCAN BLOY
Lecturer in Media Law, Professor Bloy delivers content on a wide range of journalism courses. He is co-author, with Sara Hadwen, of Law and the Media (2nd Edition, 2011). Before joining the School, he worked with a number of UK, US and Australian universities offering business-related programmes including MBAs throughout Asia.

KEY FACTS
DURATION: 1 year, full-time
BEGINs: September 2016
COHORT: 20 – 25 students
ENTRY REQUIREMENTS:
A second class honours degree in any discipline from an approved university.
IELTS: 7.0 (with a minimum of 6 in each category)
STRUCTURE: 4 PHASES
• Foundation
• Application
• Specialisation
• Media Management Project

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Why study the Media MBA?
Within the UK economy, creative industries account for in excess of five percent of UK gross value added and achieve a higher value of exports than many other sectors.

Beyond the UK, a number of other countries have attached priority to the growth of creative industries, including major economies such as China and India. With this has come a need for enhanced specialist skills for effective media managers. Today’s media industries are changing at an unprecedented rate as digital technologies facilitate the growth of global markets for content.

The Media MBA programme delivers:
• A solid background in business management theory and practice
• Specialised media knowledge and skills
• A personal, academic and professional development experience relevant to those seeking a career in media management

Graduates leave the programme with:
• The competence and confidence to apply new knowledge to key areas of business and media management
• The ability to solve practical media management problems
• An understanding of working in an international, global, multicultural, diverse media environment
• Well-developed communication, self-management and time management skills.

These skill sets combine to enable you to excel and adapt in the exciting field of media management.

Participants will study core modules exploring elements of business management, supplemented with a range of options enabling students to study media issues in depth. Unique modules such as Digital Media Management and Compliance, Regulation and the Law will explore the very latest developments in this dynamic industry.

INDUSTRY EXPERTISE
The Media MBA programme secures top names to speak to its students. Speakers have included:
Carl Bernstein
Former Washington Post reporter who broke the Watergate story
Mike Jermey
Director of ITV News
Nick Brett
Group Editorial Director of BBC Magazines
Ashley Highfield
Chief Executive of Johnston Press
Alan Rusbridger
Editor of the Guardian
Helen Boaden
Director of BBC News
Laure Kaussnitz
Chief correspondent and presenter for the BBC’s Newsnight

“Creative industries thrive or die by ideas but underpinning and stimulating that flow of ideas is the need for rock-solid process, strategy, planning and, above all, creative leadership. Cardiff’s new MBA will become a seed bed for tomorrow’s creative leaders.”

NICHOLAS BRETT
Deputy Managing Director and Group Editorial Director, BBC Magazines
The Media MBA

THE PROGRAMME
In addition to the core MBA modules, students are able to choose from several optional modules from the MA programmes in International Journalism, International Public Relations, Political Communications and Journalism.

STUDENTS STUDY FOUR STAGES
- Foundation Phase
- Specialisation Phase
- Application Phase
- Media Management Project

FOUNDATION PHASE
The Foundation Phase is designed to give you a strong grounding in the basics of business management and introduces you to the core components that make organisations function. You will understand the resources that an organisation requires, the processes that control organisational operations, and the approaches through which organisations relate to their international and external environments.

The stage also develops the skills you will need to complete your MBA study successfully.

Students will study:
- Strategic Management
- Human Resource Management
- Marketing Management
- Financial Management
- Global Communications Management

Students will study one compulsory media module and will be offered a choice of one other media option from a list that is updated each year. Students will be asked to make their choice in November prior to commencing the module at the beginning of the second semester.

SPECIALISATION PHASE
The Specialisation Phase includes two modules:
- Compliance, Regulation and the Law
- Digital Media Management

The Media Management Project allows students to apply the knowledge that they have gained, working on a project in conjunction with an external organisation. Each student will have a university-appointed supervisor for the project.

The maximum length of the project is 10,000 words.

APPLICATION PHASE
The Application Phase provides you with the opportunity to advance your thinking and knowledge by developing and applying the core themes studied in the Foundation phase. This phase focuses on the strategic business context, the development of organisational human capital, the management of the marketing function and the analysis and control of financial and business operations.

Students will study:
- Strategic Management
- Human Resource Management
- Marketing Management
- Financial Management
- Global Communications Management

Modules are typically taught through formal lectures and these will be supplemented by small group teaching, where the key themes from the lectures are discussed in small syndicate groups. There will also be the opportunity to attend additional ‘surgeries’ where further support for the quantitative subject areas will be offered in a small group environment.

