

# Nottingham University Business School

## MBA Programmes 2009-10



# An invitation

## Welcome to the Nottingham University Business School MBA

At Nottingham, our objective is to provide you with an outstanding teaching and learning experience, which will enable you to fulfil your potential to the full.

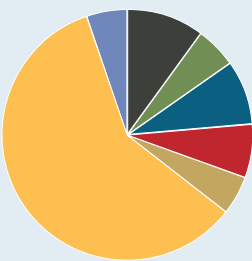
Our key goals are to inspire and challenge you intellectually and prepare you for success in your chosen career. Our academic staff are well respected for their expertise and will introduce you to cutting edge concepts and theories and their applications. The faculty have strong links with a large number of key businesses and enterprises, which means that you will benefit from their business experience as well as their research. Should you choose to pursue your MBA at Nottingham, we look forward to welcoming you onto our programme soon.



David Greenaway

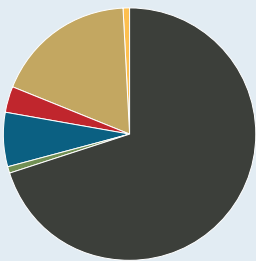
**Professor David Greenaway**  
*Vice Chancellor, the University of Nottingham*

### MBA Typical Class Profiles



**Full-time MBA Nationality 2008**

10.2%	UK
5.1%	Americas
8.5%	European Union
6.8%	Africa
5.1%	China
59.3%	Far East
5.1%	Middle East



**Part-time MBA Nationality 2008**

68.9%	UK
0.8%	Americas
6.7%	European Union
3.4%	Africa
17.6%	Far East
0.8%	Middle East

**Average age (years)**

Full-time	29
Part-time	37

**Average work experience (years)**

Full-time	6
Part-time	12



## A message from our MBA Programme Director Professor Bob Berry

### Thank you for your interest in Nottingham University Business School's MBA programmes.

You may be aiming to change the direction of your career, looking for a move to a senior position, or considering starting your own business. Whatever your reason for considering an MBA, we believe that the Nottingham programme merits serious consideration.

At Nottingham, we offer both a general MBA, and named MBA specialisms. You can graduate with a degree that signals a specific strength — Finance, Corporate Social Responsibility, or Entrepreneurship for example. We pride ourselves in the care we take to ensure that your degree is much more than just a set of loosely linked options. Our Integrative Management Project is key to this. From the start of your degree you will pull together ideas and skills gained in many modules to deal with a complex business problem, which is allocated to you as soon as you arrive at the School.

The University of Nottingham is one of the UK's most prestigious and popular universities, with a growing international reputation. The University's Jubilee Campus offers one of the most modern and beautiful environments for the study of business anywhere in the UK. Our faculty are among the leading researchers in their fields, so you can be sure that our MBA teaching is underpinned by world-class research. We are confident that our range of full-time and executive AMBA-accredited MBA programmes will give you challenge, stimulation, variety, and flexibility-and are excellent value for money too.

The Nottingham MBA is offered in the UK, Malaysia, and Singapore, so you can expect to find an international group of students, some enrolled on the same MBA as you, and some visiting from Nottingham's other campuses to take a module in another country. We have exchange programmes with partner universities, which also guarantee a highly international student group. You may choose to take a module on another campus, or perhaps enrol on the International variant of the MBA and spend a semester at a partner institution.

Teaching a good MBA group is the best part of working in a Business School. At Nottingham, you'll find enthusiastic lecturers who teach well and who enrich their teaching with their own research.

**Come and join us.**

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# Why Nottingham?

## Our distinctive features at a glance

### Rankings Success

- Among the few UK business schools ranked in the **2008 Financial Times Global Top 100 MBA**.
- Rated highly in the FT for Value for Money, Career Progress, and International Experience.
- Ranked in the world's top 100 by the **Economist Intelligence Unit (Which MBA?) 2007**.
- 1st among UK business schools in the **Aspen Institute's "Beyond Grey Pinstripes"** ranking of the world's most innovative MBA programmes, where we rank 28th in the world.
- The University of Nottingham won Britain's University of the Year 2006/07, awarded by the prestigious Times Higher Awards.

### Unique international opportunities

- Choose to study part of your MBA at the University's pioneering campuses in Malaysia or China — the University of Nottingham, Ningbo, China (UNNC) is the first and only western university to operate independently from the Chinese government.
- Nottingham is unique in having an overseas campus at the University of Nottingham Malaysia Campus (UNMC).
- Our Singapore MBA programme in partnership with PSB Academy has been named the "Best Overall UK MBA" by Edupoll.
- We currently have participants from 31 countries on our MBA, so you will experience a rich variety of business and cultural perspectives from your peers.
- The University of Nottingham is a founder member of Universitas 21, a worldwide partnership of universities that promotes global research links and offers international student exchange programmes.

### Business ethics leadership

- The UK's first and only MBA in Corporate Social Responsibility led by our distinguished International Centre for Corporate Social Responsibility (ICCSR).
- Business ethics and corporate social responsibility modules available to all MBA students.
- Nottingham graduates have won the Institute of Business Ethics competition awards for four years running.

### Career development opportunities

- Our MBA graduates benefit from an average salary increase of 93% (Financial Times MBA 2008).
- Our graduates are highly regarded by recruiters and 94% of our 2006-07 MBAs were employed three months after graduation.
- We facilitate national and international internship opportunities to help you develop your career.

### Global expertise

- Our faculty are among the leading researchers in their fields, so you can be sure that our MBA teaching is underpinned by world-class research.
- We specialise in entrepreneurship and innovation, finance, and corporate social responsibility, so if you want to concentrate in these areas we offer innovative and authoritative approaches to theory and practice.
- In 2006, The Aspen Institute commended the School on its "truly extraordinary record of faculty research" in business ethics and corporate social responsibility, which underpins the School's teaching in this area.
- Our Entrepreneurship division and Institute for Enterprise & Innovation (UNIEI), led by Professor Martin Binks, form one of Europe's leading centres for entrepreneurship research and practice.
- In 2008, UNIEI established an Ingenuity Centre — a unique network of higher education, private, and public sector organisations to find solutions to actual business issues. The Centre includes the UNIEI-lab — "learning about business" — a unique facility for incubating and developing business plans and ideas, which our MBA in Entrepreneurship course members benefit from.
- Our Centre for Management Buy-out Research (CMBOR), led by Professor Mike Wright, is the world's pre-eminent provider of information and analysis on management buy-outs and celebrated its 20th anniversary in 2006.
- Our Operations Management Division are one of the biggest in Europe and were the largest academic partner in the massive VIVACE project (Value Improvement through a Virtual Aeronautical Collaborative Enterprise), with 63 manufacturing companies and universities designing an aircraft and its engines as a whole.



## A message from our School Director Professor Leigh Drake

Nottingham University Business School is a leading centre for management education and our mission is to be a top ranked international business school, excellent in both teaching and research.

We offer top quality AMBA accredited MBA programmes, which are widely recognised as an ideal preparation for senior positions in both the public and private sectors, both nationally and internationally. Our graduates are highly sought after in the job market, and many of our alumni hold senior management positions both in the UK and internationally. The School currently has a population of 200 staff and 2500 students and is among the largest in the UK.

*The School attracts leading figures from the business community.  
Lord Sainsbury gives a lecture.*



We are proud of our reputation for internationally excellent research, which was endorsed by our Grade 5 award in the last Research Assessment Exercise. This high standard of research activity informs the content and design of all our MBA programmes, ensuring that relevant academic theory is combined with good business practice.

Our research centres and institutes are actively involved in numerous regional, national, and international collaborations, from promoting entrepreneurial start-up businesses, to developing supply chain solutions with Rolls-Royce. Our faculty collaborate with banks, venture capitalists, the tourism industry, government agencies, and non-governmental organisations all over the world to conduct top-quality, innovative research. The Financial Services Research Forum, for example, brings together leading financial services organisations and Business School faculty to engage in innovative research.

We appoint leading figures from the business world as special lecturers and professors, who bring their experience and expertise to the classroom. Many of our faculty have worked in industry, commerce, or the public sector, and are actively engaged in a range of consultancy activities.

Students from all over the world at various stages in their university education give the Business School a lively, vibrant atmosphere. We are confident that the high quality of your fellow MBAs will contribute positively to your time at the Business School.

We design our MBA programmes to provide you with the means to accelerate your progression and promotion, or to enable you to make strategic decisions about the direction you want your career to take. We can provide a stimulating, challenging, and continuously improving programme where we strive to enrich your educational experience and open your eyes to new approaches.

Thank you for considering us at this key point in your personal and professional development. I look forward to meeting and working with you.



# Universal appeal

With campuses in Nottingham, Malaysia and China, the University of Nottingham is one of the world's best-known and popular universities.



The University's population of about 31,000 students includes a thriving community of international students from more than 140 countries.

Nottingham is regarded as one of the UK's most desirable places to study—it is home to a world-class University, while the city offers all the buzz of city living and retains its strong sense of community.

The University Park Campus is one of the largest and most attractive in the UK, with modern teaching facilities, twelve halls of residence, an Arts Centre, the East Midlands Conference Centre, Sports Centre, and a wide range of other amenities spread across 330 acres of parkland.

1. Trent Building, University Park
2. Trent Building, central courtyard
3. Students on Jubilee Campus
4. The new Portland Building extension



# The Jubilee Campus

Opened in 1999 by Her Majesty the Queen, the award winning Jubilee Campus is approximately one mile from the University Park campus.





The campus contains the Business School, the School of Computer Science, the School of Education, the International Office, the Ingenuity Centre, and the National College for School Leadership, together with a learning resource centre, a state of the art teaching building with three major lecture theatres, restaurants, and a sports centre.

