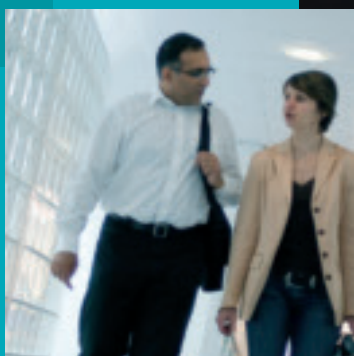


Develop your potential



Cranfield School of Management has a world-class reputation for high quality inspirational teaching, rigorous research and strong links with business and industry.

We place great emphasis on personal development and practical knowledge, which makes a genuine difference in today's workplace.

In addition to our leading MBA, we also have a portfolio of Specialist Masters, PhD and Executive Doctorate (DBA) programmes and are one of the world's largest providers of open and customised executive programmes.

To find out more visit www.cranfield.ac.uk/som



Cranfield School of Management
Cranfield, Bedfordshire MK43 0AL
Telephone: +44 (0)1234 754386
Fax: +44 (0)1234 752439
Email: l.a.smith@cranfield.ac.uk
www.cranfieldMBA.info



A life-changing experience

It's about you. Your aspirations. Your career.

Our MBA is not just about acquiring the skills and techniques of general management; we build confidence, emotional intelligence, decision making skills and team working abilities. These qualities make for inspirational leaders, and the results speak for themselves. We are rated **number one in the world by alumni for career aims achieved*** and we have the highest employment rate at three months after graduation of any of the top one-year MBA programmes in Europe.

This success stems from our unique culture. We are a school of management, not just a business school. We believe passionately that theory is nothing without practice and that ideas do not come alive without action. This is what differentiates Cranfield and it begins with people – people like you, who understand that success depends not just on what you know, but on what you do with what you know.

Our students have an average of nine years' work experience and bring a wealth of knowledge and expertise to the classroom. Our faculty are not just leading academics in their field – they are also practitioners. They work directly with senior executives, from global corporations to business start-ups.

Cranfield is one of the largest providers of executive education in Europe, allowing faculty to explore new ideas and best practice with the 7,000 managers who come to Cranfield each year. It is this cross-fertilisation – between your learning and what is actually happening in boardrooms and businesses – that ensures rigour, relevance and results. Employers know that Cranfield MBAs are people who deliver from day one.

For forty years we have helped change lives and develop leaders. Come along to one of our Preview Days to find out more about the Cranfield MBA and see how we could help you make a real difference to your career.



Séan Rickard Director; Full-time MBA, and **Graham Clark** Director; Executive MBA



* Source: Financial Times EMBA ranking 2007

Developing inspirational leaders



You want to be a leader

To successfully lead others, you must first know yourself. This is why personal and professional development is at the heart of the Cranfield MBA.

- What are your ambitions, your values, your attitudes and skills?
- How do others see you?
- How do you work best?
- How can you capitalise on your strengths and recognise your limitations?
- How can you confront your fears and develop your confidence?

Only when you have discovered yourself can you inspire others.

Realise your potential

Success comes when you align self-knowledge (who am I?) with self-awareness (how do others view me?) to create your personal vision for the future (where do I want to go and how am I going to get there?). You will realise your potential by working with and learning from others, building trust, sharing experiences, polishing your skills and refining your values. This is why teamwork is central to the Cranfield experience. It is also why we make Organisational Behaviour and Personal and Professional Development the backbone module of the MBA. Our faculty and career development team work together to continually challenge you to grow and build your future.



“My MBA was a catalyst for helping me develop my entrepreneurial spirit and skills, and it gave me the confidence to pursue my career. It taught me how to build and maintain an international network of friends and how to seek out creativity and opportunity. It also taught me about leadership, teamwork and decision making. It was an intense but immensely rewarding, happy and profound year for me.”

Elena Ambrosiadou, MBA 1988, Greek/British
Chief Executive Officer, IKOS Partners

“The relevance and perceptiveness of the feedback from my peers, and the openness shown by the entire team are testament to the level of trust and understanding we developed of one another. This was certainly aided by the emphasis on personal development, teamwork, and hands-on application of organisational behaviour principles and theories.”

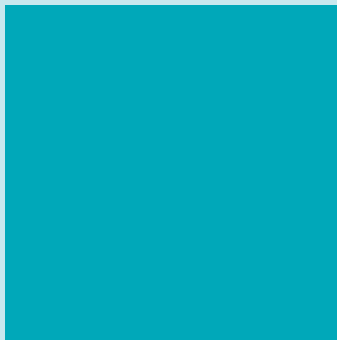
Richard Caseley, MBA 2005, British
Associate Director for Education, Skanska Technology Ltd

“Teamwork is a critical element of Cranfield’s approach to personal development. Teams provide a continuous vehicle for learning in a supportive environment, through active experimentation and feedback about leadership, individual differences, working relationships and complex organisations.”

Joe Jaina, Senior Lecturer in Organisational Behaviour



How you learn is an essential part of what you learn



The power of teams

Our students don't just talk about teamwork, they live it. Your learning team will be central to your experience from day one, and you will explore:

- How you work as a team
- How you organise yourselves
- How you can use one another's strengths effectively
- How you handle disagreements
- How you support each other
- How you assess your performance as a team

Teams at Cranfield are collaborative, dynamic and exciting. They are designed to ensure a diverse mix of international, cultural, functional and industry experience. There is no better preparation for senior management than working in a team on a wide variety of subjects – all under time pressure. You will learn from the experiences of others, challenge preconceptions, develop trust, build knowledge and extend your own limits. Learning in teams will sometimes be challenging, however, the greatest learning often comes from the people who question you and your way of working.

Interactive teaching that inspires learning

You will experience numerous teaching methods – from lectures, to case studies and role-playing exercises – in an interactive environment that inspires you to learn. Active class participation is essential and the combination of experience and diversity creates a rich learning environment.

A large proportion of the learning in part one is centred on case studies, which not only reinforce problem-solving and analytical skills, but also encourage critical and creative thinking. Case study learning is a three stage process:

- Individual consideration – reading and analysis
- Learning team discussion – sharing experience and understanding different viewpoints
- Classroom discussion – to identify alternative solutions and consider the influences of culture, industry experience and values on these solutions

The integrated thematic approach to learning in part two of the programme builds on your learning in part one. You will align and apply your knowledge to contemporary strategic business issues, deepen your understanding and develop new capabilities.





Part one – Building competence

Laying foundations

Your MBA starts with Orientation. Organised by outgoing MBAs, you will be introduced to some intensive learning activities and will develop working relationships with your fellow students.

In the two weeks prior to Orientation, Full-time MBA students whose first language is not English, or who have not previously lived in the UK, are invited to attend our Pre-MBA course.

If you do not have a quantitative background, or need help in this area, you may be invited to attend our Pre-maths course which runs for two days prior to Orientation.

Core modules

The first half of the Cranfield MBA involves a diverse curriculum of 14 core modules covering the functional areas of business and the key skills associated with performing these functions.

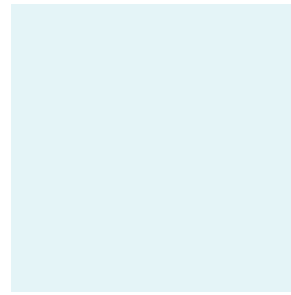
These modules provide an intensive and rigorous coverage of contemporary management skills, knowledge and best practice.

You will join a new learning team half way through part one, giving you the opportunity to further develop your team working skills.

