

The Hull MBA

A background of a glowing blue network with white nodes and lines, symbolizing connectivity and technology.



Part of our leafy Hull Campus, with the inspiring listed buildings of the Business School – all recently renovated and refurbished – dominating the centre of the photograph.

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Welcome from the Dean



As an experienced manager you'll no doubt appreciate how, in business, connections are everything – from meeting the right people to seeing the links between global events and domestic market conditions.

However, in such a fast-paced environment it can be difficult to find the time and space to make and evaluate these connections and appreciate the bigger picture, so that you can plan effectively at a strategic level.

This is why the Hull MBA will provide you with the rare opportunity to take a step back, gaining a wider perspective on the international business environment and appreciating its complex, interdependent nature. At the same time, you'll build high-level skills across all functional areas of a business. This will enable you to make immediate, practical contributions at an operational level as well as driving an organisation towards achieving long-term, sustainable success.

We are proud of our independent global accreditations – AMBA and EQUIS – which confirm our status as a leading UK business school and assure you of the very best in business and management education.

At the school, you'll engage with our world-class academic staff, high-profile business practitioners and a cohort of participants from across the globe, bringing together a wealth of experiences and insights to challenge and inspire you. You'll also have access to the very latest in business and management thought and practice, state-of-the-art resources and, most importantly, a friendly and supportive learning environment.

We are confident that the Hull MBA will prepare you to become a successful leader in the international business environment, taking the businesses of today into the future.

Professor Mike C Jackson
Dean of School



One of our students ready for business.

‘The Hull MBA made me realise the importance of pushing my boundaries to attain professional excellence and to deliver exceptional performance. Getting an MBA has been a blue-chip investment with a high-value dividend yield.’

Chalya Miri-Gazhi

A programme with real results

The Hull MBA delivers tangible results in terms of personal and professional development in the context of the international business arena.

It does this through a programme designed in response to excellent research undertaken at the school into how real organisations function internally and operate in an ever-changing global context. This distinctive holistic approach will allow you to recognise and balance the strategic and operational needs within an organisation, making you a highly valuable member of any management team.

Our world-class expertise in developing understanding into how organisations work as complex entities will provide you with a firm grounding in the functional aspects of business, alongside an awareness of the relationships between these and how each contributes to the organisation as a whole.

You will be challenged to relate all this to your own experiences, stepping outside your existing area of expertise to see how your current role or skill set fits into a much broader context. This will enable you to communicate effectively with colleagues across an organisation, with a better understanding of their needs and issues.

Get a wider perspective

This functional knowledge is set firmly in the context of the wider environments in which we all operate, and a significant aspect of this is an understanding of ethical and environmental issues. In addition to holding substantial experience in this field, we are proud to be one of the first institutions to sign up to the Principles for Responsible Management Education (PRME) initiative. We are also an active part of the European Academy of Business in Society (EABIS).

Your learning experience is enhanced through the adoption of a strategic approach which considers how current decisions may affect the markets, resources and consumers of the future, and in turn how changing circumstances will impact business performance and planning. Tomorrow’s managers will be expected to consider these issues as part of standard practice, so the Hull MBA is a critical part of your preparation for long-term career success.

The outcome of the MBA will be a confident capacity to create, lead and implement strategic vision in order to improve business people and performance.

What are the benefits of the MBA?

- Increased career potential through the development of dedication, drive and high-level business knowledge and skills, allowing you to play a full part in the shaping of future strategy
- A competitive edge in the business world gained from your ability to assess the whole of a situation and make an immediate positive impact
- Long-term success and personal growth through our career development programme, an international alumni association and AMBA’s global network
- Increased confidence in your new abilities built by putting theory into practice, for example through the opportunity to undertake a company-based project towards your dissertation
- The global outlook necessary to thrive in the modern business world, delivered through the programme content and our international partnerships
- A universal sign of quality from a degree which is accredited by internationally recognised bodies and awarded by an established educational institution
- Advanced transferable skills in problem solving, leadership and communication

Is it right for me?