ASSESSMENT
You will be assessed by tests, essays, coursework and by examination.

The project is designed to ensure that students can apply business theory to issues facing media organisations. Where possible, depending on the organisation and nature of the project, students will be placed within a media organisation while working on their project. However, a placement cannot be guaranteed.

TEACHING METHODS
A key feature of the Media MBA Programme is the emphasis on case-based teaching and learning. Students will work on cases that have been carefully developed to reflect the theoretical issues covered in the individual modules, as well as practical business issues and problems.

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Box

INVESTING FOR THE FUTURE
Cardiff Business School recently opened its £13.5 million Postgraduate Teaching Centre; a dedicated facility for the postgraduate student community. It offers two large lecture theatres, seminar rooms, reading rooms and the full text of newspapers and other publications are available to our students.

Online Access
Electronic resources such as business information, census records, scientific data, and the full text of newspapers and other publications are available to our students. Learning Central, our online study resource, provides access to lecture notes, reading lists, discussion boards, study materials and lecture recordings.

Compu ng
The Abberconway Library holds multiple copies of key textbooks and more than 60,000 books. It subscribes to more than 1,800 national and international journals, ebooks and newspapers, providing the most recent updates in business thinking. You can also use Cardiff University’s 14 other libraries. Cardiff University’s libraries are fully computerised, with 24-hour facilities at some locations. A virtual librarian service is also available if you need help but don’t want to go in to the library.

Help, advice and training are available for students from the University’s Computing Centre.

The campus is WiFi enabled and all student accommodation is networked.

FACILITIES AT CARDIFF BUSINESS SCHOOL
The Abergavenny Building
The Abergavenny and Julian Hodge Buildings offer lecture theatres, seminar rooms, coffee shops and the Abergavenny Library.

The Abergavenny Building also houses the Business School’s academic staff.

We also have an onsite Student Support Office, with staff who will help you with issues such as finance, accommodation, visa advice and personal welfare.

Our Careers and Employability Centre has two specialist careers consultants who will help you with everything you need to find your ideal career.

The Abergavenny Library
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Meet the faculty

THE MBA PROGRAMME TEAM:

MR MATTHEW EXTON is the MBA Programme Manager and is responsible for enhancing the MBA student experience.

MS MELANIE POYSER is the MBA Programme Secretary. Melanie is available to help with all routine enquiries throughout your time at Cardiff Business School.

You will be taught by a wide variety of our faculty experts during your MBA. The information below provides a snapshot of some of the staff currently teaching on the programme.

DR XUN WANG is a Lecturer of Operations Management and Management Science at Cardiff Business School, where he teaches MSc and MBA courses on operations analysis and logistics modelling. Currently his research interest is on modelling and analysis of complex dynamics in inventory and supply chain management. His research articles have been published in International Journal of Production Economics, European Journal of Operational Research, and Computers & Industrial Engineering.

Xun received his PhD from Beihang University, China in 2013. Prior to this post he held a position of Lecturer in Logistics Management at Beijing Jiaotong University, China.

DR TAMAN POWELL is a Lecturer in Strategic Management and Innovation. His research addresses how organisations create and capture value with a specific focus on knowledge-related practices and how organisations can influence these practices to achieve this value creation and capture.

Prior to academia, Dr Powell worked for 10 years in management, starting in brand marketing with Procter & Gamble then moving to management consulting with Accenture. Recently, his research has explored the role of the Chief Strategy Officer within organisations.

AN ALUMNI NETWORK

Cardiff Business School has an international network of more than 25,000 alumni. The University’s Alumni team organises networking events and lectures across the globe and the School has a growing number of alumni chapters (societies) overseas.

We continue to support our alumni once they graduate – for example, you will be able to access our Careers and Employability Centre at any point in your future.

"The academic content of the MBA course at Cardiff Business School is very beneficial. It helps with career progression and equips learners with theory and empirical studies in business and management that can (and should) be utilised in the work place. Studying the MBA subjects and doing case studies that force you to think critically, helps put things in perspective and prepare you for management roles."

FAHAD AL-NAEEM 2011

"In a one-year programme, Cardiff Business School has done a tremendous job because I personally believe the methodology of combining theory with practical case studies is very well-balanced."

HAMZA JAVAID 2005

"I have many highlights from my time in Cardiff. The multicultural environment, wherein I made some of my best friends from Greece, China, Thailand and Germany, the housing experience and festive environment of living in university accommodation, annual dinners and the sporting facilities and opportunities to participate in various activities."