“The core modules covered the fundamentals of all the key business disciplines, which was very important for me. They helped me understand the significance of the subjects and their relevance to my own business.”

Alexis Reize, MBA 2005, Swiss
Director, Reize Optik AG

Organisational Behaviour and Personal and Professional Development runs throughout the



Your MBA at a glance

Not just a collection of different modules – but a **carefully integrated cycle of learning**, taking you through different phases from laying foundations to application and integration.

Part two – Application and integration

Elective themed modules

You take control of your learning in part two, tailoring the programme to aid your career transition.

You will select themed modules that take a multi-disciplinary approach to contemporary business issues and current research. The modules integrate the expertise of faculty from different business disciplines, including research staff that specialise in these areas.

If you wish, you may replace an elective theme with an individual, supervised project, again allowing you to focus on your career transition or a specific organisation. Individual projects are particularly attractive if you are sponsored as they can be of real commercial value to your organisation.

International Business Experience

This one-week international study tour provides an opportunity for you to apply your learning in an international context, probably in a region where you have little or no experience to date. You will develop business networks and evaluate business opportunities. Recent destinations include: USA, Brazil, China, Japan, India, South Africa and Cuba.

Capstone event

This conference closes your programme and is an opportunity for you to showcase your learning to alumni and industry leaders. You will source, research and present a topical management issue, with support from faculty and alumni sponsors.

programme, helping you develop the skills you need to apply the knowledge you will acquire.



Crisis management

“The Press Conference is one of the highlights of the Cranfield MBA. Each team receives a case study detailing a crisis situation and with an hour to prepare, they must allocate roles (CEO, Operations Manager, etc.), prepare a two-minute statement and then, in front of TV cameras, face 15 minutes of questioning by four journalists.

What may sound rather artificial was in fact very realistic. The journalists were from the Times, the BBC and other national media and they were extremely aggressive and penetrating in their questioning. Every gesture we made was recorded and dissected. Afterwards, we got feedback and analysed the whole thing on DVD.

During lectures, we learned how we should handle such situations, but actually taking part in a realistic press conference meant we could put our learning into practice.”

Rudolf Hausladen, MBA 2006, German
Vice President Sales & Marketing, Swisslog

International Business Experience

“I chose Cuba for my IBE as I wanted to understand how an economy could withstand sustained external pressure as a result of the US-led blockade for so long, and understand from the Cubans themselves how they have adapted and survived.

The visit to the BrasCuba cigarette factory was really interesting, to see how despite the blockade, joint ventures are being formed with companies like BAT. The highlight of the trip though was the visit to Las Terrazas (a Cuban government backed eco-initiative), to see a social enterprise working effectively and successfully to benefit both the stakeholders and the environment. It was quite humbling.

I found the trip illuminating as it challenged my assumptions on Cuba and the regime. It has opened my eyes to what is possible when a nation is forced to work against a common social and economic threat.”

Craig Boddington, Executive MBA student, British





Mock interviews and Leadership Assessment Centre

“The preparatory services offered by the career development team, in particular the mock interviews and the 3-day Leadership Assessment Centre, were central to me getting a good job offer early in the programme.

Understanding and anticipating what is being assessed in an interview situation, then highlighting your competencies convincingly, takes practice. The mock interviews were tailored to the upcoming real interviews, and provided detailed feedback on performance and areas for improvement.

Unlike interviews, I had never been through an assessment centre before. The Leadership Assessment Centre provided experience of a commercial programme, covering critical leadership abilities, key skills, group assessments, and also collecting information on how others perceive your leadership performance. When confronted with the real process, I was more confident in projecting my knowledge, skills and experience.”

Bill Tribe, MBA 2006, British Consultant, AT Kearney Ltd

Capstone event

“Our Capstone conference on Corporate Social Responsibility was organised entirely by MBA students and involved the MBAs, guests and faculty members.

One of the many highlights was the Balloon Debate – a tough competition between students where we were given a topic at random and had to voice our opinions either for or against the motion. An intriguing debate on corporate responsibility between two faculty members – David Grayson, Professor of Corporate Responsibility and D.R. Myddelton, Emeritus Professor of Finance and Accounting, was also memorable.

There were exhibition rooms displaying our significant achievements throughout the MBA and a ‘wall of memories’ capturing our reflections on our Cranfield experience.

Thought provoking presentations from guest speakers and current students made the conference a remarkable success and it was a fantastic way to finish the MBA programme.”

Satarupa Ghosh, Full-time MBA student, Indian



Achieving your career goals

You want results from your MBA – to change career; move to a more strategic role or start your own business. **Whatever your individual goal, we will help you reach it.**

Over 97% of our Full-time MBAs are in their chosen employment three months after graduation

Our career development service provides a personalised approach to career development. With a dedicated team of 10 professionals – including two occupational psychologists and five industry experts, plus external support for specialist activities – we work closely with you to create, articulate and realise your career aspirations.

First we help you refine the skills you need to achieve your goals, growing your self-awareness, enhancing your networking and presentation skills, strengthening your CV, coaching for interviews and psychometric tests.

Then we create the opportunities for you to make the most rewarding career transitions.

- Our unique 3-day Leadership Assessment Centre will help you identify your strengths and capitalise on them
- Regular leadership lectures, personal planning and stocktaking workshops and executive coaching sessions will help you understand your potential and encourage you to explore new opportunities
- Networking events and careers fairs will give you the platform to make key contacts with alumni and other industry professionals



If you are sponsored by your organisation, we will work with you to outline a development plan, provide guidance on talent management best practice, and support your succession planning with senior management.

If you choose to start your own business, you can tap into the expertise of our Centre for Entrepreneurship. High-tech or knowledge-based businesses can also take advantage of the facilities, support and advice offered by the Cranfield University Business Incubation Centre (CUBIC).

“I’d used my MBA to research my business idea, and met with potential investors and customers, but didn’t have any employees or office space. The support we gained from CUBIC – together with the offer of desk space and office facilities – was just the assistance we needed to help develop and launch the company.”

Eyal Ben Cohen, MBA 2004, Israeli
Managing Director, Verifile Ltd

Building your personal network

As a student, you will have complimentary membership of the Cranfield Management Association (CMA), the School’s alumni organisation. You can network across our influential alumni base – with 11,000 contacts in 115 countries around the world. These alumni are in senior management positions within their organisations, and have a wealth of experience getting and succeeding in challenging roles. They value the time they spent at Cranfield and are always happy to advise on career paths, key industries and employers.

“I have benefited from the guidance of alumni in senior positions such as CEO and President from major organisations, and I have been amazed at their willingness to engage and help.”

Manish Singh, Full-time MBA student, Indian

“My new appointment is beyond my wildest expectations, and certainly would not have been possible without the guidance and support of the career development team.”

Alistair Irving, Executive MBA student, South African



MBA Networking Party

Designed by the career development service to help build relationships between students and alumni, the MBA Networking Party brings together over 300 guests each year.

“The networking party is a unique opportunity that is important for both recent graduates and current students. It facilitates the sharing of first-hand experience and allows current students to get valuable advice on how to plan their careers.”

Olga Afanaseva, MBA 2006, Russian
Customer Service Manager, Cisco Systems

International Careers Fair

Each year the career development service organises an International Careers Fair which attracts many recruitment consultancies and blue-chip organisations to Cranfield.