Graduates with at least three years’ appropriate experience can apply. Those taking up study must have a sustained level of motivation and commitment to the programme, which runs over one year. In order to maximise the potential for intellectual growth and development, participants will also need an enquiring and open mind and be willing to share their own knowledge of and perspectives on issues that affect every business.



A lighter moment in an MBA seminar.

The Hull MBA structure

FastFacts

Duration | 1 year full-time

Attendance | Full-time study which includes lectures, seminars, group work and independent study

Entry requirements | Applicants should normally possess three years' appropriate work experience and a good Honours degree or equivalent (see page 16 for exemptions and details). Applicants will also need a good command of English (where appropriate, an IELTS score of 6.5 or TOEFL score of 575 or equivalent). For further information please see page 16

Fees | For information on fees please visit www.hull.ac.uk/money. Financial support for our MBA programme is available through scholarships and bursaries

Location | Hull University Business School, Hull Campus

Contact | For Admissions: +44 (0)1482 466850, pgstudy@hull.ac.uk
For information on the programme: Postgraduate Office, +44 (0)1482 463254, businessmasters@hull.ac.uk

How your programme works

The taught elements of the Hull MBA are organised around five interconnected key themes, ensuring that learning in one area can be associated with and deepen understanding in all others.

The main functional areas in business are addressed across the themes of Managing Relationships, Managing the Value Chain and Managing Knowledge, providing you with a comprehensive overview of modern business operations.

Alongside this specialist expertise the programme cultivates a broad perspective on the management of complex organisations, management decision making and the personal and professional skills needed to operate effectively in dynamic international contexts. This is achieved through integrative material on the themes of Managing in a Global Context and Managing Strategically, exploring issues that run throughout the programme and across the functional themes.

In summary, to be awarded the Hull MBA participants must complete

- two core modules for each of the five themes:

Managing in a Global Context

Managing in Organisations
Personal and Professional Development

Managing Relationships

Human Resource Management
The Economic Environment

Managing the Value Chain

Marketing
Operations Management

Managing Knowledge

Accounting and Finance for Managers
Research Methods

Managing Strategically

Managing Holistically
Strategic Management

- two optional modules from the wide choice available
- MBA Dissertation

The key themes of the Hull MBA

Managing in a Global Context

Managing in Organisations

Personal and Professional Development

Managing in a Global Context sets management development firmly within an international framework, encompassing issues of personal effectiveness, cultural diversity, management thinking, organisational life and individuals as change agents.

Participants are encouraged to examine their own experiences, focusing on the development of self-awareness and the skills required for managing in organisations characterised by change and uncertainty. These include team building, leadership and negotiation. You will also have the opportunity to learn another language through use of our excellent resources.

Broad issues of ethics and sustainability are now fixtures on the business agenda, and many organisations are driving forward corporate social responsibility (CSR) as an integral part of business strategy.

Through the MBA you will develop a critical and multidisciplinary understanding of CSR that addresses how to accommodate social and environmental concerns in management decision making; stakeholder analysis and related issues; and cultural-diversity issues and employment practices.

Managing Relationships

Human Resource Management

The Economic Environment

Managing Relationships focuses on internal and external stakeholders, bringing together strategy and practice in the management of human resources with an understanding of the wider business environment and its impact on business performance.

Participants undertake a broad survey of the business environment as it impinges on business decision making, covering social, technological, political, legal and economic factors. This equips them to assess the relative impacts of such factors at any given time and use this information to inform strategic decision making.

A key outcome of this theme is the ability to apply an economic perspective to a wide variety of issues and problems, ranging from company-level pricing decisions to the international effects of exchange rates.

You will also explore key aspects of managing people in the workplace, in business and service organisations, exploring possible strategies for improving internal and external relationships to achieve strategic objectives.