RAJIV HINGOO 2001 – 2002

Chief Technology Officer, CLSA

"The programme provided me with the tools and character to confront life. Professionally it provided me with a toolbox with which to practice business in a range of corporate settings. The MBA has enabled me to appreciate the different disciplines and dynamics within an organisation and the challenges of implementing plans and change – which is never easy."

HYWEL LOVELUCK 1990 - 1991

Commercial Director, Involegal

"Studying at Cardiff not only equipped me with the subject knowledge, it also exposed me to different cultures, working styles, and it taught me to look at things with different perspectives. The MBA at Cardiff truly opened my mind up. It made me aware of the possibilities and scope of improvement in the current educational scenario."

POOJA MISAL 2009

"If you are looking for a city to study in where it’s quiet but not boring, beautiful with a good environment and has a feasible cost of living, then don’t hesitate - Cardiff is your best choice."

YUE XU 2009 - 10

The Nielsen Group

Meet our students
Careers and Employability

We work hard to make sure that you get the right advice and guidance to find your ideal career.

MBA Careers Programme
We offer a range of extracurricular activities to our MBA students that are specifically designed to meet their career needs. A series of workshops on self-presentation, CV writing and careers for international students is held every year.

On-Site Careers and Employability Centre
Cardiff Business School has invested in an on-site Careers and Employability Centre, accessible only by Cardiff Business School students.

The Centre provides you with one-to-one careers guidance with a Careers Advisor. They offer counselling sessions in which you can get advice on career decision making, graduate recruitment opportunities, the application process, CV writing, interview preparations and assessment centres.

International Advice
The University’s Careers Service has a dedicated International Students Career Advisor, who offers appointments and holds workshops on employment regulations and CVs.

Seminars and Workshops
We offer a wide range of seminars and workshops to help to improve your chances of getting the job that you want. Careers workshops give you help, advice and information on all elements of the recruitment process.

We host Bloomberg workshops on campus, to give you the opportunity to undertake psychometric testing and gain feedback on mock tests. Students who perform particularly well at the tests are put in the “Top Talent Pool” from which the very best recruiters give job offers to students.

Employer-led Sessions
Employers such as PwC, KPMG, Deloitte, Royal Mail, BAE Systems and the Civil Service Fast Stream regularly give employer presentations, skills sessions and drop-in sessions that help you to understand the employers’ perspective.

Entrepreneurship
Cardiff University also caters for those who think that they would like to start their own business in the future. Student Enterprise at Cardiff University offers skills development, mentoring events, competitions and business support for students and alumni at Cardiff University.

Supporting International Students
The University has a long tradition of welcoming international students and prides itself on providing a supportive environment. Some of the benefits for international students studying at Cardiff University include:

- Guaranteed accommodation
- International careers advice
- CV writing, interview preparations and careers for international students
- MBA Careers Programme

Each of our degree programmes is designed to increase our students’ employability and help them to succeed in the career of their choice.

We also offer a wide range of opportunities to get bespoke career advice and develop your career hunting skills.

SELECTION OF GLOBAL COMPANIES HIRING FROM CARDIFF BUSINESS SCHOOL

- PwC
- Accenture
- Bank of England Merrill Lynch
- KPMG
- Deloitte
- Cap Gemini Ernst & Young
- Ford
- Rolls Royce

As an international student you have access to a personal and dedicated service from the International Office to help with your application and make the transition to studying at Cardiff. Please contact us; we are here to help.

Meet the International Office in your Country
Staff from the International Office also travel to more than 30 countries each year so you can meet University staff and discuss your study options in person.

Visit the International Office website: www.cardiff.ac.uk/international for more details of where we are travelling, and sign up to receive notifications of visits.

Help Making an Application in your Country
In addition to help provided by the International Office, you can get assistance from the University’s network of educational advisors. To find out whether we have an educational advisor near you, visit the International Office website and select your country: www.cardiff.ac.uk/international

English Language Requirements
All students must have a standard of written and spoken English that will enable you to benefit fully from lectures, seminars and tutorials. The English Language qualifications accepted by the University include IELTS, and the minimum standards required are listed on the website. You are advised to check the website for the most up-to-date information: www.cardiff.ac.uk/EnglishLanguageSupport

English Language Support
Our English Language Programmes are available to full-time International and EU (non-UK) students studying or intending to study at Cardiff University. Language and Skills courses are offered throughout the year and last from eight weeks to nine months. They are designed to improve your general and academic English.