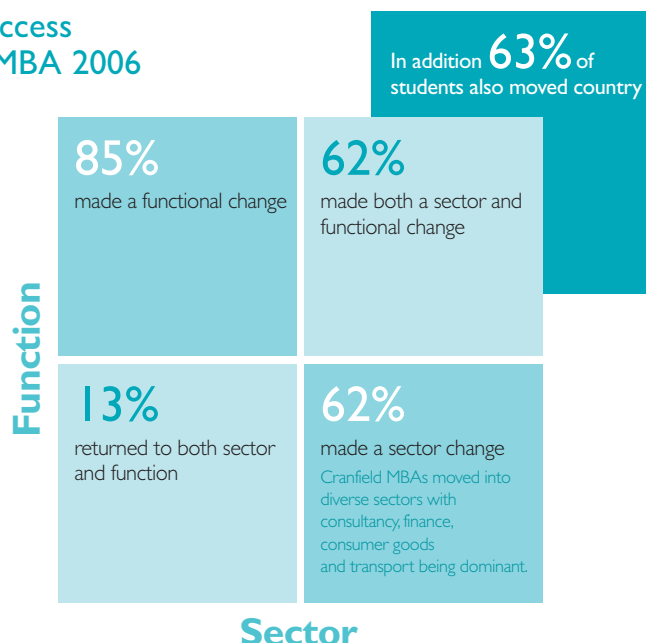
“The International Careers Fair gave us exposure to an extensive range of high calibre companies including Rolls Royce, Philips, Nike, L’Oreal, CapGemini, and Barclays. As well as direct interaction with senior executives from each firm, we had company presentations, open Q&A sessions and job interviews. The Careers Fair is a great networking event and a direct source of job opportunities.”

Arturo Rivasainz, Full-time MBA student, Mexican

“Deloitte regularly recruits from the Cranfield MBA programme. The combination of a leading business school’s education and the varied managerial experience of Cranfield alumni are a good match with the requirements of our experienced-hire programme. The calibre of Cranfield alumni is demonstrated by their advancement within the firm, with several alumni becoming partners.”

Simon Dixon, Consulting Talent Partner
for Operations Transformation, Deloitte

Career success Full-time MBA 2006



Cranfield is ranked 7th in the world for career progression

Financial Times Full-time MBA ranking 2007

Facilitating the learning process

Teaching at Cranfield is interactive. Students engage in discussions with faculty, sharing ideas and real life experiences, developing knowledge, sparking innovative ideas and developing pragmatic and sustainable solutions.

Our mission

We strive to improve the practice of management and our faculty are passionately committed to delivering this. As leaders in their field with hands-on business experience, they understand the challenges of putting theory into practice. Their experience is reinforced by close links with organisations through consultancy projects, teaching on executive development programmes and sponsored research. Faculty research combines relevance with rigour, extending knowledge and enhancing practice so you know that what you learn at Cranfield is always current and cutting edge.

With around 100 full-time teaching staff, we have one of the largest faculties in Europe. View our faculty biographies on our website at www.cranfield.ac.uk/som/faculty

“The lecturers are all so friendly and approachable and really know their subjects well, both as practitioners and academics. I am already using what I have learned to make improvements within my own business and that of my clients.”

Christine Gatman, Executive MBA student, British

Learning team supervisors

Your learning team will have a member of faculty as a supervisor and mentor to the group. During the early stages of the programme, your supervisor will arrange meetings with the team to discuss progress and help you work through issues you may have. Our open door policy means that you, or your team, can contact your supervisor at any time.

“My learning team supervisor was able to monitor my progress academically and also be a friend to ensure that I was striking the right balance between the MBA and my personal life.”

Sunil Ratti, MBA 2006, Malaysian
Business Manager UK
Deepsea Engineering and Management Ltd

Our Economics and Organisational Behaviour teaching groups are ranked 2nd and 7th in the world respectively

Financial Times MBA ranking 2007



“The learning experience at Cranfield is an exciting blend of the knowledge and experience of students, faculty and industry practitioners. When interviewing candidates for the Cranfield MBA, we are keen to identify how their experience and knowledge will contribute to the learning of their fellow students.”

John Glen, Senior Lecturer in Economics



Leadership and top management presentations

Distinguished leaders from business, industry and government will share their experiences with you through a series of leadership lectures. These sessions form part of the Leadership and Top Management Skills elective theme and are open to all students and CMA alumni members. Recent examples include:

- Michael Averill, Group CEO, Shanks Group plc
- Andy Bond, Chief Executive, ASDA
- Andy Harrison, Chief Executive, EasyJet
- Baroness Sarah Hogg, Chairman, 3i Group plc
- John McFarlane, CEO, ANZ Banking Group
- Richard Olver, Chairman, BAE Systems
- Charles Teissonniere, President, Warehouse & Distribution Solutions, Swisslog

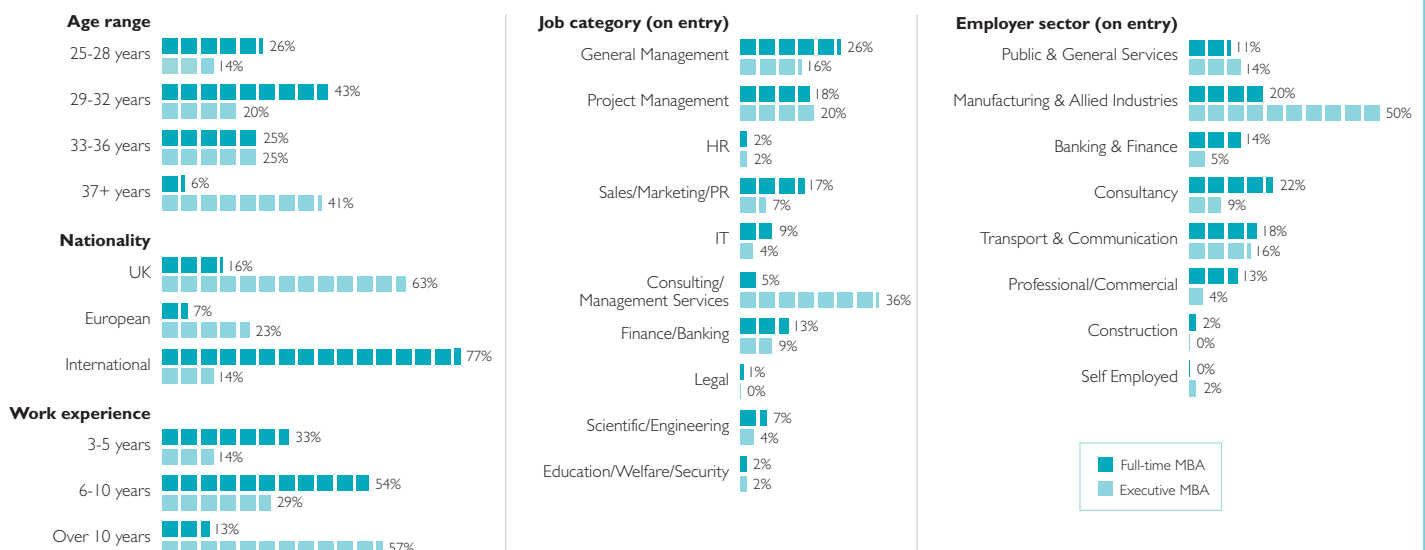
A mature and diverse student body

Another strength of the Cranfield MBA is the diversity of its student body. With an average age of 32 on the Full-time MBA and 34 on the Executive MBA, our students have a wealth of business and management experience. Participants come from wide-ranging functional and industry backgrounds, as well as the defence, public and not-for-profit sectors. Around 40 nationalities are represented on the Cranfield MBA each year:

“Working intensively in many diverse teams has definitely broadened my horizons. It was challenging, great fun and I benefit from it every day – both professionally and personally.”