### Institute for Enterprise & Innovation UNIEI-lab “learning about business”

The UNIEI-lab, located on the Jubilee Campus’ brand new Innovation Park, is a bespoke facility that acts as a focus for our entrepreneurial research and teaching, offering unique infrastructure, advice, and support to MBA course members engaged in enterprise activity. UNIEI-lab includes computer labs, meeting rooms and access to regular workshops and surgery sessions in all management disciplines. The UNIEI-lab enables higher education, business, and enterprise partners to collaborate in furthering innovation and competitiveness in the East Midlands and beyond.

The lab assesses business ideas from across the region, provides training in business planning to graduates, and offers accredited training to staff from regional universities on key themes of commercialisation.

MBA programmes are based in superb facilities in the South Business School building, which was officially opened by Lord Sainsbury of Turville, former Parliamentary Under Secretary of State for Science and Innovation. The building provides additional lecture theatres, seminar rooms, MBA common room and resource room, computer labs, MBA break-out rooms, a café and a Business Library.

The North Business School consists of three 3-storey wings interconnected by glass atria. There is a series of seminar rooms, syndicate rooms, and 24 hour computer access in the learning resource centre a few metres away.

The Exchange building houses large lecture theatres with a bookshop, bank, grocery shop and café opening onto a covered central atrium. The teaching buildings and the postgraduate hall of residence border a lake with a pedestrian walkway linking them.

Jubilee Campus is built on a former industrial site and its green credentials are impeccable. An important feature of the campus is the series of lakes, which as well as being home to a variety of wildlife, receive all surface water and provide cooling for the buildings in the summer.

The environmentally-friendly nature of the campus and its buildings have been a big factor in the awards it has received, including the Millennium Marque Award for Environmental Excellence, the British Construction Industry Building Project of the Year, the RIBA Journal Sustainability Award and the Civic Trust Award for Sustainability.

The University is developing the campus significantly and has invested £200 million in a new scheme designed by Ken Shuttleworth, designer of the iconic Swiss Re building in London. An Innovation Park and the UK’s tallest free-standing work of public art, “Aspire,” were both completed in 2008.

A frequent shuttle bus service runs between the main University Park Campus and the Jubilee Campus, and there is a walking and cycling link.

# Home from home

The superb facilities at Jubilee Campus are designed to make you feel at home and will enhance your learning experience.



## Accommodation

MBA participants can apply for accommodation in the postgraduate residence that is within easy walking distance of the Business School. All rooms have en-suite facilities with computer and data access points and high quality furnishings. Meals are available on the campus close to the residence. All overseas students who accept a place on a full-time MBA programme by 1st August are guaranteed accommodation in University owned single occupancy rooms.

Rented properties are also available in the surrounding area. For more information from the University's Accommodation Office, go to [www.nottingham.ac.uk/acc/](http://www.nottingham.ac.uk/acc/)

## Centre for English Language Education

For course participants whose first language is not English, the Centre offers Intensive English Language and Study Skills preparation courses for periods from one month to a full academic year. Since a high level of linguistic competence is required to cope with the demands of an MBA, the Centre will advise intending participants on the nature, intensity and length of course necessary to raise their level of competence to meet the language entry requirement acceptable to the Business School.

All overseas students can take advantage of the Centre's language support service for postgraduate students studying at the University.

## Computing Facilities

MBA participants have access to a wide choice of computing facilities, including a dedicated MBA resource room and breakout rooms with computing facilities. These machines are linked to the University network but also act as workstations within a Business School local area network. A variety of software is available, including some of the most popular business software, online business databases and full-text online management journals.

## The Business Library

The Business School has a dedicated Business Library that is open from 9.00 to 21.45 Monday to Friday, 9.00 to 16.45 on Saturdays, and 9.30 to 16.45 on Sundays. Computer services are available 24 hours.

## University Health Service

The Cripps Health Centre on the University Park campus provides medical and dental services for all members of the University and their families who want to register as patients of the National Health Service. Details of arrangements for medical insurance for overseas students can be obtained from the University Registrar.

## Sports Facilities

Students at Nottingham enjoy a variety of sporting facilities. The University has a state of the art Sports Centre and an indoor swimming pool on the University Park campus, as well as exceptionally good facilities at Grove Farm and Highfields for all outdoor sports. The Sports Centre includes facilities for badminton, basketball, football, archery, martial arts, table tennis, dance and circuit training, to name but a few.

Facilities also include a climbing wall, squash courts, a modern and well-equipped gym, floodlit artificial sports surface, tennis courts, a bowling green, and a sports injury clinic. There are seven squash courts on campus and a well-equipped boathouse by the River Trent.

The Sports Centre on Jubilee Campus includes a large sports hall containing basketball, tennis, netball, badminton and squash courts, and two practice rooms for martial arts, table-tennis, aerobics, and fitness classes.

# Nottingham - a vibrant city

Nottingham is one of the UK's fastest growing and most prosperous cities and the commercial, cultural and regional capital of the East Midlands.



## Time to travel

Nottingham's central location and excellent transport links allows easy access to all major British and European destinations, including London, which is less than two hours away.

East Midlands Airport is only 30 minutes from the city centre, offering national and international flights. Getting to Nottingham from the airport is easy and fast by train, car, or the Skylink Express bus service.

The Eurostar connection at St Pancras, London, means you can travel from Nottingham to Paris or Brussels in just over 4 hours.



Both Jubilee Campus and University Park Campus are close to the centre of the City of Nottingham, which has been voted the UK's best city in which to live.

Both Jubilee Campus and University Park Campus are close to the centre of the City of Nottingham, which is one of the UK's most cosmopolitan and prosperous cities. As the commercial and cultural capital of the East Midlands, Nottingham is home to several major UK employers, including Alliance Boots, Experian, Capital One, E.ON, and the Inland Revenue. Many large blue-chip companies have offices in and around the city, which has one of the highest rates of job creation in the country.

The bustling city centre is renowned for its excellent nightlife, with more than 300 bars and pubs, and a variety of restaurants, clubs, theatres, concert halls, and cinemas. Shopping in Nottingham has been voted among the best outside of London and the city has more sports facilities per head than anywhere else in Europe.

Nottingham, the legendary home of Robin Hood, is one of the oldest cities in the UK and has a rich history. Explore the ancient caves beneath Nottingham Castle, or take a relaxing walk through Wollaton Park and visit the imposing Elizabethan Hall.

As a break from the pace of city life, the region offers beautiful rural scenery in the Peak District National Park and historic buildings such as Newstead Abbey, Southwell Minster, and Hardwick Hall. Nottinghamshire's more well known attractions include Robin Hood's Sherwood Forest and the historic Goose Fair, held every October.

### Things to see and do in Nottingham

- **Broadway Media Centre** Nottingham's only independent cinema
- **Goose Fair** One of Europe's largest travelling fairs, held every October for over 700 years
- **Galleries of Justice** An award-winning museum and exhibition, re-enacting 300 years of crime and punishment
- **Lace Market district** Busy and fashionable city centre shopping, dining, and residential area
- **National Ice Centre and Concert Arena** Twin Olympic-sized ice rinks and huge concert venue
- **National Watersports Centre at Holme Pierrepont** 2,000 metre international rowing course that has made Nottingham the centre of British rowing
- **Nottingham Castle** Where King Charles I announced his call-to-arms in 1642, starting the Civil War
- **Nottingham Forest Football Club**
- **Nottingham Race Course**
- **Nottingham Tennis Centre** One of the largest in the UK, which hosts the Nottingham Open, the forerunner to Wimbledon
- **Test and County Cricket at Trent Bridge**
- **Theatres, the Royal Concert Hall, and Nottingham Playhouse**
- **The Trip to Jerusalem Inn** The oldest inn in England
- **Wollaton Park and 16th Hall**

### Things to see and do in the East Midlands

- **Clumber Park and 'The Dukeries'** Original country estates of powerful dukes in Robin Hood country
- **D.H. Lawrence Birthplace Museum** Victorian home of Nottinghamshire's renowned writer and poet
- **Donington Park Grand Prix Circuit** One of the UK's leading motor racing venues and home to the largest collection of Grand Prix cars in the world
- **Lincoln Cathedral** One of the finest medieval buildings in Europe
- **National Space Centre** A unique experience-the UK's largest attraction dedicated to space
- **Newstead Abbey and Park** Ancestral home of poet Lord Byron
- **Peak District** Britain's first National Park, in Derbyshire
- **Rutland Water** The largest artificial lake in Europe
- **Sherwood Forest and Sherwood Forest Visitor Centre** Legendary home of Nottingham's favourite outlaw, Robin Hood
- **Silverstone Race Track** One of the world's most famous motor sport venues
- **Southwell Minster** Magnificent 12th Century Nottinghamshire Cathedral

# Join the network

Your connection to the Business School is a valuable resource, both personally and professionally.



## Business Leaders Series

### Business Leaders Series

Our exclusive series of guest lectures from top business leaders who come to the School to speak to students, staff, and alumni. Recent speakers have included Dr Mike Lloyd (pictured), *President, Gas Turbine Operations, Rolls-Royce*; John Finch, *Managing Director, Development and Delivery, Experian*; Gerry Pennell, *Chief Information Officer, Co-operative Financial Services (CFS)*; and Professor Mary Jo Hatch from the *McIntyre School of Commerce, University of Virginia*.

## The MBA Society

The MBA Society is run by current MBA participants and offers a programme of social events ranging from small group functions and buffet evenings to more formal events such as the MBA Ball, and hosts a number of sporting activities using the University and external sports facilities.

## NetImpact



In 2006, Nottingham MBAs founded a chapter of NetImpact, one of the world's most influential networks of MBAs, graduate students, and professionals. NetImpact members are current and emerging leaders in corporate social responsibility, social entrepreneurship, non-profit management, international development, and environmental sustainability.

The Nottingham chapter is one of only three in the UK. Based in San Francisco, NetImpact boasts more than 120 chapters around the world and partnerships with leading businesses and NGOs.