Managing the Value Chain

Marketing

Operations Management

Managing the Value Chain explores key trends in marketing and the management of business operations, focusing on how firms can add value by providing products and services to meet the needs of the market.

We examine the critical importance of logistics and supply chain management for modern businesses by linking theoretical developments with contemporary practices to assess how optimum performance can be realised, in terms of the organisation as a whole and its constituent parts, developing sophisticated strategies to achieve this goal.

Key marketing concepts and aspects of applied marketing practice encourage participants to develop a critical perspective on how marketing activities build strategic and sustainable value, resulting in long-term competitive advantage in specific markets.

Both the marketing and the logistics functions require collaboration and relationships with other functional areas of the firm, and these relationships are explored within the context of a value chain – benefiting the customer and the company.

Managing Knowledge

Accounting and Finance for Managers

Research Methods

Managing Knowledge investigates the identification of relevant knowledge, how best to acquire it (and how to cope when it is not available), and how to put it to use so that it genuinely contributes to the analysis of complex problems and to effective decision making.

Participants are introduced to research methods that are commonly used in business and management, and we emphasise the crucial importance of data collection, construction and interpretation in shedding light upon particular problems.

This also provides a platform for the development of understanding about the selection and design of research methods, giving due consideration to the research question(s), contextual constraints, and issues of ethics and validity.

The nature and value of financial information is also explored, so that managers can communicate effectively with specialist members of their team through their understanding of financial information and those aspects of finance most relevant to the management of corporations.

Managing Strategically

Managing Holistically

Strategic Management

Managing Strategically builds a perspective that takes account of the business organisation as a whole, its purpose and strategic development, and one that informs managerial decision making.

Participants explore the complexity and richness of debates in and around strategic management, developing the ability to ask critical questions – rather than seeking ready techniques or certain answers.

Topics examined include the nature of and approaches to strategy; corporate mission, responsibility and governance; customer analysis and market segmentation; innovation and dynamic competition; and whether strategy matters.

Attention is also paid to strategic decisions, and the motives behind these, including those of building and applying resources; cost leadership and differentiation; integration; diversification; outsourcing; strategic alliances; globalisation; and organisational change. Participants draw on their own experiences to consider how effective decision making can also involve intuition and the balancing of different functional perspectives in order to resolve complex problems.

This theme introduces holistic thinking as a tool to define and solve problems, effect change and develop organisational learning. The material benefits from the Business School's distinctive expertise in systems approaches to management decision making.

Other features of the programme

Optional modules

Optional modules enable participants to focus on particular interests by deepening and broadening their understanding in a range of diverse and regularly updated areas. You can specialise in a business area such as marketing, finance, logistics or international business, or you can choose to diversify and receive a broad grounding across a number of topics.

These modules provide you with the opportunity to customise the programme according to your career aspirations and enhance your MBA through sophisticated subject knowledge delivered by experts in the subject area.

The optional modules are linked to the five themes and are chosen from

Managing in a Global Context

- Leadership and Change in Organisations
- International Business
- Management and Organisational Learning

Managing Relationships

- Business, Economics and Government
- International and Comparative HRM
- Public Sector Management

Managing the Value Chain

- Integrated Marketing Communications
- Logistics and Supply Chain Management

Managing Knowledge

- Corporate Finance
- Financial Decision Making
- Financial Statement Analysis

Managing Strategically

- Business Innovation
- Complex Project Management
- Information Systems Management

International option

MBA participants studying at Hull are encouraged to enhance their international perspective by taking one of their taught modules alongside the Hull MBA cohort in Bahrain, Muscat, Hong Kong or Singapore. Through this you will gain a valuable cultural experience, enlarge your familiarity with international business contexts and practices, and widen your networks and circle of colleagues and friends.

The international study option will also include organisational visits at the overseas location. These company visits will be hosted by a fellow MBA participant at his or her workplace, ensuring a shared context for host and visitor and fostering comparative perspectives among the Hull MBA community.