Kristina Bajohra, MBA 2006, German
Executive Assistant to Global President
New Holland Ag, CNH UK Ltd

Class profile



Why I chose Cranfield



Charles Ifedi, Full-time MBA student, Nigerian

My career prior to the MBA was multi-disciplinary and cross-functional. I had worked in consulting and IT, been involved in setting up what is now a thriving business and implemented projects across several industries.

Receiving the Odger's prize (awarded for demonstrating the most potential for a highly successful career in management), and securing my new role at American Express, are the greatest highlights of the MBA for me. Being nominated by my peers has boosted my confidence in my leadership and management capabilities; most of which I have practised and developed on the MBA.

Coming to Cranfield has truly been worth it. The cohort, the diversity, the practical experience of the lecturers, and the personal and professional development, have all contributed in preparing me for the future and its opportunities.

Christina Hughes, Full-time MBA student, Australian

After an 11-year career in a high-tech industry, I decided to reposition myself and change direction. Whilst I enjoyed a number of lucrative roles in business development in the UK, I was increasingly keen to shift to a new career in the pharmaceutical sector.

I identified the MBA as a means of sharpening and revitalising my business skills, and as a bridge from one business sector to another. Choosing the right MBA was critical and I looked for an MBA of high academic calibre with a more experienced student profile. Cranfield addressed both these requirements.

The Cranfield MBA, with its rich cultural and commercial diversity, has offered far more than an academic MBA education. As a result, I have secured an excellent senior post at a leading global pharmaceutical organisation. The Cranfield experience has been invaluable to my career.



André Mamprin, Executive MBA student, Brazilian

As an engineer with nine years of managerial experience in the supply chain area, I felt that I needed to expand my knowledge of finance, marketing and strategic management.

Cranfield gave me the right balance between management education and personal development. The emphasis on teamwork challenged me to improve my communication skills and taught me to be more persuasive and decisive. Class diversity was fundamental to the development of my leadership skills and the Modular MBA gave me a great opportunity to build close working relationships with my colleagues when we stayed on campus during the residential modules.

After two challenging and enjoyable years I feel totally confident and prepared to move to a more senior position in my company.





Shirley Lee, Full-time MBA student, Singaporean

Prior to the MBA I was working as an engineer in an IT company. Being exposed to four divestitures, two organisational restructures and a world-wide change initiative during my career; spurred my interest in change management. This motivated me to do an MBA, to explore opportunities in other business areas related to general management, business development and human resources consulting.

My year at Cranfield has been one of the best years of my life. I definitely got the international experience and skills I wanted to learn, and developed my communication and negotiation skills. I have made strong friendships with people all over the world. The learning I have from Cranfield will certainly be put into good use in my professional advancement.

Yvonne Biggins, Executive MBA student, British

After leaving university, I spent four enjoyable and challenging years in the teaching profession. Teaching was fantastic, but I felt I was missing out on challenges in the business world, so I left to work as an education consultant for a technology market development and services organisation. Here I merged my educational knowledge with the commercial world, which gave me an autonomy and freedom that I loved.

I decided to study the Executive MBA at Cranfield because my previous experience had given me niche knowledge and I wanted to expand my business acumen and develop my personal leadership skills. Three months into my MBA, I was promoted to manager; and the learning was invaluable.

The main reason why I chose Cranfield was the focus on personal development, from which my confidence has really grown. I now work for Apple and the Cranfield MBA played a huge part in getting me there.



Alan Sadler, Full-time MBA (Defence)* student, British

I have been with the Royal Air Force since 1975, and before starting my MBA I was responsible for engineering on the Nimrod R1 air and ground mission systems and had been in charge of an Aircraft Engineering Defect Investigation Team.

My motivation for doing an MBA was to increase my level of responsibility and influence in my current career and possibly my future career outside the RAF. The opportunity to learn alongside such a diverse group from many different countries and business backgrounds particularly attracted me to Cranfield.

After the MBA I will be in charge of a team of lecturers and technical instructors responsible for delivering engineering and management training to junior engineering officers. I am looking forward to applying both my theoretical and practical experience to inspire the next generation of engineering managers.



*The MBA (Defence) programme is offered in partnership with the Defence College of Management and Technology at Shrivenham. Designed specifically for the defence community, students follow part one of the general MBA before focusing on specific defence management themes during part two.

Putting learning into practice

Teamwork in action

Cranfield provides a wide range of opportunities for you to put your learning into practice through external competitions and business challenges. Recent successes for Cranfield MBA students include:

- European final winners of the **AT Kearney Global Prize** – testing analytical, teamwork, interviewing and communication skills
- Finalists in the **L'Oreal e-Strat Challenge** – which involved managing a virtual cosmetics company
- The winning team in the **HHL Business Case Competition** – based on teamwork and presentation skills
- Awarded the **Entrepreneurs' Choice Award** at the **Venture Capital Investment Competition** in London

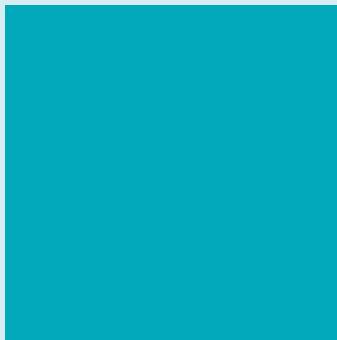
Sporting challenges throughout the year include Rugby and Football World Cups, the 'Tough Guy' Challenge, the Cranfield Regatta and the London Marathon. All these events are organised by the sporting reps elected by MBA students, and involve both students and their partners.

“Over 60 Full-time and Executive MBA students took part in the 16th MBA International Regatta organised by Cranfield students. The largest regatta yet saw 10 other business schools compete over two days off the south coast of England. For many students it was the first time they had been on a yacht and I was impressed by how quickly they learned that teamwork is crucial to sailing!”

Ben Cartledge, Full-time MBA student, British

“This year a group of MBAs ran the London Marathon dressed as a sausage dog to raise money for charity. Over 26.2 miles we swapped in and out of the costume making it a real team effort. Supporters of both family and friends from Cranfield were there to cheer us on and after 5 hours, 28 minutes and 13 seconds, we finished as a team. It was an amazing experience, raising over £36,000 for our chosen charity.”

Steve Allum, Full-time MBA student, British



Managing your work/life balance

Executive MBA

It is a major achievement to study for an MBA while remaining in full-time employment and you must learn to manage a range of demands on your time including family, work and studies. Cranfield has many years' experience of running an Executive MBA programme and will work with you to help achieve the right work/life balance.

In addition to the time spent studying on campus we suggest that you should be able to commit to:

- 20 hours on MBA work between residential weekends for the Part-time programme
- 2 hours per day between modules for the Modular programme

This will of course vary depending on timing of assessments and how familiar you are with the individual subjects being taught.

Your learning team will support you both at Cranfield and between residential periods. You will need to ensure that your team works well together, with all members contributing equally.

“The key to successful balance is to understand the commitment and work involved in advance. The decision must involve your partner/family as it will make a significant impact on your time. Remember to keep your diary free for your time at Cranfield and focus on your MBA whilst on site. Delegate work responsibilities to key staff in your absence, share preparatory and assignment work effectively in your learning teams, don't allow distractions, keep a balance and make absolutely sure you keep time for your partner/family.”

Seán D'Art, MBA 2004, Irish
Director Business Improvement Process,
Georgia-Pacific Europe Ltd

A day in the life of a Full-time MBA by Sunita Riar, Singaporean

07.00

A glance through the day's events and cases to discuss in class and learning team meetings. Prepare my business suit and name cards to bring to the recruitment talk this evening.