The School co-sponsored NetImpact's first European conference in Geneva and a team of our MBAs attended the conference.

## Nottingham University Business Alumni



The Business School Alumni Association is the organisation for all former students of the School and everyone who studies here automatically becomes a life member of the Association.

From the moment you join the Business School you'll be linked into a network of several thousand graduates from over one hundred countries around the world, all of whom have shared the experience of studying at Nottingham.

The Business School Alumni Association is a growing community of business professionals from around the world, many of whom stay involved with the School through acting as recruiters, interviewers, mentors, contributors to modules, and advisors to prospective students. Having benefited from a similar experience themselves while studying at Nottingham, a number of our alumni also give active encouragement to students at the School by offering work experience and internship placements within their companies or organisations.

Staying connected is the key to building a vital base of contacts and our alumni keep in touch with one another through networking events and special interest groups, both in the UK and overseas. These networks offer a powerful means of connection to a community of highly active business leaders and can be a very effective way of accessing both career and self development opportunities.

For those more locally based alumni there are opportunities both to meet and to hear presentations from key senior business executives through the School's 'Business Leaders' series. There are also annual networking events such as the Alumni Summer BBQ, when alumni have the opportunity to meet up with old friends and members of the faculty, as well as functions held at the University's London offices.

The Business School offers a number of services to its alumni including an online directory to search for other alumni, free online access to business journals and databases, career support services including online CV profiles, free e-mail forwarding, and a twice-yearly Business School alumni magazine, NuBIZ.



We look forward to welcoming you to our alumni community.

**Hilary Vaughan-Thomas**  
*Alumni Manager*

# The Nottingham MBA; Your MBA

A defining characteristic of the Nottingham MBA is its flexibility.





While all Nottingham MBA programmes are built on common core modules that you take in semester one, their design means that we can accommodate a change to your original choice of programme part way through your semester one studies. This means that while you might have applied for a General MBA, you can change to a specialist programme such as Entrepreneurship or Finance.

Not only this, but within any of the MBA specialisms you also have an element of choice. There is a wide range of modules you can choose from and in this way, you can tailor your course to your specific needs. No MBA specialism is 100% predefined.

As well as allowing you to be flexible, the School is able to respond to changes in your choice of programme. If, at the beginning of your programme, you believe a particular topic should be included in our list of modules then you can suggest some additional topics and we'll build the most popular two of these into the 'Management: Current Issues and Contexts' optional module, which we'll offer in semester two. In this way, our MBA programme can respond effectively to recent and anticipated business issues relevant to managers.

Flexibility is fundamental to our Executive and part-time MBAs in both the UK and Singapore. You can start these programmes at different points in the year and you can study at different rates. You can finish the Executive MBA in a minimum of two years, or take up to a maximum of four years if you want to. You can also choose to take up to two modules at a different location within the University of Nottingham. We currently offer our MBA in the UK, Malaysia, and Singapore.

Our aim is to allow you to develop a version of the Nottingham MBA that best meets your needs. The MBA will always be recognisable as the Nottingham MBA, but that won't stop it being individual to you.



# An integrated approach

The integrated approach we take at Nottingham will ensure that you can work effectively in challenging business situations.



Our aim is to develop your ability to take a holistic view of a business situation because few managerial decisions fall within the boundaries of a single academic discipline.

The Nottingham MBA offers the advantages of the comprehensive approach that the traditional modular programme provides but avoids the problems of narrow academic focus.



A product launch for example may require the introduction of new plant and equipment and the alteration of production schedules and marketing, financial and operations management skills have to come together. Deciding how much to pay a new executive might seem like a task for human resource management staff, but if pay includes share options then working out how much the pay package is worth requires sophisticated financial analysis.

We do this in two ways, first by using teachers who combine depth of knowledge in specialist areas with a broader appreciation of business issues, and second by incorporating the modules in an integrating framework, the Management Project.

The preparation for the management project starts almost immediately in Semester 1 as you learn how to integrate the multi-disciplinary perspectives by exploring the inter-relatedness of business, stakeholders, and society. The issues are explored via a series of lectures and exercises designed to develop your integrative thinking (the ability to hold two opposing ideas and then reach a synthesis that improves on each) and an in-depth case study. This preparation continues in Semester 2 with workshops in qualitative and quantitative research methods to hone your analytical skills before proceeding to the final stage of your MBA.

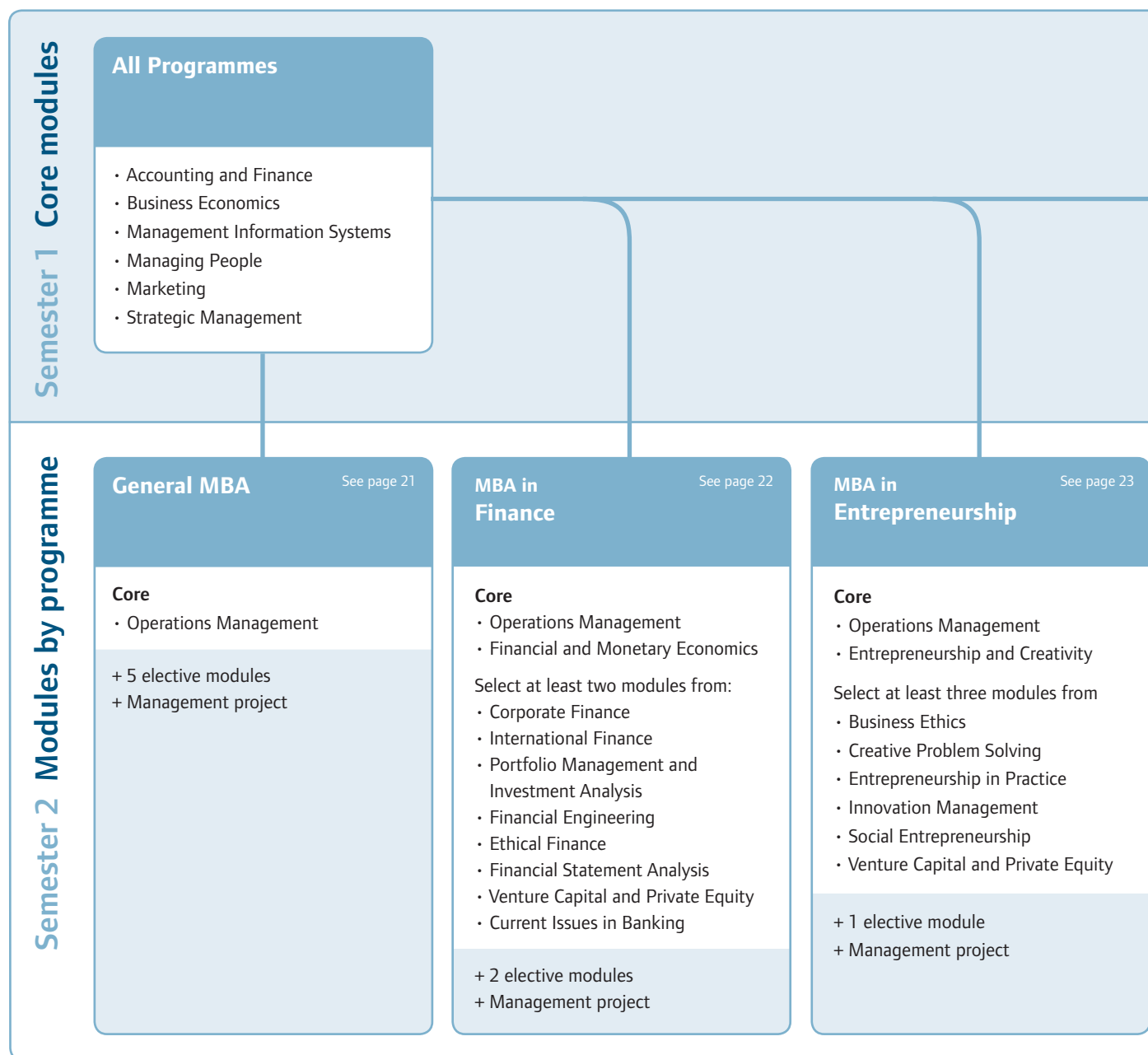
This encouragement to deal with all dimensions of a business issue leads naturally into the final element of your MBA programme—the management project. We encourage you to spend three months working as an intern within an organisation on an actual business issue of their choosing. The emphasis is on your ability to bring all your knowledge and skills to bear, and to use your developing interpersonal skills in a real life situation.

Our aim is very simple. When you take your Nottingham MBA into your next job you'll take not only new knowledge and new skills with you, but also an ability to see the big picture. Managers have to be multi-skilled to appreciate and work across a range of disciplines from marketing, through finance, strategy, to operations management.

# MBA Programme Structure

Effective management requires a combination of broad management knowledge coupled with more specialist skills.

All our MBA programmes consist of a set of core subjects, a menu of optional courses, and an individual or group management project. The core subjects ensure that all students study essential areas of management. The optional subjects and the project allow you to build on these core areas and tailor-make your own version of the Nottingham MBA.



## Elective modules

- Advanced Strategic Management
- Business and Commercial Law
- Business Ethics

- Contemporary Themes in Marketing
- Corporate Finance
- Corporate Governance and Social Accountability

- Corporate Social Responsibility
- Creative Problem Solving
- Current Issues in Banking
- East Asian Business and Society

- Entrepreneurship and Creativity
- Entrepreneurship in Practice
- Ethical Finance
- Financial and Monetary Economics



A fundamental part of your development is participation in group work.

We provide a management and interpersonal skills programme that all MBA course members take part in.

Working with talented peers from many different professional and cultural backgrounds, and close interaction with the academic staff, accelerates your learning and management development far more than is possible on purely distance learning programmes.

