Cardiff Business School
Professional Programmes

2020/21
Welcome

We do everything we can to ensure you have the very best experience on our professional programmes, so you can make a positive contribution to the world around you during your study and beyond.

At Cardiff you’ll receive a career-changing education from world-leading academics that have different points of view. They’ll challenge your thinking as you consider the world of business from a range of alternative perspectives.

You’ll develop a lifelong community of peers, become part of the School’s elite business network and gain exclusive access to leading industry advisers, including members of our International Advisory Board and Entrepreneurs in Residence.

We believe that business is society. This means we focus on how to lead organisations as they address a series of grand challenges, such as the climate emergency, technological change and economic inequality.

You’ll be encouraged to ensure that business is not only effective, but values-led, purposeful and a force for good.

Our professional programmes are challenge-based and practice-oriented. This approach offers a unique opportunity to implement your learning by delivering impact and value for your organisation while you’re studying.

We’re focused on your future. As an Executive MBA and MSc in Public Leadership student, you’ll access a dedicated Executive Coach to help you shape a programme of personalised professional development so that you can realise your career potential.

And, on our CIPD-accredited Human Resource Management programme, you’ll benefit from the knowledge and expertise of our Career Enhancer Team.

They’re ready and waiting to identify events and opportunities to help you achieve your future aspirations.

As a member of our professional cohort, you’ll be able to shape your own education experience through an ongoing feedback relationship with the senior management team of the School.

We look forward to welcoming you soon.

Professor Rachel Ashworth
Dean of Cardiff Business School

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"We’re experts in transformation. We help organisations adapt to provide sustainable value. It’s putting business in a place where we can make Wales and the world a fairer place through inclusion."

Professor Calvin Jones
Deputy Dean for Public Value and External Relations

Find out more at cardiff.ac.uk/publicvalue
A Business School with a purpose

At Cardiff Business School our mission is clear – to make a positive impact on the world. Now is the time to stand up and be recognised for our contribution to society. We value more than just economic success. We want to bring humanity, sustainability, generosity and innovation to the business sector.

In today’s world, businesses are looking at much more than experience and qualifications. They’re looking at people’s outlooks and views on the world.

We understand that business needs to change so that organisations can respond to global challenges like inequality, social exclusion and climate change, while still creating the vital innovations and economic returns that make progress and commercial viability possible.

Everything we do at Cardiff Business School is underpinned by the idea that we must contribute to society. It’s our duty to help sustain our local and global economies, for future as well as current generations.

WE CALL THIS PUBLIC VALUE. IT’S OUR PURPOSE. IT’S WRITTEN IN OUR DNA.

And our students are a central part of this ethos. They’ll go on to make a real difference, in places far beyond Cardiff and in ways we can only imagine. We equip students with the tools and techniques to make this difference.

We’ve developed relationships that range from the largest multinationals to the smallest micro-businesses, and include a wide variety of social enterprises and cooperatives. We use these networks to deliver value for our students through:

- real-world case studies and insights
- collaboration with our Public Value Entrepreneurs in Residence
- guest lectures
- field trips and workshops.

This wide ranging and varied learning experience will help enhance your career and show you how you can make a difference along the way.

No business school of quality can survive without its research, and Cardiff is no different. We direct our research efforts to help solve pressing global challenges – around inequality and fairness in the workplace; on ensuring organisations and the workforce are ‘fit for the future’; and building a sustainable economy with fair, resilient and low-carbon supply chains.

Our focus on research-led teaching and self-directed learning means our students benefit from cutting-edge research while simultaneously helping us co-create future knowledge.

At Cardiff, we strive to be different. Not just in the way we undertake research and how we present ourselves, but also in our teaching and in the way we run our School.

THE BUSINESS OF CHANGING THE WORLD IS OURS.

Together we can achieve great things.
Your business advantage

What sets us apart are our values, but when you join us at Cardiff, you can also expect the highest standard of teaching, informed by world-class research.