08.45-12.45

Morning lectures – Finance, Global Macroeconomics and Supply Chain Management. Today we cover the various methods of financially evaluating companies, and have interesting discussions on business cycles and third party logistics.

12.45-13.45

A break for lunch followed by a brief chat with the social reps to discuss the next social event which is the celebration of Chinese New Year. We make plans for the catering, costumes and decorations with some MBA partners offering to help.

14.00-16.00

Attend a careers workshop, which gives me really useful advice on interview techniques and networking with alumni.

16.10-18.20

Learning team meeting to discuss the lectures and up-coming projects – a key part of our 3-day study cycle.

18.30-20.30

Recruitment talk with Johnson and Johnson organised by the careers office. Company representatives make a presentation highlighting career opportunities in their organisation, and followed with a Q&A session.

20.35-22.30

Have a light dinner before five-a-side football practice in the sports hall. Gives both girls and guys a chance to relax and have fun. Need to start preparing for the MBA World Cup in Boston!

22.30-23.30

After a quick shower, it's reading time and preparation for discussion in the learning teams. I also review my resumé for my application to Johnson and Johnson.

An ideal location



Set in rolling countryside just 13 kilometres from the centre of Milton Keynes, our campus is wholly postgraduate. You will study in **mature professional surroundings** in a peaceful setting, away from the distractions of major cities and commuting. You will be part of a cohesive group who work and play hard.

To live

Everything at Cranfield is geared around making you feel at home so you can make the most of your time here. It is a compact campus with extensive facilities including a dentist, medical centre, bank, post office, shops, cafés, and a range of sporting facilities. The indoor fitness centre offers group classes and a well equipped gymnasium.

Cranfield is an ideal location for families, being so close to all the amenities in Milton Keynes, yet also the benefits of outdoor life in the country. There are playgroup facilities onsite and schools in the local area for children of all ages. Partners are encouraged to participate in activities throughout the programme from Orientation to the end of year ball.

Cranfield is the only university in the UK with its own fully operational airfield. It is used by courses related to aerospace, but it is also a great opportunity for you to take up flying lessons.

“It took just a couple of weeks for all three of us to fall completely in love with the life here. The University has a really good infrastructure to receive families of all sizes. The MBA partners have had the chance to mix with other cultures, share experiences and help each other. We meet regularly for coffee, parties, cooking clubs and many other activities.”

Dianne Lisboa, MBA partner, Brazilian

Accommodation

The Full-time MBA requires intensive time and energy commitments which necessitate living in close proximity to the school. We offer a wide range of accommodation on campus from single rooms to homes for families and couples. Once an offer has been accepted you can reserve your accommodation, so it is important to apply early. If you prefer to live off campus in a local village or the larger cities of Milton Keynes or Bedford, our accommodation office can assist you in your search.

We also offer accommodation for Executive MBA students, from a professional hotel environment to student rooms. Once your place has been offered, these can also be reserved.

“Both my wife and I studied the MBA at Cranfield in the same year, and Fedden House – a compact yet complete studio apartment – was our haven of peace and tranquillity, allowing us to concentrate on our studies.”

Sandeep Gupta, MBA 2005, Indian
Senior Consultant – Strategy to Execution
George Group SARR

To socialise

Student social reps organise many of the social events ranging from quiz nights and dance lessons to themed parties, embracing the variety of cultures on the programme. An MBA band is also formed each year and it performs at many of the sporting and social events throughout the MBA calendar.

Milton Keynes is the fastest growing business centre in the UK with excellent road and rail connections. Regular buses connect you to the London airports, and trains to central London take just 45 minutes.

There are first class recreational and leisure facilities in the local area including golf driving ranges and courses, leisure centres, swimming pools, multiplex cinemas, a theatre, water sports and indoor skiing facilities. If you like shopping, the centre MK is one of Europe's largest indoor shopping centres, with everything under one roof.

For a day out further afield, Woburn Abbey and Safari Park, Silverstone motor racing circuit (home of the British Grand Prix), Towcester racecourse, the historic towns of Oxford, Cambridge, Stratford-Upon-Avon and the capital city London, are all within an hour's drive.

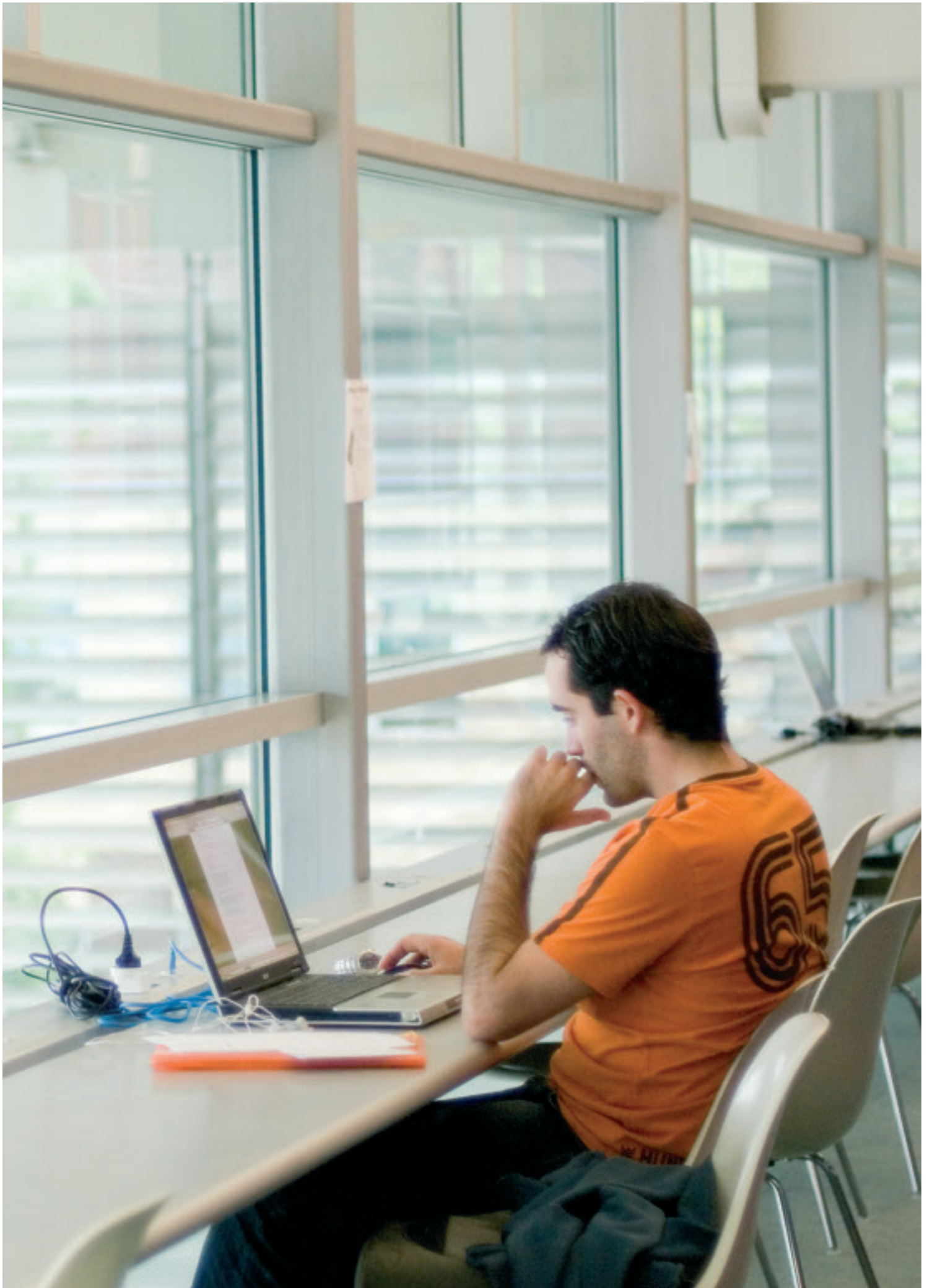
“For an Executive MBA, the social events were important in getting to know people from other learning teams outside lectures. Regular nights out were organised including meals, ten-pin bowling and go-karting. Getting to know as many people as possible not only helps when sharing workload and delegating tasks, but also in the longer term, as business relies heavily on networking and contacts.”