Full details of core and elective modules are on our website:  
[www.nottingham.ac.uk/business/mba](http://www.nottingham.ac.uk/business/mba)

### MBA in Corporate Social Responsibility

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#### Core

- Operations Management
- Business Ethics
- Strategies for Corporate Social Responsibility
- Corporate Governance and Social Accountability

Select at least one of

- Ethical Finance
- Social Entrepreneurship

- + 1 elective module
- + Management project

### International MBA

See page 25

#### Core

- A core module equivalent to Operations Management

- + 5 elective modules chosen from the partner institution
- + Management project

May be subject to change.

- Financial Engineering
- Financial Statement Analysis
- Innovation Management
- International Finance

- Management Consulting
- Management of Change
- Management: Current Issues and Contexts
- Managing the Global Firm

- Managing the Human Resource
- Portfolio Management and Investment Analysis
- Social Entrepreneurship

- Strategy, Organisation and Learning
- Venture Capital and Private Equity
- Website and Database Design for Business Intelligence

Subject to demand.

## General MBA



The General MBA programme provides an advanced course in management for men and women seeking senior positions in industry, commerce, and public services.

The core subjects of the MBA develop knowledge and skills in fundamental management disciplines. The elective subjects permit course members to concentrate in-depth on more specific subjects according to individual interests and career requirements. The programme involves participation in group work with course members from many different industrial, commercial, geographical and cultural backgrounds, and is aimed at improving the decision making abilities of participants and producing managers of the highest quality.

**This MBA is available either full-time (1 year) or part-time (2-4 years).**

### **Anthony Widdop** General MBA



I worked as an IT Manager before deciding to study for my MBA at Nottingham, which I chose to enhance my understanding of business at management level. My intention was for a strategic change in career direction with the MBA as the vehicle to create new opportunities.

The course is an intensive and richly rewarding programme. Working in small teams to regular deadlines enhanced my communication and team working skills. It also taught me how to manage regular and sometimes conflicting obligations. Teams were international with members coming from diverse backgrounds and work experience.

The MBA has given me the confidence to apply a wide range of business skills in future roles. Particularly useful were in class group exercises requiring quick thinking about real life business case studies. Afterwards we were often required to present our findings to the class, an experience that greatly enhanced my presentation skills.

My year at Nottingham culminated in an internship and management project investigating the potential to implement an alternative pricing model in UK law firms. The project allowed me to demonstrate many of the skills that I had learned on the course. The MBA was a challenging, but immensely enjoyable experience. I would thoroughly recommend it.

## MBA in Finance



The MBA in Finance provides an advanced course in management for those who need to improve their understanding of business finance and the measurement and management of the financial performance of international business, commerce, or third sector organisations.

The programme builds on the essential core management modules, allowing greater emphasis in elective modules on the financial aspects of management.

The programme involves participation in group work with course members from many different industrial, commercial, geographical and cultural backgrounds, and is aimed at improving the decision making abilities of participants and producing managers of the highest quality.

**This MBA is available either full-time (1 year) or part-time (2-4 years).**

Studying for an MBA at Nottingham was one of the most important, challenging and enjoyable periods in my life. The programme was intensive and demanding but well organized and flexible at the same time. From a professional point of view, through engaging in multiple group projects I learned how to work in a rapidly changing environment and with colleagues who had different cultural and professional backgrounds. I got a better sense of my own career direction and improved my business understanding. This gave me the confidence to start a new business with two other partners – RUVENTO Venture Partners – in addition to consulting within Deloitte & Touche. The MBA at Nottingham had a personal touch and we developed strong and true friendships within the group, something that I think isn't always necessarily the case when studying in big metropolitan cities. As an overseas student, the cooperative and very helpful approach of the Business School staff was also a nice surprise for me.

### Anton Vayshnurs

MBA in Finance



## MBA in Entrepreneurship

*“Successful entrepreneurship is a complex activity requiring a combination of personal traits, competencies and abilities, some of which are innate, some of which are latent or dormant and some of which can be learned.”*

Professor Martin Binks

Director, University of Nottingham Institute for Enterprise & Innovation (UNIEI).



Elaine Young Chief Executive Club 328, General MBA 2005.

Our MBA in Entrepreneurship offers you one of the most up-to-date approaches to entrepreneurship education available anywhere.

Our focus is on integrating advanced teaching and learning in management with a focussed and practical approach to entrepreneurship education. We emphasise the interaction between management practice, entrepreneurship, and the external environment to encourage you to apply innovative and entrepreneurial skills across a variety of settings.

If you are an experienced manager who wants to enhance your creativity and entrepreneurial skills, or a seasoned entrepreneur who wants to improve your managerial skills, this MBA will suit you.

The programme focuses on live case studies with direct participation from experienced entrepreneurs. The School's Institute for Enterprise and Innovation (UNIEI) is extremely well connected in the local business community and course members will benefit from exposure to a network of organisations across a range of industries.

Integrative learning is central to this MBA and UNIEI have designed and developed numerous trademarked tools for entrepreneurial skills development, which creates a fresh and dynamic environment in which our MBA course members flourish.

**This MBA is available either full-time (1 year) or part-time (2-4 years).**

### Tim Goldfield

General MBA



The Nottingham MBA has definitely been an asset during my IT consulting business start-up and often in ways I could never have predicted. After the MBA, I founded Geek-Guru, an IT consultancy because I think the IT industry has suffered in the past because there's been a gap between what businesses are really after and what IT companies have been offering. When you've spent your life training in technology there's a tendency to forget that IT is a means to an end rather than an end in itself and I think it's crucially important to keep business objectives in the forefront when planning any IT strategy. With that in mind, it's almost impossible to imagine doing this job effectively without a thorough knowledge of business. The MBA has been the perfect tool for achieving familiarity with such a diverse subject.

One of the biggest outcomes from my MBA has been an increased confidence, which is perhaps more subtle and harder to quantify than actual business knowledge. Starting this business has been my dream for about 15 years and the MBA has opened up avenues of thinking I would never have come across prior to the course. It's the little things that actually make the biggest difference and knowing you can walk into a room full of business types and effectively 'talk the talk' can make a massive difference, even if you rarely have to do so in practice.

'The choice of modules is excellent and I can honestly say I have learnt something I will use in almost every single lecture.'



## MBA in Corporate Social Responsibility



Claudia Frere CSR MBA 2007

Our MBA in Corporate Social Responsibility is the first and only MBA of its kind in the UK. This pioneering programme demonstrates our commitment to ensuring that the teaching of socially responsible business practices and ethics are a core part of the Nottingham MBA.

The School wants to train specialists in CSR as well as informing mainstream managers about good practice, so all the modules specific to the programme—corporate governance and accountability, business ethics, and corporate social responsibility—are available to all MBA students.

The CSR MBA provides the opportunity for you to develop your career by combining an MBA with a concentration in the fast-growing international management issue of corporate social responsibility (CSR). By embedding CSR and corporate governance into management education, this programme will equip you with the knowledge and skills to tackle social and environmental challenges in your professional life.

The programme combines advanced teaching and learning in management with state of the art thinking in corporate social responsibility. This combination allows progressive learning at the leading edge of knowledge in the general discipline of management studies and socially responsible business.

**This MBA is available either full-time (1 year) or part-time (Executive version) over 2-4 years.**

I worked for Sightsavers International, which combats blindness and promotes the rights of disabled people in developing countries, before deciding on Nottingham's MBA in corporate social responsibility. I wanted something that gave me a better understanding of how business can better relate to the external environment. I have always been interested in exploring the role of sustainable, inclusive, and innovative business approaches and competitive advantage of emerging nations. In the short term, I'm very interested in going back to Nigeria, where I come from, to work in the oil and gas sector, focussing particularly on sustainability, cleaner production and more local participation, in order to facilitate a more equitable distribution of the oil wealth. In the long term, I plan to start a consultancy firm and a fleet of other fully integrated and sustainable businesses.

What swung Nottingham for me was the International Centre for Corporate Social Responsibility, which has a diverse range of well-regarded academics and knowledge. The course has given me the theoretical and practical framework and the arguments to convince people that there are different ways of doing business, like more sustainable energy production. There is a certain amount of scepticism about CSR among my peers but I think that's because they don't fully appreciate the bottom-line business and ethical case for it. They see it as some sort of philanthropy. Part of the problem with business is that it's very short-termist but CSR is fundamental these days. I believe that businesses that will be able to compete in future are those that are fundamentally keyed into the environments they operate in.

### Michelle Akande

MBA in Corporate Social Responsibility



## International MBA



The International MBA is a full-time programme that offers you the opportunity to study the core management subjects at Nottingham, followed by a wide choice of elective modules offered by our partner institutions overseas.

This provides an opportunity for you to experience two different business and social cultures, and possibly to enhance your foreign language skills. The core modules are the same as the core of the General MBA and course members attend classes with the General MBA.

The choice of elective modules differs from one overseas business school to another. The MBA Office at Nottingham has up to date information on the overseas business schools and modules that are available. The elective modules are normally taught in English, but foreign language modules may be possible if you are already fluent in that language.

In the summer, you return to Nottingham to complete the management project.

All partner institutions are universities that already offer high quality MBA or equivalent level management programmes and currently include: WHU Koblenz, Germany; Dalhousie University, Halifax, Nova Scotia, Canada; University of Queensland, Australia, National University of Singapore and ESC Rennes, France.

You can also spend the international component of your MBA at the University of Nottingham Malaysia campus (UNMC).

**Richard Copland**  
International MBA



I worked as a change manager for five years before deciding to study for Nottingham's International MBA, which I chose because I felt that there was a gap in my business and management skills. My goal was to create new opportunities for myself using the experience as an enabler to change and grow my career. Choosing Nottingham gave me a priceless first-hand opportunity to study, research and experience leading organisations from across the globe.

Since graduating from Nottingham, I have joined LogicaCMG's management consulting division. I was immediately involved in projects that called upon the skills I developed during my MBA course. My previous work experience gave me an understanding of various sectors, but the International MBA has given me the confidence and theoretical frameworks to make the most of that experience.