BUSINESS EXCELLENCE
We pursue excellence across our research, teaching and engagement activity.
In recognition of this, we were successfully re-accredited by the Association to Advance Collegiate Schools of Business (AACSB) in 2018. The accreditation is a hallmark of excellence for the world’s elite business schools. It demonstrates your first-class academic experience as you go on to make a difference in your professional career.

RESEARCH EXCELLENCE
We conduct world-leading research, exposing you to the latest thinking and theory:
• 1st for research environment and 6th for research quality in 2014 Research Excellence Framework.
• One of only two business schools to place in the top ten of every government research exercise since 1992.

BUSINESS, INDUSTRY AND BEYOND
We work together with a range of different stakeholders to maximise our contribution to local, national and international communities. We’ve trained leaders in the NHS to make financial reserves more sustainable for future economic challenges, and engaged in knowledge transfer partnerships with Panalpina to forecast inventory demand and facilitate inventory reduction. Forging links such as these means our students are in pole position for live business projects while extending and enhancing their professional networks.

ENTERPRISE
We’re one of only 36 schools across the UK and Ireland to receive the prestigious Small Business Charter award. This national kitemark recognises business schools that demonstrate excellence in encouraging student enterprise, engagement in the local economy and business support.

YOUR STUDENT LIFE
Our investment in study, support and social facilities offers you the very best environment to achieve success. Across three buildings, you’ll have access to:
• A dedicated Student Support Adviser
• Wales’ largest trading room
• TRETS electronic trading system
• Student membership of the Institute of Directors, Wales
• Bloomberg and Refinitiv Datastream financial databases
• Leading Business and Management journals and online resources
• Electronic lecture capture so that you can revisit our teaching at any time
• Our Breakfast Briefing series, attended by an external community of business practitioners, policy makers, media, and other stakeholders
• Dedicated study and social spaces for our postgraduate and executive cohorts
• Fairtrade Roastology coffee shop

Find out more at cardiff.ac.uk/business-school
Our Public Value purpose sees us partner and collaborate with organisations in business, industry, government and sectors beyond:

- Anti-Slavery International
- Business in the Community
- Companies House
- Future Generations Commissioner for Wales
- Institute of Directors
- International Red Cross
- HM Treasury
- Literature Wales
- Living Wage Foundation
- Menter a Busnes
- National Health Service
- Ocado
- Office for National Statistics
- Panalpina
- Social Enterprise UK
- Transport for Wales Rail Services
- UK Government
- Welsh Language Commission
- Yeo Valley
Executive MBA

Build the knowledge, leadership skills and networks to realise your career potential and make an impact in your organisation.

Demanding careers and commitments are common obstacles to middle-management professional development. In a business world of high input and high output, professionals are rarely afforded the headspace to plan and prepare a way forward.

The business of changing management is ours.

Our Executive MBA is your catalyst for change. Delivered in three-day blocks, over 28 months, the programme gives you the freedom and flexibility to pursue your career ambitions and study alongside work and home commitments.

Our team of academic and practitioner experts will help you become a reflective leader by encouraging you to integrate newly acquired theories and knowledge with the skills, values and experiences derived from your work and life to date.

Whatever your background, they’ll bring you up to speed with the latest research and real-world insights from business, industry and beyond.

This research-informed, practice-focused teaching will enhance your existing knowledge in core business management areas like finance, marketing, strategy, human resources, entrepreneurship and innovation.

Over ten core modules, two elective modules and a dissertation, you’ll evaluate the social, economic and environmental implications of management decision making in a range of sectoral and international contexts to forge a way forward for you and your organisation.

Digital Transformation, Organisations and Society

Technological advances are changing business and society at record pace, supporting and disrupting ecosystems and industry along the way. In this climate, individuals and organisations must keep up in order to stay viable, profitable and relevant.

On our brand-new Digital Transformation, Organisations and Society module, you’ll master digital paradigms and tools to ensure your organisation isn’t left behind.

“...The course gave me a chance to refocus on my skills and enabled me to tap into the immense knowledge of the teaching staff who really stretch your thinking. The group sessions also gave me the chance to work with some friendly, fun loving Type-A personalities and to practice getting these high achievers to work as a team.”