Andrew Dobson, MBA 2006, British
Business Development Controller, Tetley (GB) Ltd



Distance from Cranfield





Your MBA programme

Taught modules	Career development activities
<p>Pre-MBA (Full-time MBA only) Pre-maths and Orientation</p>	<p>Before you arrive, our incoming students' portal gives you advice on preparing your CV, adapting to the UK business culture and applying for your HSMP work visa. We can also put you in touch with alumni from your industry background.</p>
<p>Part one – Building competence</p> <p>Core modules</p> <p>Accounting Business Law Economics of Organisations and Strategy Financial Management Macroeconomics Analysis and Business Environment Managing Information Technologies Operations Management People Management Project Management Introduction Strategic Decision Science Strategic Management Strategic Marketing Supply Chain Management</p>	<p>Part one</p> <p>CV development MBA yearbook profile Personal development planning Cover letter and interview technique sessions Career stocktaking workshops Individual executive coaching Psychometric testing Networking events and industry evenings with alumni Company presentations University and School careers fairs Assessment centre with feedback Country specific networking Mock interviews and executive coaching</p>
<p>Part two – Application and integration</p> <p>You will choose the equivalent of five major elective themed modules – two minor themes can be selected in place of a major theme.</p> <p>Major themes</p> <p>Entrepreneurship and New Venture Creation Globalisation and Society Implementing and Leading Change Integrating Finance with Business Management Leadership and Top Management Skills Managing Strategic Innovation</p> <p>Minor themes</p> <p>Aligning IT to the Business Aligning Marketing and Supply Chain Strategy International Strategy Managing International Mergers and Acquisitions Programme and Project Management The Sustainable Business</p> <p>Independent projects</p> <p>International Business Experience Capstone event</p>	<p>Part two</p> <p>Negotiation skills and employer matching sessions Refresher workshops Networking events with alumni Mock interviews and executive coaching Alumni industry evenings Onboarding workshop – how to be effective in your new role Continuation service – ongoing careers support until you are employed</p> <p>Lifelong learning and career management</p> <p>Career management services in partnership with specialist recruitment agencies and a range of lifelong learning opportunities to support you throughout your career include</p> <ul style="list-style-type: none"> ■ Speaker events ■ Executive education courses ■ Management knowledge seminars

Organisational Behaviour and Personal and Professional Development

“The core programme at Cranfield offers immense scope. Our students leave with an enormous sense of achievement having gained an excellent understanding of themselves, the organisation and the global economy.”

Ruth Bender, Senior Lecturer in Finance and Accounting



Module content



Part one – Building competence

Core modules

Accounting

All managers need a broad understanding of accounting to appreciate the financial implications of key business decisions.

This module looks at both financial (external) and management (internal) accounting, covering areas such as measuring profit or loss, valuing tangible and intangible assets, contribution accounting, break-even analysis, variance analysis and evaluation of the performance of both business units and their managers.

Business Law

Understanding the processes by which legal rules are applied in the public and business sectors, as well as the duties and responsibilities of the management of the company, is critical.

This module will introduce the English legal system and give you an essential foundation in the law of contract. You will gain a detailed appreciation of the concept of the registered limited liability company and the relationship between the shareholders, the board and the company.

Economics of Organisations and Strategy

For senior managers, it is important to successfully formulate and implement strategy as well as coordinate and motivate those they manage. This requires an economic way of thinking, with a clear understanding of efficiency and the working of markets.

This module will develop your knowledge of competing economic theories and help you understand the strategic behaviour and nature of economic organisations.

Financial Management

This module emphasises the relationship between financial management and other aspects of general management; especially strategy, marketing and operations management. You will build both your broad financial knowledge and specific understanding of corporate finance. Case studies will address both large and small organisations, including unincorporated businesses and international companies.

Macroeconomics Analysis and Business Environment

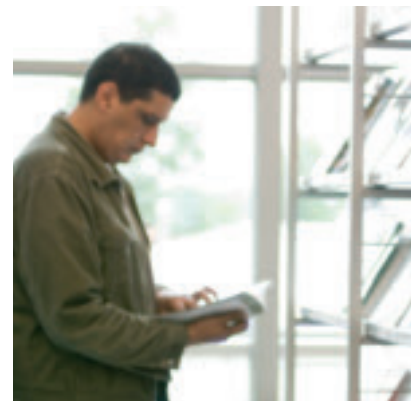
The assessment of the external economic environment is one of the most important influences on senior managers.

This module emphasises how global and national macroeconomic developments dominate policies. It uses theoretical foundations combined with real world applications to provoke your interest in the subject matter whilst demonstrating the relevance for management decisions.

Managing Information Technologies

IT has had a considerable impact on business and the way we work. This module will help you develop your managerial effectiveness in harnessing the potential benefits available from information technology, by using cutting edge research and empirical evidence from major organisations.

We will focus on how technology capabilities enable improvements in business performance and how this technology should be managed in order to deliver real business benefits.





Operations Management

The operations management challenge is to ensure that customer requirements and expectations are met or exceeded whilst also achieving low operating costs through high levels of resource utilisation.

This module introduces you to the nature of operations decision making and draws on key research as well as our experience with operations across a wide range of sectors, both service and manufacturing.

Organisational Behaviour and Personal and Professional Development

Personal and professional development is the backbone of the Cranfield MBA, with modules in both parts one and two to help you tailor your development.

Part one focuses on the growing importance of the human dimension in creating, employing and sustaining a firm's competitive advantage. We will introduce several topics in the field of organisational behaviour, provoking you to reflect on yourself and your experiences of working with others.

Part two moves from a producer led to a consumer led model of learning and development, whereby what you learn will be dependent upon what you want and need to learn. This depth of personal development makes the Cranfield MBA unique.

People Management

Effective people management starts with the crucial role of line managers who organise and motivate the organisation's key resource.

This module will help you understand how effective people management can support broader goals of developing and sustaining organisations. Focusing on the relationship between people management and organisational performance, you will gain insights into the complexities of managing people in a changing environment.

Project Management Introduction

The ability to integrate diverse skills and knowledge gained prior to and during your MBA is crucial to the value added by project managers and project teams.

This module will help you develop a broad understanding of the fundamental principles of project management, applied in the contemporary environment of enterprise projects. A competitive team-based project simulation will give you hands-on experience of applying the techniques and managing the planning/execution/control cycle.

Strategic Decision Science

The field of decision science provides a framework and set of tools for applying systematic problem solving techniques to help managers make better decisions.

This module will give you an understanding of the ways in which decision science turns information into knowledge and helps you cope with uncertainty and risk. We will examine the roots of quantitative decision making and provide you with a toolkit for solving a variety of practical business problems.