## Diploma in Business Administration Route



If you have considerable managerial experience but do not have a first degree or a professional qualification, the School provides a way for you to join the Nottingham MBA.

The full-time Diploma route provides an opportunity to take the six core MBA modules in Semester 1. Diploma students who are successful in at least four of these modules can then choose to transfer seamlessly onto the full-time MBA in Semester 2 and complete the programme.

Part-time course members taking the Diploma route can choose a mix of any four core and elective modules. If you successfully complete these four modules, you will be transferred onto the MBA programme to complete the MBA award.

Many of our MBAs have successfully completed the programme in this way and continued on to successful careers.

Being a student again after 35 years is quite a change in lifestyle but I had no problem fitting in. Support from faculty has been great and staff at all levels are friendly and willing to chat or help with problems. I really felt people had time for me as an individual. Academically the material was stimulating and I have particularly enjoyed the dissertation. My dissertation is on Litigation Funding and Access to Justice, an area in which the Centre for Risk and Insurance Studies (CRIS) has special expertise through the work of Professor Paul Fenn and others. It's been great to meet students from around the world and I have particularly enjoyed meeting the students from the Far East. I'm sure that our group work has fostered a better understanding of each others' culture.

**Malcolm Stewart**



## Part-time MBA Programme Structure

Full details of core and elective modules are on our website:  
[www.nottingham.ac.uk/business/mba](http://www.nottingham.ac.uk/business/mba)

### Executive MBA

See page 29

#### Modules

- Business Economics
- Finance and Accounting
- Management Information Systems
- Managing People
- Marketing
- Operations Management
- Strategic Management

+ 5 elective modules  
 + Management project

### Public Sector variant

#### Modules

- Public Services Management
- Public Services Policy

### Healthcare variant

#### Modules

- Commissioning and Service Redesign
- Ethics, Governance and Risk

+ 3 elective modules

### Corporate Social Responsibility variant

#### Modules

- Business Ethics
- Corporate Social Responsibility
- Corporate Governance and Social Accountability

+ 2 elective modules

### Part-time Singapore General MBA

See page 28

#### Modules

- Managing People
- Business Economics
- Finance and Accounting
- Management Information Systems
- Marketing
- Strategic Management
- Operations Management

+ 5 elective modules  
 + Management project

### Part-time Singapore MBA in Finance

See page 28

#### Modules

- Managing People
- Business Economics
- Financial & Monetary Economics
- Finance and Accounting
- Management Information Systems
- Marketing
- Strategic Management
- Operations Management

+ 4 elective modules  
 + Management project

## Elective modules

- Advanced Marketing Management
  - Advanced Strategic Management
  - Banking and Deposit Institutions
  - Business and Commercial Law
  - Business Ethics
  - Corporate Finance
  - Corporate Governance and Social Accountability
  - Corporate Social Responsibility
  - Creative Problem Solving
  - Crisis Management and Business Continuity
  - East Asian Business and Society
  - Entrepreneurship
  - Financial and Monetary Economics
  - Innovation Management
  - International Business
  - International Finance
  - Management Consulting
  - Management of Change
  - Management: Current Issues and Contexts
  - Managing the Global Firm
  - Managing the Human Resource
  - Portfolio Management and Investment Analysis
  - Relationship Marketing
  - Social Entrepreneurship
  - Strategy, Organisation and Learning
  - Venture Capital and Private Equity
- Subject to demand

#### NOTE: EXECUTIVE MBA MODULES

Elective modules for the Executive MBA are offered on a rolling programme basis. Please see our website, [www.nottingham.ac.uk/business/mba/N10F.html](http://www.nottingham.ac.uk/business/mba/N10F.html) for the four yearly forward planner of electives.

#### NOTE: SINGAPORE MBA MODULES

A select number of the UK electives are offered through the Singapore MBA Programmes.



## Part-time Singapore General MBA and MBA in Finance



### Nottingham University Business School and PSB Corporation: A powerful partnership.

We run our General and Finance MBA programmes in Singapore in partnership with PSB Corporation Academy, one of Singapore's premier training institutions, which trains almost 25,000 people every year. The MBA is specially structured for today's aspiring managers with the potential for senior positions and with the ability to take on the emerging knowledge-based economy. Singapore MBA programmes are taught by Nottingham faculty in short intensive blocks in Singapore.

Executive MBA course members can choose to take modules in Singapore.

With over 120 MBA programmes offered in Singapore, consumers now have a wide range of choices. I personally find the MBA from Nottingham University Business School both enriching and credible. It spells out the challenges faced by business administrators and the possible solutions and provides professionals running their own practice the insight to manage their firms in an effective business manner. Marketing strategies can help these firms develop and chart directions for business growth. I think an MBA is very helpful to doctors and lawyers who have been long under the mistaken misconception that medicine and law are professions on their own and there is no need to know what businesses are up to.

I'm still applying the knowledge I learnt on the Corporate Financial Strategy module to my current job. Professor Bob Berry's lectures are applicable and lively and he keeps his audience enthused and motivated with real life examples as litmus tests for concepts and theories. Class participation was encouraged and highly interactive. Bob cautioned that managers need to be aware of their responsibilities to shareholders and understand how different they are from shareholders. Only then can they hope to do their job well and only then is acquisition of management skills useful.

The Nottingham MBA is never short of innovative methods that participants can acquire and master. Professor Martin Binks's Entrepreneurship module is well received in the UK and Singapore by MBAs from a wide range of backgrounds and experience. The Entrepreneurship module has provided me with an in-depth examination of the creative entrepreneurial process from idea to market. In essence, the Nottingham MBA is about engaging the world of ideas in business today in order to succeed tomorrow!

#### Mary Ng

MBA (Distinction)  
PSB Academy  
Singapore





## Part-time Executive MBA



Nottingham University Business School's Executive MBA offers you an advanced management education programme that matches the needs of developing executives.

Our programme is designed for managers who want to continue their careers while studying for an MBA at their own pace. Our Executive programme aims to develop your competence to generate value, improve organisational effectiveness, and enhance your ability to work with others to achieve successful change. The Executive MBA will give you a general management perspective on the functions of a business and how they can be integrated with a rapidly changing environment, together with a sound up-to-date knowledge and understanding of the operations of a business enterprise and of the practical skills you need to manage them. Our Executive MBA course members typically have at least five years of management experience, with the average being more than ten years.

Because we appreciate that you need to plan your MBA carefully to fit in with your work and other commitments, our Executive MBA is designed for maximum flexibility, allowing you to accommodate the programme into your lifestyle. You can vary the number of modules you take each year according to your commitments. Participants study in a series of self-contained, one-week intensive modules and you can take between two and four years to complete your MBA. Nottingham's ideal location and excellent transportation links allow managers located anywhere in the UK or overseas to participate.

### Sabine Weinheimer

Human Resources Manager  
Fraport (Frankfurt Airport)



After three years as an HR Manager, I felt that I needed to develop more managerial skills if I wanted to move on in my career. During the MBA, I realised that it is far more than studying a variety of individual business subjects. It definitely gave me a deeper understanding of general business concepts. Now, I would say I am not expert in any of the areas but I have a sound understanding of each of them, which enables me to get into technical discussions with the respective experts.

Mostly I have learned to understand myself a lot better—my values, abilities, and knowledge. It has made me aware of the differences between management and leadership. Instead of focussing on “getting things done,” I dare to step back and reconsider things. My focus is now more strategic and leadership oriented.

Even though I had always considered myself very efficient, the MBA tested my time management skills. The flexibility of the programme has been a major advantage in combining work and MBA responsibilities.

Finally, I have met many people with the same drive and aspirations that I would now call friends.

## Companies that have sent employees to our Executive MBA include:

- |                          |                        |                        |                           |                               |
|--------------------------|------------------------|------------------------|---------------------------|-------------------------------|
| • Bank of England        | • Bombardier Transport | • British Telecom plc  | • Alliance Boots          | • Capital One                 |
| • Ernst & Young          | • Estée Lauder         | • Experian             | • Ford Motor Company      | • Frankfurt Airport (Fraport) |
| • Games Workshop         | • Marconi              | • MK International Ltd | • National Health Service | • NatWest Bank                |
| • PricewaterhouseCoopers | • Rolls-Royce          |                        |                           |                               |

## The Business Benefit

The Executive MBA is available to individual applicants, those sponsored by companies, or through a formal partnership with organisations. For sponsoring organisations, we recognise that your managers are fully employed professionals and that in deciding to support their studies you need to be convinced of the specific benefits to your business. We can work in close partnership with our client organisations to customise an Executive MBA programme. Participants can customise their studies to match their responsibilities at work and their development needs. Participants who choose specialist elective modules in healthcare or corporate social responsibility can be awarded the Executive MBA (Health Care) or Executive MBA (CSR).

## Course Structure

The Executive MBA consists of twelve, one-week intensive modules plus a management project. Participants take seven core modules, plus five elective modules.

The School runs modules regularly during the year to allow you the flexibility to join the programme at various times.

To achieve the Executive MBA (Healthcare) or Executive MBA (CSR), participants can either choose specialist modules in Public Services Management and Public Services Policy or choose specialist modules in Healthcare or Corporate Social Responsibility.

## Public Sector, Not-for-Profit Clients, Healthcare Professionals

The structure and content of the Executive MBA (Healthcare) is the same as the Executive MBA but with more focus by providing two further core health care specialist modules: Commissioning and Service Redesign and Ethics, Governance and Risk.