Stuart Pace
Chief Executive Officer, Independent Group

Find out more at cardiff.ac.uk/publicvalue
We’ll show you how industry 4.0, distributed ledger technology, internet of things (IoTs), e-commerce, social technology and artificial intelligence can be used alongside one another, or in combination, to create innovative products and services that are future-focused.

OUT OF THE CLASSROOM AND INTO THE BOARDROOM
For the last three years, we’ve delivered our operations management and lean thinking modules in the heart of local businesses, including MotoNovo Finance, the Principality Building Society and Poeton Industries. Work-based learning of this kind gives you the opportunity to put theory into practice and try out the tools and techniques finessed in your lectures to make a difference to a host organisation. You’ll respond to operational challenges in strategy and customer relationship management, demand and capacity planning, lean thinking and continuous improvement, and technological innovation, via different module assignments. Some firms offer students the opportunity to present solutions and recommendations to their executive board. This is a chance to demonstrate the value and impact your proposals can have on their processes and procedures in a formal business environment.

EXECUTIVE COACHING
Our executive coaching sessions are designed to help you reflect on issues and challenges in your work practice and your future career. You’ll receive three sessions with a professional coach in your second year of study. These confidential one-to-one discussions are opportunities to clarify your career aspirations and outline goals for the future. You may also use them to think about how you plan to transfer your learning from the classroom to your workplace. We also recognise that it’s increasingly difficult for professionals to maintain a work-life balance that doesn’t undermine their health and wellbeing. You might therefore discuss strategies to overcome workplace challenges and personal circumstances which have implications for your career with your professional coach. Whatever your specific needs might be, we’re here and committed to helping you realise your career potential.

DISTINCTIVE FEATURES
Learn from internationally recognised academics, industry experts and business practitioners.
Investigate a significant challenge facing your organisation and produce practical recommendations for improvement.
Study alongside your work and home commitments with teaching delivered in three-day blocks across 28 months.
Attend classes in our bespoke Executive Education Suite, a dedicated floor of lecture, boardroom and break out facilities based in our multi-million-pound Postgraduate Teaching Centre.
I stand for trust

“By trusting people to work how and where they want, businesses are able to fix multiple problems. Not only do they reduce waste, operational costs and damage to the environment, they cast the net wider and attract people that they might otherwise have overlooked.”

James Davidson
Executive MBA student

Find out more at cardiff.ac.uk/publicvalue
MSc Public Leadership

Deploy research knowledge and practical skills to overcome complex service issues on our challenge-focused leadership programme.

Delivering value and impact to multiple stakeholder groups is fundamental in public services. Navigating this diverse landscape of politics and policy, collaboration and conflict, innovation and improvement, is more complex than ever as leaders find ways to deliver more with less.

The business of changing leadership is ours.

Our MSc in Public Leadership delivers perspectives and approaches to lead change in your career and your organisation. It’s a perfect fit for experienced practitioners from public service and third sector fields including education, environmental protection, fire and rescue, health care, housing, planning, policing and social services.

Using the latest research and real-world insights, our team of academic and practitioner experts will help you navigate policy and delivery challenges across disciplinary, geographic, organisational and sectoral boundaries.

They’ll help you reflect on how theory and practice can generate and sustain individual development, organisational improvement and enhanced citizen outcomes.

Alongside the taught element of the programme, you’ll benefit from sponsorship, developmental workshops plus peer and individual coaching. A series of Masterclasses will complete this wrap-around component, where high-profile guests and speakers will share knowledge of strategy, innovation, leadership and change with you.

DISTINCTIVE FEATURES

Address a real-life policy issue related to your role and organisation in a work-based project.

Tackle specific career challenges and enhance your capability as a reflective leader over three sessions with a professional coach.

Study alongside your work and home commitments with teaching delivered in three-day blocks across 28 months.

“Public service professionals are having to find new ways of responding to complex challenges. We need to strengthen leadership skills at all levels to deliver on the goals of the Wellbeing of Future Generations Act. So, I welcome initiatives such as the new Master’s in Public Leadership.