MBA timetable

The academic year at the University of Hull starts in September. Following a dedicated induction programme, the first teaching semester runs until December with the second running from January to the end of May. During that time, MBA participants complete their taught modules organised around a number of integrated themes and delivered through lectures, presentations and group discussion.

The summer period from June to August is spent working independently, with academic supervision, on the MBA Dissertation.

The MBA Dissertation

The 15,000-word dissertation provides you with an opportunity to carry out a significant piece of research in an area of personal interest related to the world of business and management.

Company-based project

Your dissertation can be in the form of a company-based project for a real organisation, and such projects have included research into HRM and relocation, market share, costing, maintenance of machinery, biofuels and marketing material. Participants are supported by a dedicated academic supervisor during the dissertation period (June–August).

Career development and networking opportunities

The Hull MBA equips managers for career progression through delivering enhanced knowledge of functional areas, an overview of how these interact in the international business environment and high-level transferable skills, such as communication, analysis, problem solving, teamwork and professional presentation.

Programme content is complemented by career development opportunities, including our career management programme and activities coordinated by the school's dedicated World of Work team. The team connects participants and employers, advertising appropriate job opportunities and providing advice on working in the UK and overseas.

This support does not end on graduation. We encourage all our students to keep in touch with us after they have finished their studies by joining our global community of 19,000 graduates, who work in roles from senior managers in functional areas to chief executives in organisations including Hilton International, Rolls-Royce, KPMG, Ernst & Young, Ericsson, HSBC and UNICEF.

Our graduates are invited to take advantage of the varied and stimulating networking opportunities and management development programmes that we offer, continuing their personal and professional development.

MBA participants further benefit from the school's affiliation with AMBA, a worldwide contact network, around two-thirds of whose members are senior managers, board directors or CEOs. All MBA graduates are also able to take advantage of automatic membership of the CIPD at Licentiate level.

As well as thought-provoking business simulations and games, guest speakers from industry and company visits enliven the learning experience, bringing module content to life and provoking fresh insights into business practice. The school also organises research seminars, to which MBA students are invited and in which they are encouraged to participate.

Support

The Hull MBA begins with an induction programme at the start of the first semester, where you will have the chance to get to know the teaching team and your fellow participants.

The learning experience will be grounded in your existing familiarity with the business environment while at the same time introducing you to innovative ideas and the latest research, creating a programme which is rigorous, stretching and challenging. You will be encouraged to engage and interact with the programme material and develop new ways of working, as you take part in group discussions, problem-solving exercises and presentations.

To support you through your course and prepare you for assignments and examinations, we provide extensive learning materials and unlimited access to an excellent library, broadband-enabled PCs and e-journals.

All MBA participants are also assigned a personal supervisor who is a source of pastoral care, information and links with other support services in the University.

The Business School

Hull University Business School provides a stimulating environment in which fundamental issues within international business and management are studied, developed and used to influence practice.

Independent assessment and accreditation confirms our commitment to achieving the very highest standards in all that we do. In addition to AMBA and EQUIS accreditation – making us a leading UK business school – our doctoral training programme has received recognition from the Economic and Social Research Council (ESRC). The Quality Assurance Agency has assessed our teaching and learning as excellent and, following the 2008 Research Assessment Exercise, 85% of research returned by the school was classed as of an international standard, with over half of that judged to be ‘world-leading’ or ‘internationally excellent’.

The school is housed in four inspiring listed buildings which have been sympathetically renovated to allow the seamless integration of first-class modern facilities, including dedicated computer suites, a 500-seat lecture theatre and a fair-trade cafe. Our postgraduate students further benefit from our world-class Logistics Institute and the University’s vast library collections and electronic information resources, as well as access to extensive, modern ICT facilities.

Further information on the school and its resources can be found at www.hull.ac.uk/hubs.

The University of Hull

The University of Hull, England’s 14th-oldest university, is a centre of excellence in teaching and research and has a reputation as one of Britain’s friendliest universities. It has active links to industry and commerce and to the local community as well as an international reputation.