## We can work with you to customise the programme in several ways

- A very flexible programme enables you to pace your studies to match the needs of your organisation.
- Choose from a wide range of elective modules that can be matched to your development needs or current responsibilities.
- The management project can deal with a real issue in your organisation through the application of relevant theory to practice to produce a major piece of work with practical recommendations and the potential to create value for your business.
- Coursework frequently enables participants to look at issues from the perspective of the sponsoring firm thereby applying learning directly to your organisation.
- With a range of MBA programmes in Asia, we can offer the possibility for your managers to take some modules overseas that can provide beneficial international experience.
- We offer partial bursaries for participants employed in the UK, EU or overseas public sector or not-for-profit organisations.

I graduated in Mechanical Engineering with German from the University of Bath and since then I have worked for Siemens in a number of roles in both the UK and Germany, always within the energy and power generation sectors.

Despite gaining customer exposure and management experience, as well as project management skills to add to my engineering background, I felt that my general business knowledge was somewhat limited. The range of further experience I could gain within our business in a short time was not comparable with undertaking some external training. I was fortunate to get funding for the MBA from my employer and I embarked on my 3-year MBA adventure and thoroughly enjoyed it from day one.

The course was pretty stretching, but I found that doing it part-time as well as working allowed me to assimilate and test some of the learning during my working day. As well as specific knowledge and skills, I found that the course reminded me how to learn and balance theory and practical knowledge to achieve a better outcome in many situations. Working in numerous groups within a class containing 45 different nationalities was quite an education!

After completing the MBA, I did an 18-month stint as Business Excellence Manager in one of our large power plant service businesses, leading a number of improvement programmes using techniques such as Lean and Six Sigma (the subject of my dissertation), which was quite a change of direction for me.

Recently, I have moved to Siemens Renewable Energy (wind turbines) to head up the UK service business - my dream job, and one I possibly wouldn't have been able to access without the added confidence and broader outlook I got from the MBA.

### Jan Sisson

General Manager  
On-shore Service  
Siemens Power  
Generation/Wind Power



# Develop your potential

An internship is an exciting challenge that provides you with the opportunity to develop your potential and focus your MBA on your career goals.



During the summer, I undertook a management project for iSportMarketing, a sports management company. Although my background was in property, I was interested in sports management and had previously been involved in the British Open Squash Championships. The reason I chose this project was twofold: I wasn't sure whether I wanted to stay in the property industry and I wanted to work on a project that I could enjoy. I also wanted to work in a 'live' environment and produce a report where the research and outcomes would be valuable to the business.

Working as an individual on a project was a real challenge, although staying focussed, inspired, and interested was so much easier having made the correct decision for the project. It really paid dividends. My enthusiasm was apparent in meetings with my client and I was able to advise him with confidence throughout the project.

Pulling together the research, analysing the outcomes and producing the management report was also tough, although well worth the effort. I had written reports previously, but

nothing of such length that contained so much research. My client started implementing changes within his business, based on the research and recommendations I provided, as soon as the project was complete.

Although I have returned to the property industry, the skills I gained from undertaking the MBA and working on this particular project will assist me if ever I want to change my career.

**Andrea Richardson**  
*Sales Director, Southreef Properties.*

Your internship experience can make a big difference to your post-MBA career, and your CV stands out, showing that you can put theory into practice.

Many organisations use internships to assess the potential of new employees. Several Nottingham MBAs have been offered jobs with the business they have worked for, while others found that an internship is an ideal way of gaining exposure to a new sector.

The Nottingham MBA offers opportunities for full-time students to apply for a number of competitive internship projects in the UK and overseas. We work in partnership with leading multinational companies such as Alliance Boots, E.ON, and Experian, as well as with small and medium-sized enterprises, financial services, not-for-profit organisations, and creative industries.

We are part of an internship scheme that DHL offer to a select group of business schools each year. The scheme offers international internship opportunities that are chosen through a competitive application and interview process.



Companies that have recently provided internship places include:



Internships take place during the summer and usually last about ten weeks.

You can work individually or as part of a group, and are supported by a faculty member who specialises in your area. You will also have a mentor from the company you are working with.

The internship counts as 60 credits towards your MBA and is assessed by a management project report.

Jörg Epple was chief executive of an international clothing manufacturer and worked in the industry for over 15 years before beginning his MBA.

Jörg says: 'The MBA in Corporate Social Responsibility helped me to undertake cutting-edge research with an internship at BMW Consulting in Munich, Germany. After the MBA, I joined Camaxys, a leading European environmental health and safety solution provider. I am responsible for managing the development of our software, and ensuring that our products help businesses to reduce and manage their environmental, health and safety risks.'

**Jörg Epple**

*Regional Managing Director, Sunrise Senior Living.*

### Nottingham MBA consultancy projects

- Development of a venture capital fund
- Strategic analysis of a sports marketing business
- Assessment of the impact of environmental issues for a global consultancy
- Evaluation of enterprise resource planning implementation for a worldwide blue-chip company
- Supply chain processes and policies for Rolls-Royce



# Advance your career

The Postgraduate Careers Service will help you to plan your own career route by taking into account your individual experiences, skills, interests and aspirations.



After graduating with an MBA in CSR from Nottingham, I joined E.ON UK, initially as a Programme Manager for Energy Services' Strategic Change team. After just three months in the job, I took up a more senior role as CSR Manager for E.ON UK's Business Services Division. My continued liaison with the University has enabled me to keep abreast of topical developments in my areas of interest and I encourage would-be MBAs to consider the Nottingham MBA, as it is good value for money.

**Tabani Ndlovu** MBA in CSR  
*Programme Manager, Strategic Change Team,  
E.ON Energy Services.*

I embarked on the MBA after more than two decades of work experience largely within the aviation sector. The qualification and skills have allowed me to progress my career from senior management level and secure a CEO role in small private jet business. Without the learning at the Business School, I would not have the confidence & knowledge to work at this level. In addition to the excellent reputation of the business school, the course equipped me with the skills I am using on a daily basis. The full-time MBA was one of the most intense and rewarding years I will ever experience. I learnt so much in one year that at times I thought my brain might explode! I chose the right course and the right time and it paid off.

**Elaine Young** General MBA  
*Chief Executive, Club 328.*



## Employers

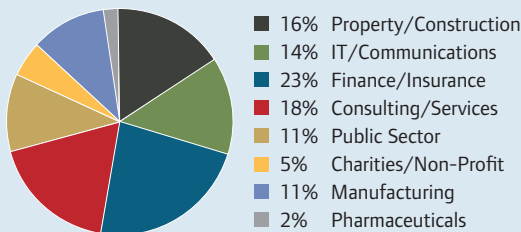
Our MBAs are employed nationally and internationally. Recent employers include:

- ABI Financial Group
- Agricultural Bank of China
- American International Assurance Company
- Arriva PLC
- Bank Muscat
- British Telecom
- Brunei Investment Agency
- Capital One
- Carillion
- Catalyst Fund Management & Research Ltd
- Central Bank of Barbados
- China Everbright Bank
- Citibank
- Deloitte
- Diamond Bank Plc
- EDS
- EIM Group
- E Square Inc
- Ernst & Young
- Estee Lauder
- Gemecon
- Grameen Phone
- Grant Thornton
- Honeywell
- HSBC
- IBM
- Inspace Partnerships
- KPMG
- Logic Management Consulting
- M. Price Ltd
- Malakut Insurance Brokers
- National Bank of Dubai
- Platinum Habib Bank
- PricewaterhouseCoopers
- Siemens Energy Services
- Sony
- Standard Chartered Bank
- The Islamic Bank Of Brunei
- Transport for London
- Universal Giving

As a Nottingham MBA, you will have access to our specialist in-house Postgraduate Careers Service to help you review, explore and plan your future career path.

### Career Progression Highlights 2008

93% Post-MBA Salary Increase  
94% Employed at 3 months post-MBA



### Career background MBA 2008



The MBA played a major role in the promotion and opportunities I was fortunate to be given at ICICI Prudential. My immediate salary hike, post-MBA, was 2.5 times what it was just prior to the MBA and today my salary is double that. No doubt, the MBA from Nottingham has gone a long way in enabling me to secure this career trajectory.

**Jehangir R. Damkevala** MBA in Finance  
Chief Manager - Compliance (Sales & Distribution)  
ICICI Prudential Life Insurance Company Limited.

We encourage you to begin this process in the early stages of your MBA so that you can be in the best position to promote yourself to recruiters throughout the year.

## Working with you

Many students see the MBA programme as a springboard to their chosen career path, while others view the MBA as a chance to review their career and consider new directions. Our services are designed to assist you throughout:

- Individual career consultations to discuss your career objectives and job search strategies.
- Our Career Management Skills Programme is designed to help you plan your career, tailor your job search and present yourself effectively to MBA recruiters.
- Visiting speakers to provide expert insights into a variety of career areas and industry sectors.
- Our Psychometric Assessment Development Centre has been designed for MBAs to develop increased self-awareness and offers expert and professional career profiling.
- Specialist resources for MBA career planning such as CareerLeader, the state of the art guidance package developed by Harvard Business School for MBA students.
- A tailored vacancy service to ensure you are kept up to date with the latest opportunities in the MBA job market.
- Our Online MBA Profiles Showcase allows you to promote yourself globally to recruiters who are seeking MBA expertise and skills.

## Working in the UK

International graduates can live and work in the UK for up to 2 years on successful completion of their UK studies. Tier 1 (Post Study Work), of the new points based system came into effect on 30 June 2008. For further information on working in the UK, go to: [www.bia.homeoffice.gov.uk](http://www.bia.homeoffice.gov.uk)



**Barbara Fear**  
Director, Postgraduate Careers Service

# How to apply

## Application procedure for MBA programmes

You can apply for the full-time MBA at any time for each annual entry in September/October but we advise you to apply early.

Part-time course members can also begin in January.

Entry to the part-time MBA in Entrepreneurship and MBA in Corporate Social Responsibility is in January, April, July, or September.

Entry to the Executive MBA is in January, March, April, May, July, and September.