Strategic Management

Strategic management is concerned with the direction and scope of the organisation; determining its purpose, establishing objectives and formulating strategies to achieve them. Managers must understand and react to changes in the organisation's environment to achieve and sustain advantage.

This module deals with issues at the strategic business unit and the corporate level. It addresses how strategies can be implemented and how they can fail, and shows how companies use international development as a means to achieving sustainable competitive advantage.

Strategic Marketing

This module views marketing from a value-driven perspective and considers how the assets of the organisation can be used to create and deliver value to customers and shareholders. We will discuss the role of strategic marketing and how high level strategy can be implemented in practice by marketing planning. We will also explore the nature of markets as the basis for the creation and delivery of value to customers and shareholders.

You will develop a managerial overview of how marketing interacts with the other functional areas of the business.

Supply Chain Management

Supply chain management involves managing upstream and downstream relationships with suppliers and customers to create enhanced value at less cost to the supply chain as a whole.

This module draws together knowledge and learning from other modules with best practice from our research with organisations around the world. You will appreciate that supply chain management extends across all the main functional areas, understand its role in gaining and sustaining competitive advantage, and learn that companies no longer compete in traditional ways, but compete supply chain against supply chain.

Part two – Application and integration

Major themes

Entrepreneurship and New Venture Creation

Cranfield has a rich tradition of helping entrepreneurs develop their businesses and we have a large network of business angels, venture capitalists and advisers. As a result, we have established the Bettany Centre for Entrepreneurial Performance and Economics.

This module aims to promote productive and self-sustaining entrepreneurship by exposing you to the possibilities that the Cranfield network offers. In a practical real world setting, we will cover start-up, growth and exit as well as entrepreneurial management, strategy, planning, economics and finance. Students who want to start up their own venture can do so as part of the learning process.

Globalisation and Society

Globalisation is regarded by transnational businesses and many of the world's governments as beneficial to future global economic development, however many regard it with fear and hostility.

This module makes sense of these competing perspectives and answers questions such as:

- Will globalisation survive?
- How does it influence the behaviour and governance of businesses?
- Who will be the winners and losers?

Founded in economics, this module broadens out into areas such as business operations, ethics and sustainability.

“Globalisation and Society is of great relevance to anyone who takes an active interest in the world around them. The effects of globalisation are pervasive and having a deeper understanding of its driving forces and the current process of global transition can be enlightening. The lecturers expressed great passion and shared their personal experience, but most inspiring were the thought-provoking class discussions with fellow students.”

Talisha Pienaar, Executive MBA student, South African

Implementing and Leading Change

When confronted by uncertainty or crisis, a common response is to tighten control, narrow the focus and centralise leadership. This module will provide a different perspective by emphasising the importance of developing, protecting and harnessing strategic capabilities.

You will explore the factors that impact effective implementation of strategic change; understanding that it is a dynamic process as strategies emerge with developing capabilities and changing market conditions. This module will better equip you to take a significant leadership role in directing and influencing the development and implementation of strategies.

“The combination of literature, lectures by academics with practical experience and simulations has enhanced my understanding of the issues in this area. This module has changed my approach to change!”

Will Long, Executive MBA student, British

Integrating Finance with Business Management

An understanding of finance is necessary in making most business decisions. This module is designed to equip a future general manager with sufficient knowledge about finance and financial markets to help a business meet its objectives.

We will help you understand how a company's financial choices can be used to enhance its business strategy, and ultimately its value. You will build a toolkit of questions and financial tools to help assess the opportunities available and respond to commercial challenges.

Leadership and Top Management Skills

High quality leadership skills are a critical element of success for any organisation. Drawing on practical research and experience in the field of leadership, this module will provide insights into the role of top managers/directors and give you the opportunity to explore how to apply these skills.

You will gain an understanding of the strategic change, legal and regulatory frameworks used by top directors. You will also build your understanding of the components of effective leadership and develop your personal leadership skills.

“Leadership and Top Management Skills was a very interesting module. Our lecturer, himself a Cranfield MBA, didn't simply teach fashionable management theory, but his collected experience from the last 30 years. The module included lectures from MBA alumni in top management positions. CEOs such as Ted Tuppen (Enterprise Inns), Andy Harrison (EasyJet) and Andy Bond (Asda) gave us the inside story of management.”

Rudolf Hausladen, MBA 2006, German
Vice President Sales & Marketing, Swisslog

Managing Strategic Innovation

Cranfield has a growing focus on innovation management and an active research programme which drives best practice. This module is taught by faculty across a number of different business areas as innovation is not a function or a single discipline.

You will gain an understanding of the nature of innovation and the people issues associated with managing it. You will learn how to collect appropriate data on the performance of an organisation, generate ideas for boosting innovation performance and become familiar with the key tools and techniques for managing innovation.

“Managing Strategic Innovation made us dig deep into our creative self to learn more about how to manage innovation to enable competitive advantage.”

Shailendra Tripathy, Full-time MBA student, Indian

Minor themes

Aligning IT to the Business

Agile organisations are dependent upon the quality of their information to differentiate themselves and increasingly search for managers who can deliver value from information investments.

In this module you will undertake a consultancy assignment on a particular IT managerial topic within selected organisations. Topics will be derived from the industry acknowledged Gartner issues research and will be managerially focused rather than technically orientated.

Aligning Marketing and Supply Chain Strategy

Commercial organisations increasingly need to be 'customer-centric' to compete successfully. Achieving this is challenging however, as marketing and supply chain departments are often quite distinct and their connection rarely managed. This has given rise to 'demand chain management' – aligning the strategies of marketing, supply chain and operations.

This module will equip you with the new skills you will need to succeed in marketing, operations, or supply chain roles by examining how organisations compete through demand chain capabilities. You will learn about the process involved in developing an aligned marketing and supply chain strategy, and the benefits this can bring.

International Strategy

This module will explore the key management issues faced in formulating and implementing an international business strategy. You will develop the conceptual and practical skills required to formulate and manage the international strategy of an existing business unit.

Taking an integrated approach, we will look at the analysis of international markets and competitive dynamics, the evaluation and selection of alternative market entry strategies, and consider some of the key issues which arise when implementing an international strategy.

Managing International Mergers and Acquisitions

Mergers and acquisitions have become one of the key features of the global business environment as firms seek to exploit and augment their resource bases, enter new international markets and initiate or respond to consolidation within their industries.

This module will give you both the intellectual and practical skills required to manage mergers and acquisitions effectively, in both domestic and international contexts. It takes an integrated perspective – looking at strategic, financial and regulatory considerations before covering organisational and human resource issues raised during implementation.

"I thoroughly enjoyed the Mergers and Acquisitions simulation project. It gave me a great insight into the deal making process. I have gained practical skills to help assess M&A deals and have learned to identify the true value and growth of companies."

Kartikaya Rai, MBA 2006, Indian Manager, Barclays Wealth

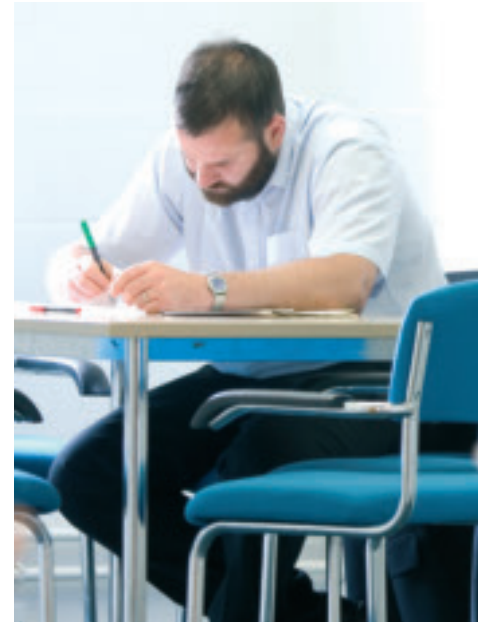
Programme and Project Management

This module builds from a simple model of project management through to consideration of the organisational implications of managing multiple programmes.