www.cardiff.ac.uk/ELT

Further Information:
Email: international@cardiff.ac.uk
Tel: +44 (0)29 2087 4432
Skype: cardiffuni_international
Facebook: www.facebook.com/cardiffinternational
Web: www.cardiff.ac.uk/international

www.business.cardiff.ac.uk
Fees and Funding
For information on fees, visit: www.cardiff.ac.uk/international-postgraduate/funding.html

The majority of students on MBA programmes will be self-funding. Information about possible sources of support can be found on the University's website at www.cardiff.ac.uk/international-postgraduate/pgfunding (UK and EU students) and www.cardiff.ac.uk/international (non-EU students).

Scholarships
In recognition of the outstanding talent of many prospective students, both Cardiff University and Cardiff Business School offer a number of highly prestigious scholarships, designed to attract and reward the brightest students.

In addition to its own scholarship programmes, the School is also pleased to offer a number of scholarships in association with partner organisations such as large scale corporations.

For the latest information on scholarships offered by the Business School, visit: business.cardiff.ac.uk/degree-programmes/international-postgraduate-scholarships

Applications
We strongly recommend that you apply online if possible, giving you the opportunity to track the progress of your application.

For help with your application form please contact the University’s Admissions team:
Email: Admissions@cardiff.ac.uk
Tel: +44 (0)29 2087 9999

Overseas Applications
If you are a student from outside the EU and wish to meet a representative from Cardiff Business School in your home country, you will be pleased to know that staff from the Business School travel overseas on a regular basis and will be available to counsel and interview you.

They regularly visit education exhibitions, as well as representative offices of the University in many different countries and will be happy to assist you with your application. If you have any queries about applying as an international student, please contact our postgraduate admissions office:
Email: carbs-pg-admissions@cardiff.ac.uk or Tel: +44 (0)29 2087 6953

Useful Application Information
Cardiff University now offers an online application process which allows you to track the progress of your application.

You will be sent an email to let you know that your application has been received, and your application will then be processed. You will be invited to contact the School to discuss any course-related questions.

Your application is an important part of the admissions procedure. Applicants should therefore take considerable care in completing the application task in order to provide the information required in a clear and professional manner.

Applications can be made online by visiting:
http://www.cardiff.ac.uk/fees/prospective/pg/apply/index.html

Award of the Degree
Candidates who satisfy the examiners and comply with regulations regarding residence and the time limit for submission of their dissertations will be awarded the degree of MBA/Diploma of Cardiff University. Conferment of degrees is subject to completion of financial obligations to the institution.

Equal Opportunities
Cardiff University is committed to promoting equality and diversity in all of its practices and activities, including those relating to student recruitment, selection and admission.

The University aims to establish an inclusive culture which welcomes and ensures equality of opportunity for applicants of all ages, ethnicities, disabilities, family structures, genders, nationalities, sexual orientations, races, religious or other beliefs, and socio-economic backgrounds.

This commitment forms part of the Equality and Diversity Policy, which is available at: www.cardiff.ac.uk/coom/equalityanddiversity/index

Applicants with Disabilities/Specific Needs
All offers to study at Cardiff University are made solely on the basis of academic merit. Where applicants have specific requirements that relate to a disability or medical condition, they are encouraged to discuss these with relevant staff in order that appropriate arrangements can be made to ensure the University provides an accessible environment.

Specifically, applicants are invited to contact the Disability Adviser who can provide information about the applications procedure, course delivery and access to the physical environment. Where appropriate, informal visits can be arranged in which applicants can view accommodation and meet academic staff.

The Disability Adviser can be contacted at:
Student Support Centre
50 Park Place, Cardiff CF10 3AT
Tel/Mobile: +44 (0)29 2087 6943
Email: disability@cardiff.ac.uk

The Application Procedure
The submission of an early application is advisable, preferably before the 31 July of the year of entry.

Applications can be made online by visiting:
http://www.cardiff.ac.uk/fees/prospective/pg/apply/index.html

Applicants should enter in the relevant section of the application form the names and addresses of two persons from whom academic references can be obtained. Candidates should contact their chosen referees and ask for a reference to be sent to the Cardiff Business School. Referees’ reports should give an opinion of the applicant’s academic ability and suitability for the programme. Each report should be clearly marked with the programme title and should state the candidate’s full name as given in the application process.
To find out more about the Cardiff Business School please visit our website at www.business.cardiff.ac.uk