**Candidates who are within reasonable travelling distance of Nottingham will be required to attend for an interview.**

## Qualifications

You must normally be a graduate of an approved University holding an honours degree or a relevant professional qualification deemed to be equivalent to a first degree. You can apply either by hard copy application form or through the University's online Postgraduate Admission portal at: <https://pgapps.nottingham.ac.uk>

Please enclose a transcript and copy of certificates with your hard copy application form or send them separately if applying online. The decision regarding acceptability of qualification rests solely with the Business School. We usually require at least a second-class honours degree, or overseas equivalent, to be held by successful applicants.

## Work Experience

Candidates are usually expected to have three or more years of full time work experience, the majority of which will have been gained since graduating from their first degree.

## References

Two references should be enclosed with your application, or arrange for the referees to send references directly to our MBA office. We prefer that one reference is from an academic (e.g. your old University) or training source (e.g. your company training or personnel officer) and that the second reference is from an employer or business contact.

## English Language Requirements

If your first language is not English, and you do not have a degree from a UK institution, we require evidence of your competence in English. We will normally require one of the following combinations of test results for an immediate entry to the MBA Programme.

### Either:

- An IELTS score of at least 7.0 with a minimum score of 6.0 in each of the four elements of the test.

### Or any one of the following three options:

- A TOEFL score of at least 600, with a TWE score of 5.0.
- Computerised test equivalent of 250 with a TWE of 5.0.
- An Internet-based TOEFL score of at least 100, with a minimum score of 22 in each individual element of the test.

Together with a Graduate Management Admission Test (GMAT) of at least 600 with an Analytical Writing Assessment (AWA) score of at least 5.0.

IELTS is administered through British Council offices in many countries. For information about your local test centre contact the British Council in your own country.

Information is available at: [www.ielts.org](http://www.ielts.org) or telephone the UK helpline on +44 161 9577755. Please note that you should apply to do the 'Academic' version of the test.

TOEFL and GMAT are administered by the Educational Testing Service in the USA. Information is available from:

[www.mba.com/mba/TaketheGMAT](http://www.mba.com/mba/TaketheGMAT)

or telephone +1 609 7717330. Please note that we will not accept a TOEFL result without a TWE score.

## Diploma in Business Administration Route

If you have considerable work experience but do not have a first degree or a professional qualification, the School provides a way for you to join the Nottingham MBA.

The Diploma route allows participants who are successful in at least four of their first six modules to transfer onto the MBA and complete the programme.



All Nottingham MBAs are accredited by the Association of MBAs, and most UK applicants for the MBAs will be eligible for the AMBA Business School Loan Scheme.

## Additional information to support an application

The School reserves the right to ask for additional individual evidence to support an application. All applications are acknowledged and you will be notified if further information is required. Applications are treated in confidence and your details will not be notified to organisations outside the University without your consent.

It is not our normal policy to make conditional offers and it is therefore important that all necessary information is supplied to us as soon as possible if you wish to receive an early offer from us.

## MBA Fees 2009-2010

General MBA	<b>UK and EU clients £18,000</b>
MBA in Finance	
MBA in Corporate Social Responsibility	
MBA in Entrepreneurship	<b>Overseas clients: £19,000</b>
Executive MBA without a company contract*	

Executive MBA by corporate contract	<b>Please contact us</b>
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International MBA	<b>UK and EU clients £19,000</b>
	<b>Overseas clients £19,500</b>

\* We offer partial bursaries for participants employed in the UK, EU, or overseas public sector or not for profit organisations.

## MBA Fairs

We will have a stand at various MBA fairs including:

### 2008

The Business School will be participating in the Autumn QS World MBA Tour at the following venues/dates when staff attending will be happy to meet you.

1 September 2008	Mexico City
9 October 2008	Moscow
22 October 2008	Paris
25 October 2008	London
1 November 2008	Frankfurt
6 November 2008	Tokyo
13 November 2008	Shanghai
17 November 2008	Taipei
25 November 2008	Bangkok
29 November 2008	New Delhi
1 December 2008	Mumbai
6 December 2008	Bangalore

For further details/registration, go to:

[www.topmba.com/mba\\_fairs/wmtregistration/](http://www.topmba.com/mba_fairs/wmtregistration/)

### 2009

9 January 2009	ULCS Recruitment Fair The Design Centre, London
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Further details of additional MBA Fairs in 2009 will be published on the Business School website.

## 2009 Open Days/Evenings

Our open days/evenings provide an opportunity for you to meet current students, staff, and alumni, and to see the facilities of both the Business School and the University of Nottingham.

Saturday 7 February 2009, 10AM
Saturday 25 April 2009, 10AM
Wednesday evening 24 June 2009
Wednesday evening 9 September 2009

Further details on the Business School website.

# Scholarships

Each year the school offers a range of excellent scholarship opportunities for exceptional candidates.



For the 2009/10 programme, the School is offering a number of scholarships for the Nottingham MBA. Eligible candidates will only be considered for a scholarship once they have been offered a place on the programme.

- **One full-time HEU full fee scholarship**
- **Two full-time HEU half tuition fee scholarships**
- **One HEU full tuition fee scholarship for Executive MBA**
- **Three £2,000 scholarships towards tuition fees**

Open to full-time HEU MBA applicants and HEU/OS applicants who have secured British Council Chevening Scholarship.

### • **International Centre for Corporate Social Responsibility (ICCSR) Scholarships**

The ICCSR will be providing scholarships and bursaries for exceptional candidates.

### **Other Scholarships**

- **The JJ Salmon Scholarship.**  
A £500 Bursary to a Home/EU candidate with a background in science.
- **The Sir John Anstey Scholarship.**  
A £500 Bursary towards travel costs.
- **A £500 Bursary.**  
Towards travel costs associated with the management project.

### **Applying and deadlines**

Details of all scholarships, applications forms, and dates when candidates will be informed of the result of their application are at:

[www.nottingham.ac.uk/business/mba/Scholarships.html](http://www.nottingham.ac.uk/business/mba/Scholarships.html)

**The deadline for all scholarship applications is Friday May 29th, 2009.**

No decisions can be made until after the closing date.



# Industry leading expertise

Our faculty is made up of pioneering and award winning professionals. Here are some of their highlights.





### **Professor Martin Binks**

*Professor of Entrepreneurial Development and Director, University of Nottingham Institute for Enterprise & Innovation (UNIEI).*

Martin Binks is adviser and consultant to HM Government Ministries and a member of the Bank of England Governor's Seminar on the Financing of Small Firms. He heads the UK Business Barometer, a monthly online survey that benchmarks key issues for smaller businesses-an important source of information to inform economic policy. His research interests are in technology transfer, entrepreneurship, and finance for small and medium enterprises and he leads the major biennial bank report published by the Business School and the Forum of Private Business, the largest and longest running survey of its kind.



### **Professor Peter Swann OBE**

*Professor of Industrial Economics*

In May 2005, Peter Swann, Professor of Industrial Economics, joined Richard Lambert, Director-General of the CBI and author of the Lambert Review of Business-University Collaboration, at a special event at HM Treasury. The event, 'Knowledge Transfer and Business-University Collaboration: Creating the Right Innovation Ecosystem for the UK' included leading figures from higher education and business, who debated their different perspectives on the issues.

In 2007, Peter was appointed to the Ofcom Spectrum Advisory Board. OFCOM Chief Executive Ed Richards said: 'I am delighted to welcome Peter Swann to the board and know that he brings great expertise and will enhance significantly our work.'

An expert on the economics of innovation, Peter has held several advisory positions with government, including specialist advisor to the House of Lords Committee on Science and Technology for their report on the Innovation-Exploitation Barrier. In 2005, his work was recognised when he was awarded an OBE.



### **Professor Jeremy Moon**

*Professor of Corporate Social Responsibility and Director, International Centre for Corporate Social Responsibility (ICCSR)*

Jeremy Moon is adviser on CSR to the UK and Australian Governments. His research interests are in governance and CSR, CSR in Europe and Asia, and CSR and globalisation. He works with the European Academy of Business, and leads The Survey of CSR Teaching and Research in Europe with the European Foundation for Management Development (EFMD) and the UN Global Compact.



### **Professor Ken Starkey**

*Professor of Management and Organisational Learning*

Ken Starkey is an authority on management and organisational learning and the role and future of business schools. In 2007, he and co-author Nick Tiratsoo published *The Business School and the Bottom Line* (Cambridge UP), the first book of its kind based on rigorous, empirical research. The National School of Government has recently appointed Professor Ken Starkey as one of the first Fellows of the Sunningdale Institute - a distinguished group including internationally rated academic and industry figures. The new Institute will support officials formulating and implementing public service policy and strategy by offering knowledge exchange, consultancy, and learning and development activities for senior public servants. .



### **Professor Mike Wright**

*Professor of Financial Studies Director, Centre for Management Buy-out Research (CMBOR)*

Mike Wright founded the Centre for Management Buy-Out Research (CMBOR), now the world's leading authority on venture capital and management buy-outs, in 1986.

He is also a pioneering teacher. He was one of the first to start a course on entrepreneurial finance, which he teaches as visiting professor at INSEAD, the University of Sienna, and Erasmus University in Rotterdam, where he holds a part-time chair in entrepreneurship. Ghent University awarded him an Honorary Doctorate in recognition of his pioneering work, particularly for his contribution to entrepreneurship.

He has advised international organisations and venture capital companies and was appointed senior academic expert with the IWT, to evaluate Flanders' innovation policy. Under the stimulus of the World Bank, he advises European universities on promoting the entrepreneurship of their researchers.



### **Professor Caroline Tynan**

*Professor of Marketing*

Caroline Tynan is Dean of the Chartered Institute of Marketing. Her research interests include relationship marketing particularly within business-to-consumer and cross-cultural contexts, consumption meanings, and managerial marketing practice.