Sophie Howe (above)
Future Generations Commissioner for Wales
MSc Human Resource Management

Develop professional HR skills from our academic and practitioner experts on this CIPD-accredited programme.

AT A GLANCE

EXAMPLE MODULES
- Employment relations
- Leadership, work and organisation
- Employment law
- The practice of HR in the modern workplace
- Reward management

STUDY DURATION
- 1 year full-time
- 2 years part-time

ENTRY REQUIREMENTS
- 2:1 degree, GPA 3.0/4.0 in business, social sciences, humanities, law or other relevant subjects, from an approved university or the international equivalent.
- Non-graduates with professional qualifications or significant work experience will also be considered.

ENGLISH LANGUAGE
- IELTS: 7.0 with at least 6.0 in each category.

Find out more at cardiff.ac.uk/publicvalue

Attracting the right people and nurturing their talent is crucial to the success of every organisation and a key source of competitive advantage. But in a culture which values and rewards ‘a live to work’ mentality, balance and wellbeing are increasingly under threat. This must change.

Highly skilled and knowledgeable HR professionals who can question, critically evaluate and make effective judgements can facilitate this change.

The business of changing HR is ours.

Our MSc in Human Resource Management focuses on the differences you can make to organisations and their employees. You’ll develop the confidence, knowledge and skills to question, evaluate and make effective judgements on strategies and practices that deliver impact and value.

Our team of academic and practitioner experts will prepare you for a career as a HR professional, developing your critical analysis, negotiation, problem solving and conflict resolution skills.

They’ll use internationally recognised research to illustrate how HR practitioners shape and influence an organisation’s recruitment process, working culture and performance.

DISTINCTIVE FEATURES
- Participate in a three-day management retreat and put your negotiation and conflict resolution skills into practice.
- Get the latest insights on HR research and practice from high-profile business speakers and company visits.
- Address a contemporary business challenge in your Human Resource Management Project.
- Choose to study alongside employment with teaching delivered one day a week during term time.

ACCREDITATION

CIPD

“The knowledge and intelligence within the walls of the Business School was just phenomenal! I loved the atmosphere created by studying with a range of multi-national students. The teaching is current and informative too.”

Julie Lakin
MSc Human Resource Management
I stand for a softer approach

"Businesses have a duty of care to their staff. So rather than hard HR, I believe in a softer approach. Because if you treat your employees well, then your employees will look after your organisation. It’s like the ‘butterfly effect’, where one small change gets larger as it gains momentum.”

Rebecca Sherlock
MSc Human Resource Management student

Find out more at cardiff.ac.uk/publicvalue
EXPERT LEAN
Gain the knowledge and skills to lead successful transformations in service organisations in your role as change agent, manager or leader on our five-day expert lean programme.
You’ll enhance your already comprehensive understanding of lean with new insights. We’ll introduce you to different, cutting edge perspectives on a variety of improvement methodologies and support you to critically evaluate their strengths and weaknesses.
This is also an opportunity for experienced practitioners in the application of lean in a manufacturing context to understand the latest contributions discovered in the world of service.

BESPOKE BUSINESS TRAINING
Organisational needs come with a unique set of circumstances and contexts. So, we take the time to understand your learning requirements and get to know your organisation and its culture in order to create tailor-made courses that meet your needs.
Since 2012, we’ve co-created and delivered bespoke training programmes for organisations, including: Dŵr Cymru/Welsh Water, Hugh James, Companies House, NHS Blood and Transplant, Acuity Law, Transport for Wales and the Principality Building Society.

For more information about our executive education programmes contact:
executive-education@cardiff.ac.uk
+44 (0)29 2087 5001

Find out more at business-school/courses/executive-education

“Cardiff Business School is so well known, it’s highly ranked, and for me, the teaching was exceptional. It made us think about our own teams, and about our own business. We got there by ourselves – but with expert support.”
Alun Jones
Managing Partner at Hugh James

LEADERSHIP AND BUSINESS ADMINISTRATION
This micro programme will enable you to get a taste of the work-related insights and skills contained on our Executive MBA. Over a series of sessions, you’ll explore operations management, strategy, leadership and professional development, responsible business, finance, project management and human resources.
We’ll encourage you to connect classroom discussion to challenges you’re facing in work, so that you can put theory into practice and make a difference to your organisation.