It begins with the analysis of an organisation unable to run a project successfully, and the individual and organisational responses that would have rectified this. A critical analysis of current approaches to project management based on recent research follows, before moving on to the programme level, where the issue of *programmification* (organisations routinely using programmes as a significant unit of work) is considered.

"Programme and Project Management is great for people like me who had no previous experience in this area. The trip to Deloitte gave a great insight into the role of a consultant and the barriers and enablers tool made interviewing practitioners really simple. I will definitely use this in my next role."

Di Roach, Full-time MBA student, British



The Sustainable Business

This module combines the idea of managing a business that will sustain itself and grow over many years, with that of managing it in a way which contributes to the sustainability of the environment and fabric of society. Its aim is to equip you with the tools and techniques needed to imbed sustainability into business purpose, strategy and practice.

This module will address issues such as board level commitment and oversight, as well as company-wide adherence to ethical codes of behaviour needed to make the business and its associated value chain sustainable. It will cover issues concerned with integrating and gathering resources, identifying and engaging with stakeholders, measuring performance and reporting outcomes.

Your commitments

Tuition fees

Full-time MBA 2008: £28,000

Executive MBA 2009: £28,000

The fees include a laptop for the duration of the programme and the majority of the costs of the International Business Experience study tour during part two.

Self-funded students are required to pay two non-returnable deposits, one of £200 on formal acceptance of the place and another of £2,000 by 1 June (Full-time MBA) or 1 November (Executive MBA). Both deposits are offset against the tuition fees.

Please visit our website for up-to-date information on term dates, accommodation costs and other living expenses.

Funding your MBA

Your MBA is an important investment in your career and your future. You will need to plan ahead for both your tuition fees and living expenses, particularly for the Full-time MBA, as you will not be able to do any part-time work during the year due to the intensity of the programme.

There are a range of loan schemes, scholarships and bursaries available – from opportunities for students from particular backgrounds (geographic or industry), to scholarships that recognise outstanding academic merit and leadership potential. Please visit www.cranfieldMBA.info for more details.

Many participants on the Executive MBA are sponsored by their employer. The nature of sponsorship differs from company to company, from full tuition fees, accommodation and full salary, to a small contribution towards the overall costs. Your employer can also support you in other ways – non-holiday time for the residential modules or studying, access to potential projects or mentoring from other managers in the organisation. Please visit our website for more information about how to talk with your employer about sponsorship.



Supporting you through the application process

Our dedicated marketing and admissions team is here to help you achieve your professional goals.



Find out more

To gain a feel for what it is like to study at Cranfield, please come and visit us. We host events throughout the year – a great opportunity to absorb the atmosphere and culture of the School and meet our faculty, students and staff. Preview Days give you the opportunity to discuss a case study, experience a lecture, have lunch with current students and meet the programme directors, admissions director, careers director and alumni. We also run information sessions with key staff and alumni in other UK cities and venues around the world. Please visit our website for more details.

We always recommend that students come to Cranfield to experience the School and programme first hand. However, if you are unable to attend our scheduled events, we will be happy to organise an individual visit for you. Please contact us to arrange a convenient time.

Sharing experiences with current students or alumni can also help with the decision-making process. To be put in touch with someone for an informal chat, please e-mail a short CV to l.a.smith@cranfield.ac.uk

Studying for an MBA is an important step in your career, and we want to make sure you have the information you need. If you have any questions, or would like to arrange a visit, please contact us.

Lesley Smith

Telephone number: +44 (0)1234 754386

Email address: l.a.smith@cranfield.ac.uk

“The Cranfield MBA admissions team were great! Every time I had concerns, they replied promptly to my questions, which was particularly important for me because I applied from Chile. The admissions team clearly showed me how Cranfield works as a leading business school.”

Guillermo Campos, MBA 2003, Chilean
Regional Manager Latin America & Caribbean, Puratos Group

The Cranfield MBA

Full-time MBA

A one-year programme with a similar volume of learning content to the traditional two-year programmes.

One intake per year in September – up to 150 students.

Executive MBA

A two-year programme with two different study options:

Part-time – attendance at Cranfield on 14 weekends (all day Friday and Saturday) plus four one-week residential periods each year.

Modular – attendance at Cranfield for six eight-day modules each year.

One intake per year in January – up to 100 students.

All classes are taught at the Cranfield campus in Bedfordshire, UK.

Each intake is divided into **classes of no more than 50** – large enough to provide a diversity of experience, yet small enough to encourage discussion. This creates a co-operative and dynamic learning environment.

Within these classes, students are divided into **learning teams of six or seven people** who work closely together.

Full-time MBA

Average age:	32
Average work experience:	8 years
Average GMAT score:	660

Executive MBA

Average age:	34
Average work experience:	10 years
Average GMAT score:	660



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“The personal interest in my success, and the care and attention from the MBA staff, faculty and career development team during the application process, gave me an immediate sense of belonging, which helped me decide that Cranfield was the right school for me.”

Noel Nwafor, Full-time MBA student, Nigerian



Crafting the right class

We welcome talented candidates from all backgrounds. The diversity of nationalities, work and life experiences are important to your development and experience.

Professional experience and personal qualities are equally important to us. We want students who will challenge us and their classmates, people that know their own mind and strive for both personal and team success. We want to know how ambitious you are, how determined you are, your potential to develop and make a difference.

Entrance requirements

Work experience that shows progression and responsibility.

- Candidates must have at least three years post-qualification experience, although our students often have much more. Experience can be from any industry, including the public service, charitable organisations or the arts

Evidence that you can study rigorous academic subjects.

- Bachelors Degree that is equivalent to a 1st or 2nd class UK Honours Degree
- An accountancy or engineering professional qualification. Although we actively encourage applicants from all backgrounds, due to the rigor of these particular qualifications, we would consider them in place of a traditional degree

A good entry test score – both verbal and quantitative.

- Graduate Management Admissions Test (www.gmat.com). We welcome candidates with scores over 600. The average score for our MBA students is 660
- We also offer our own admissions tests as an alternative to GMAT, for candidates who are able to come to Cranfield for interview. You will find sample test questions on our website to help you prepare

A good standard of English.

The participative nature of the programme demands a high oral ability and written work needs a strong business vocabulary. If English is not your first language, you must take one of the following language tests:

- Test of English as a Foreign Language (www.toefl.com) – a minimum score of 250 (computer test), 100 (internet test) or 600 (paper test) is required
- International English Language Testing System exam (www.ielts.org) – an overall result in band 7 is required

Making your application

When to apply

We do not have a formal deadline for the receipt of applications, and places are offered on a rolling basis. However, to secure your place on the programme and in on-campus accommodation, we encourage you to apply by the end of May for the Full-time MBA and by the end of November for the Executive MBA.

Informal Assessment

Our students do not always fit traditional academic or career paths. We consider this to be a positive aspect of diversity, not a hurdle. If you are unsure of your suitability for the Cranfield MBA, you can complete our short online pre-application assessment form, and we will review your details before you make a formal application.

How to apply

To complete your application form, please visit:

www.cranfieldMBA.info

You can either apply online or download the Word file for return by email or post.