# Your MBA team



## Leigh Drake

Leigh Drake became Director of the School in 2007 and is Professor of Financial Economics. He is a member of the School's Centre for Risk and Insurance Studies, one of the world's leading university centres for teaching and research in risk and insurance. His research interests include: analysis of efficiency and performance in financial institutions; mutuality; risk analysis, risk management and capital adequacy in financial institutions; modelling of financial institutions and markets, including banks, insurance companies and the housing and mortgage market; monetary economics and monetary policy.

He has published widely in journals such as: Review of Economics and Statistics; Economic Journal; Economica; Oxford Economic Papers; Economic Inquiry; Journal of Money, Credit and Banking; Journal of Banking and Finance. He has acted as a consultant to the UK Home Office and to numerous banks and building societies.



## Bob Berry

Bob Berry is Boots Professor of Accounting and Finance, Director of the MBA Programmes, and Co-Director of the Singapore MBA.

His research interests are in financial management: The implications of shareholder value management for decision and control processes; Portfolio Management: The construction of ethical portfolios; Artificial Intelligence: The application of artificial intelligence techniques to problems in financial analysis and management; and Business History: The analysis of the surviving accounting records of 19th century coal, iron and steel companies. Bob was awarded Best Overall Teacher in the Business School's 2007 Best Teacher Awards.



## Steve Diacon

Steve Diacon is Professor of Insurance and Risk Management and Director of the MBA in Finance. He is a member of the School's Centre for Risk &

Insurance Studies (CRIS) and a member of the editorial board of the Geneva Papers on Risk and Insurance. His research interests are in the economics of risk and insurance; insurance company performance; corporate risk management; personal savings and financial markets; individual risk attitudes and perceptions; and ethical issues in insurance.



## Heidi Winklhofer

Heidi Winklhofer is Professor of Marketing, Divisional Research Director for Marketing and Co-Director of the Singapore MBA Programme. Her expertise is in contemporary marketing practice; customer perceived value; purchasing and research methodology.



## Jeremy Moon

Jeremy Moon is Professor of Corporate Social Responsibility, Director of the School's International Centre for Corporate Social Responsibility (ICCSR) and Director of the MBA in CSR Programme. The Aspen Institute has awarded him its "exceptional scholar" award for his outstanding work in corporate, social, and environmental responsibility education. His expertise is in government and CSR; CSR in Europe; CSR and globalisation; and conceptualising and theorising CSR.



## Christine Coupland

Chris Coupland is Co-Director of the Executive MBA Programme and Associate Professor in Organisational Behaviour. Her research interests are in discourse analysis; identity as a socially constructed phenomenon; graduate socialisation and careers; and analysis of web-based corporate texts.



## John Richards

John Richards is Co-Director of the Executive MBA Programme and Special Professor in Management Learning. Before joining the Business School, John had a career in management and organisational development. He was head of senior management development at the Boots Company PLC where he was a founder sponsor of the Nottingham Executive MBA. His interests are in strategy, organisational learning, and executive coaching.



## Mark Learmonth

Mark Learmonth is Director of the Executive MBA (Health care) and Associate Professor in Organisation Theory. For the first 17 years of his career, he worked in a variety of health care management posts and his research interests continue to reflect that experience. He writes about public sector management (especially health care); ways of using evidence to inform management practice as well as about alternative ways of thinking concerning how we might organize work – and our lives at work.



## Chris Mahon

Chris Mahon is Director of the MBA in Entrepreneurship Programme. His expertise is in entrepreneurship, social entrepreneurship, social enterprise, social return of investment (SROI) methodology, and psychological capital. Originally from the USA, Chris completed his MBA at Nottingham and is an entrepreneur with nearly two decades of experience working with small to medium sized enterprises. He is Director of Thirdkey Social Enterprises, one of the East Midlands' leading providers of business advice and support to the social enterprise sector.



## Elaine Kay

Elaine Kay is MBA Programmes Manager and is responsible for the management of the MBA courses and admissions, combined with the general welfare of MBA course members.

# MBA Academic Staff

Full staff details are available at [www.nottingham.ac.uk/business](http://www.nottingham.ac.uk/business)

## Dr Kevin Amess

Lecturer in Strategy

## Christopher Barnatt

Associate Professor in Computing and Organizations  
Director of Teaching and Learning

## Professor Howard Bennett

Hind Professor of Commercial Law, School of Law

## Professor Bob Berry

Boots Professor of Accounting and Finance  
Director of MBA Programmes

## Professor Martin Binks

Professor of Entrepreneurial Development  
Director, University of Nottingham Institute for Enterprise and Innovation (UNIEI)

## Professor Alistair Bruce

Professor of Decision and Risk Analysis

## Dr Wendy Chapple

Associate Professor in Industrial Economics

## Dr Thomas Chesney

Lecturer in Information Systems

## Dr Christine Coupland

Associate Professor in Organisational Behaviour  
MBA Management Projects  
Co-ordinator

## Janet Dean

Visiting Lecturer  
Director, People Matter

## Professor Stephen Diacon

Professor of Insurance and Risk Management  
Director of MBA in Finance

## Professor Kevin Dowd

Professor of Financial Risk Management

## Professor Leigh Drake

Professor of Financial Economics, School Director

## Professor Christine Ennew

Professor of Marketing  
Dean of the Faculty of Law and Social Sciences

## Dr Sandra Frisby

Baker & McKenzie Lecturer in Corporate and Commercial Law, School of Law

## Scott Goddard

Associate Director  
Director of International Relations

## Dr Jean-Pascal Gond

Lecturer in Corporate Social Responsibility

## Keith Harrison

Special Professor (Management Consulting)

## Professor John Hasseldine

Professor of Accounting and Taxation  
Co-Director, University of Nottingham Tax Research Institute (TRI)

## Dr Sally Hibbert

Associate Professor in Marketing

## Dr Robert Hoffmann

Associate Professor in Economics

## Professor Jeffrey Kenner

Professor of European Law, School of Law

## Dr George Kuk

Associate Professor in Strategy and Information Systems

## Professor Andy Lockett

Professor of Strategy and Entrepreneurship

## Professor Bart MacCarthy

Professor of Operations Management

## Chris Mahon

Director of MBA in Entrepreneurship

## Dr Andrew Marton

Associate Professor and Reader in Chinese Geography  
School of Contemporary Chinese Studies

## Sally McKechnie

Associate Professor in Marketing

## Alyson McLintock

University Teacher in Accounting and Finance  
Senior MBA Tutor

## Professor Jeremy Moon

Professor of Corporate Social Responsibility  
Director, International Centre for Corporate Social Responsibility (ICCSR),  
Director of the Corporate Social Responsibility MBA Programme

## Dr Simon Mosey

Associate Professor in Enterprise & Innovation  
Deputy Director, University of Nottingham Institute for Enterprise and Innovation (UNIEI)

## Dr Prithwiraj Nath

Lecturer in Marketing

## Professor David Newton

Professor of Accounting and Finance

## Christopher O'Brien

Director, Centre for Risk and Insurance Studies (CRIS)

## Dr Peter Oliver

University Teacher in Accounting and Finance

## Professor David Owen

Professor of Social & Environmental Accounting

## Dr Gerardo Patriotta

Associate Professor in Organisational Behaviour

## Professor David Paton

Professor of Industrial Economics

## Professor Kul Pawar

Professor of Operations Management

## Professor Chris Pong

Professor of Accounting

## Dr Beat Reber

Lecturer in Accounting and Finance, MBA Admissions Tutor

## Dr Patrick Reedy

Lecturer in Organisational Behaviour

## John Richards

Special Professor (Management Learning)  
Co-Director of Executive MBA Programme

## Dr Deborah Roberts

Lecturer in Marketing

## Dr Peter Samuel

Lecturer in Human Resource Management

## Duncan Shaw

Lecturer in Information Systems, MBA Management Internships  
Co-ordinator

## Dr Ghulam Sorwar

Associate Professor in Finance

## Professor Ken Starkey

Professor of Management and Organisational Learning

## Dr Vicky Story

Lecturer in Marketing

## Professor Peter Swann OBE

Professor of Industrial Economics

## Dr Sue Tempest

Associate Professor in Strategic Management

## Professor Stephen Thompson

Professor of Strategic Management

## Professor Caroline Tynan

Professor of Marketing

## Professor David Wastell

Professor in Information Systems

## Professor Tony Watson

Professor of Organisational Behaviour

## Dr Glen Whelan

Lecturer in Business Ethics

## Professor Heidi Winklhofer

Professor of Marketing

## Margaret Woods

Associate Professor in Accounting and Finance

## Professor Mike Wright

Professor of Financial Studies  
Director, Centre for Management Buy-out Research (CMBOR)

## Dr Qi Xu

Lecturer in Organisational Behaviour



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#### **MBAs in Singapore**

Variants of the Executive and MBA in Finance are also available by short intensive block in Singapore, in association with the PSB Corporation. Further details are available on the website or from:

Admissions Office  
PSB Academy  
355 Jalan Bukit Ho Swee  
Singapore 169567

Tel: (65) 6885 1000  
Fax: (65) 6276 3103  
E-mail: [admissions@psbcorp.com](mailto:admissions@psbcorp.com)

[www.psb-academy.edu.sg](http://www.psb-academy.edu.sg)



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#### **MBAs in Malaysia**

The University of Nottingham also offers full-time and part-time variants of the General MBA, Finance, and International MBA at its campus in Malaysia. Further details are available from:

The University of Nottingham Malaysia Campus  
Jalan Broga  
43500 Semenyih  
Selangor Darul Ehsan  
Malaysia

Tel: +603 8924 8000  
Fax: +603 8924 8001

[www.nottingham.edu.my](http://www.nottingham.edu.my)

“Successful entrepreneurship is a complex activity requiring a combination of personal traits, competencies and abilities, some of which are innate, some of which are latent or dormant and some of which can be learned.”

**Professor Martin Binks**

*Director, University of Nottingham Institute for Enterprise & Innovation (UNIEI)*