LEAN SIX SIGMA
Improve the efficiency and effectiveness of business processes in your organisation on this practice-focused programme.
You’ll learn to apply tools and techniques to identify and eliminate defects, mistakes or failures in your existing business processes and systems. Irrespective of the size of your organisation or the industry in which you operate, you’ll use lean concepts to reduce lead times, inventories, set-up, equipment downtime and waste, and increase the quality of your product or service.
You’ll achieve Yellow Belt accreditation by attending the first two days of the programme, or Green Belt accreditation by completing all five days.

Executive education

Translate world-leading academic research into relevant, operational and impactful business practice on our range of open and custom programmes.
Other study options

Our executive programmes are part of a suite of challenging postgraduate study and training options designed to meet your career needs.

MBA
Are you an ambitious professional looking to progress to senior leadership and drive positive business change? If this sounds like you then the Cardiff MBA is a great next step.
Accelerate your career progression with a period of full-time study and personal development. Whatever your managerial background, we offer a challenging experience that will stretch and support you, developing your business knowledge, increasing your self-awareness and sharpening your ability as an effective and inspiring leader along the way. Take this opportunity to thrive alongside like-minded, experienced professionals.

MBA WITH MEDIA
On our MBA with Media, you’ll combine the core ingredients of our flagship MBA with the opportunity to understand the distinct management challenges of the media industry.
Delivered in collaboration with the School of Journalism, Media and Culture, you’ll divide your time between Cathays Park and Central Square.

POSTGRADUATE TAUGHT PROGRAMMES
Balance theory and practical application and prepare for careers across a range of specialist business and management disciplines. You’ll be led by academics at the forefront of their fields and informed by up-to-the-minute research.
Our future-focused curricula consists of: accounting and finance, economics, management, employment and organisation, logistics and operations management, and marketing and strategy.

PHD
Prepare for your research career in academia, as a business practitioner or public policy decision maker, on our doctoral programmes in Business Studies and Economics.
As a PhD student, you’ll have the freedom to pursue original research in accounting and finance, economics, logistics and operations management, management, employment and organisation or marketing and strategy.
Under the supervision of a team of academic experts, you’ll be fully integrated into our research and academic community and become part of a dynamic and diverse research environment. You’ll be provided with the tools, support and opportunities to contribute to the advancement of knowledge and generate impact and value in your chosen academic field.

Find out more at cardiff.ac.uk/business-school
Cardiff: City of opportunity

Cardiff is a thriving and attractive city which is widely recognised as an outstanding place in which to live, work and study.

Cardiff caters for all tastes, offering everything from the excitement of the city to the peace and tranquility of the nearby Welsh coast and countryside.

Contemporary, welcoming and easy to get around, the Welsh capital is a city with character, heritage and ambition. Cardiff combines all the advantages of a compact, friendly and inexpensive location with the cultural and recreational facilities of a modern capital city.

“With an exhilarating mix of heavyweight cultural sights, exciting regeneration projects, world-class sport, a prolific music scene and some seriously banging nightlife, it’s easy to see why Cardiff now ranks alongside London and Edinburgh as one of the UK’s most compelling destinations.”

ROUGH GUIDES
Cardiff: The University

Cardiff University has an international reputation for excellence in teaching and research, built on a history of service and achievement since 1883.

WORLD-LEADING RESEARCH
Cardiff is in the top tier of Britain’s research universities and is a member of the prestigious Russell Group. We are ranked second nationally for research impact, and in the top 5 universities for research excellence in the UK.

AN INTERNATIONAL COMMUNITY
Cardiff is a friendly, globally diverse university. With over 7,900 international students from more than 130 countries, you’ll be part of a vibrant community that celebrates its diverse culture.

A BEAUTIFUL CITY CENTRE CAMPUS
Cardiff is recognised as one of the 10 most beautiful universities in the UK (Times Higher Education 2018). The city centre is our campus, and Cardiff Business School is located a short stroll from Bute Park, home to Cardiff Castle.