The University is proud to be included in the THES–QS World University Rankings’ top 500 and to be a member of the GU8 consortium, a group of 10 universities from across the world which was formed to foster collaboration in logistics, maritime affairs, business, technology and education through student exchange and the adoption of common curricula.

Hull has twice been ranked among the top eight universities in Britain by the International Student Barometer, a comparative study tracking international students’ opinions of education abroad.

More information on the University, its achievements and its facilities for graduate students can be found at www.hull.ac.uk.



Students and staff enjoy the Derwent Cafe at the heart of the Business School.



More than a stylishly appointed reception area, the main entrance to the Business School is also a place to do business.

Research at Hull University Business School

The school is dedicated to the production and dissemination of internationally influential business, economics and management research, all of which influences and underpins the MBA programme of study. Through our research we make a significant contribution to Hull's reputation as one of the UK's leading research-engaged universities, committed to supporting an active and vigorous research community and fostering interdisciplinary collaborations.

Our world-class academics, including 17 full professors, play major roles in the international academic community. Their research, disseminated through books and leading peer-reviewed international journals, generates and advances new knowledge and ideas; inspires new ways of working; underpins new teaching content and methods; and supports strong relationships with universities, businesses and institutions both regionally and internationally.

Research at the school is organised through six centres of excellence.

Centre for Economic Policy provides a focus for research in applied economics, emphasising economic policy.

Centre for International Accounting and Finance undertakes applied and international work on financial reporting, as well as accounting for intellectual capital, accounting education, real estate and entrepreneurial finance.

University of Hull Logistics Institute focuses on excellence in global logistics and supply chain management.

Centre for Management and Organisational Learning is concerned with the understanding, critique and improvement of learning processes for managers and organisations.

Centre for Marketing, Communications and International Strategy focuses on the strategic use of integrated marketing communications as well as other applied research in marketing and international strategy.

Centre for Systems Studies is an international focal point for research in the theory and practice of systems thinking, organisational cybernetics and complexity theory.

Research degrees

The Business School offers research degrees in the areas addressed by its six research centres at the levels of PhD/MPhil and MRes.

Doctor of Philosophy and Master of Philosophy (PhD/MPhil) is a three-year full-time (or occasionally five-year part-time) programme. Successful applicants to the PhD are first registered on an MPhil and are then expected to upgrade from MPhil to PhD through an Upgrade Seminar (comprising a 10,000-word research report and presentation) within 12 months of their initial registration. Exceptionally, students may continue on the MPhil, which is, in total, a two-year full-time programme (three years part-time).

Master of Research (MRes) is a one-year foundation programme that provides an ideal preparation for students who wish to study for a PhD but whose first degree or Masters degree did not contain a sufficient research-training element. The programme of study includes modules on research philosophy, quantitative and qualitative research techniques, generic research skills, interview skills, survey methodologies and appropriate subject-related options. Successful completion allows progression to the PhD/MPhil programme.

Both are high-quality programmes recognised by the Economic and Social Research Council (ESRC). Further information is available at www.esrc.ac.uk.

For more information on research degrees at Hull University Business School, please visit our website at www.hull.ac.uk/hubs.

'Hull is a bustling city, and my time there has helped me to manage the many cross-cultural issues within and outside the company.'

Catherine Peng, Event and Retail Marketing Manager, The Michelin Group, Asia-Pacific

About the city of Hull

Hull combines the very best of an urban waterfront location with a rich heritage. Recent developments at the heart of Hull, such as the £160 million St Stephen's retail and leisure complex, have transformed the city into a thriving destination with an exhilarating mix of culture, shopping and nightlife.

The Deep, a stunning marine visitor attraction; the superb KC Stadium – home to our Premiership football club and sell-out concerts; and the nationally renowned Hull Truck Theatre ensure that there is always something going on in Hull. The fascinating history of the city can be explored through its Museums Quarter, and the Ferens Art Gallery boasts a diverse collection of traditional and contemporary work.