FIRST-CLASS FACILITIES
We’re undertaking our biggest campus upgrade for a generation by investing £600m to improve and develop our facilities and infrastructure. There are more than 2,500 study spaces spread across the University including dedicated areas for postgraduate students. We have a number of open access IT rooms across the campus and an extensive library network boasting more than 1.3m printed books and subscriptions to premier journals and ebooks.

TEACHING EXCELLENCE
We have a long history of providing outstanding research-led teaching, and we’re ranked among the top 40 universities in Europe for teaching excellence (Times Higher Education Europe Teaching Rankings, 2019). We’ve been awarded seven Queen’s Anniversary Prizes, which recognise world-class excellence in UK Higher Education. We’re also home to a huge cohort of distinguished staff, including two Nobel Prize winners and 13 Royal Society Fellows.

OUR STUDENTS’ UNION
Our Students’ Union has been voted among the top 4 in the UK (Times Higher Education Student Experience Survey 2018). The Union offers many spaces to eat, relax and study, as well as being home to more than 200 societies and 60 sports clubs.

Find out more at cardiff.ac.uk
Your next steps

We understand that advancing your education to postgraduate level is a significant financial commitment, so it’s a good idea to consider your funding options as soon as possible.

MASTER’S EXCELLENCE SCHOLARSHIPS
Our Master’s Excellence Scholarship scheme has been designed to support high calibre UK and EU students. We’re investing up to a total of £500,000 in the scheme for entry in 2020, with each scholarship awarded in the form of a £3,000 tuition fee discount – see our website for details.

INTERNATIONAL SCHOLARSHIPS
We offer a range of highly prestigious international scholarships designed to attract and reward the best international students engaged in full-time study. – see our website for details.

UK GOVERNMENT POSTGRADUATE FUNDING
Postgraduate loans from the UK government are available for UK and EU students who fulfil the criteria. Different loans apply depending on where you’re domiciled in the UK – see our website for details.

ADDITIONAL FUNDING SOURCES
International students should investigate funding opportunities offered within their home country via the British Council and other external funding providers. Numerous charities, trusts and foundations also offer funding for postgraduate study.

WHAT DOES MY COURSE COST?
Tuition fees vary depending on the course you choose and whether you’re a UK/EU or international student. You can find full details of the tuition fees for individual programmes on the course pages of our website.

YOUR OFFER
Conditional: Submit additional evidence. Usually this is qualification certificates.
Unconditional: You’ve been offered a place – congratulations!
UK/EU students: Normally you’ll only need to accept your offer.
International students: You’ll need to accept your offer and pay a deposit to secure your place.

THE APPLICATION PROCESS

STEP 1
Identify your programme of study on our course website. Check the application deadline, start dates and entry requirements.

STEP 2
Investigate your funding options.

STEP 3
Submit your application. Apply using our online application service. You’ll receive an automatic acknowledgement of your application and access to the online applicant portal. There you can track your application, upload additional supporting documents and update your details.

FURTHER INFORMATION
We’re here to help so if you have any queries, please get in touch with our team who can provide further information and advice.
E: studybusiness@cardiff.ac.uk
T: +44 (0)29 2087 9999
This brochure is printed on paper sourced from sustainably managed sources using vegetable-based inks. Both the paper used in the production of this brochure and the manufacturing process are FSC® certified. The printers are also accredited to ISO14001, the internationally recognised environmental standard. When you have finished with this brochure it can be recycled, but please consider passing it onto a friend or leaving it in your careers library for others to use. Thank you.

IMPORTANT LEGAL INFORMATION
The contents of this brochure relate to the Entry 2020 admissions cycle and are correct at the time of going to press in November 2019. However, there is a lengthy period of time between printing this brochure and applications being made to, and processed by us, so please check our website at: www.cardiff.ac.uk before making an application in case there are any changes to the course you are interested in or to other facilities and services described here. Where there is a difference between the contents of this brochure and our website, the contents of the website take precedence and represent the basis on which we intend to deliver our services to you.

Your degree: Students admitted to Cardiff University study for a Cardiff University degree.