Because of its location at the gateway to Europe, multinational organisations choose to base their operations in Hull and the region. In addition to being one of Europe's busiest port complexes and a manufacturing hub, the region is also home to the healthcare giants Smith & Nephew, Reckitt Benckiser and Seven Seas, as well as BP, Kimberly-Clark and BAE Systems.

The University is located in the most cosmopolitan part of the city. Leafy streets lead on to Newland and Princes Avenues, where a wealth of local and speciality shops, cafes, bars and restaurants can be found only 10 minutes' walk from the University. On a summer's day this bohemian quarter of Hull is the perfect place to while away an hour or two with friends, taking in the relaxed atmosphere and sharing a meal from the wide choice of cuisines on offer.

Location

The Hull Campus is only minutes away from beautiful open countryside, and approximately an hour's drive from historic York. The cities of Sheffield, Leeds, Manchester and Nottingham are also easily accessible by rail or road; and the direct train service from Hull to London takes around 2.5 hours. Hull is served by international airports at Manchester, Leeds and Humberside and by overnight ferries to Europe.

Accommodation

There are various accommodation choices, including residences owned, managed or directed by the University. The University's Accommodation Office can provide advice as to the right accommodation for you, as well as access to privately owned houses, flats and rooms.

Accommodation which is owned, managed or directed by the University is guaranteed for all unaccompanied overseas students, and further information on this can be found on the University's website at www.hull.ac.uk/accom.

Cost of living

The cost of living in Hull is lower than almost anywhere in Britain (indeed, some 30–40% less than in London) and significantly lower than in comparable university cities. This means that accommodation and food are generally more affordable. Also, the location of our campuses and residences means that daily travelling costs are low (or non-existent), and that shopping for food, clothes and other everyday items is within easy walking distance.



Admissions criteria

Hull University Business School welcomes suitably qualified individuals to apply for entry to its MBA programmes. To be eligible for admission, applicants should normally possess

- a minimum of three years' appropriate post-graduation work experience
- a good Bachelors degree (equivalent to a first or second class UK Honours degree) or an equivalent professional qualification

Applicants for whom English is their second language will also be required to demonstrate English language proficiency equivalent to IELTS 6.5 or TOEFL 575 (or 90 for the internet-based test). Applicants may be exempt from the requirement to complete IELTS or TOEFL tests if they have evidence of equivalent English language proficiency – for example, if they have completed a degree in an English-speaking country or institution within the last five years or if they have worked in a predominantly English-speaking work environment for more than five years.

Applicants without a first degree or an equivalent professional qualification

Applicants who do not have these standard entry qualifications but do have eight or more years of senior-level full-time work experience may submit a Portfolio of Evidence of their work achievements to demonstrate that they can benefit from, contribute to and succeed on the MBA programme. A Portfolio might include, for example, details of significant work projects or strategic analyses undertaken. It might also include information about other courses taken, and training and development programmes attended. The aim would be to demonstrate that your business knowledge and experience allow you to fulfil the academic requirements of the MBA.

Eligible applicants must also submit the following

- A University of Hull postgraduate application form, completed and signed
- A current CV
- One work reference and one academic reference if you have three to five years of experience, or two work references if you have more than five years' work experience
- A 200-word personal statement indicating what you hope to gain from the MBA and the contribution that you would make to the programme

An application pack may be obtained from the Admissions Office, University of Hull, Hull, HU6 7RX, UK (email pgstudy@hull.ac.uk) or downloaded through the link to 'Admissions' at www.hull.ac.uk.

Interview

Applicants who have satisfied all other conditions will be interviewed by Business School staff, either by telephone or in person, as the final stage of the application process. The interview also provides an opportunity for you to ask questions about particular aspects of the MBA and to receive further information.

Scholarships and fees

The Business School offers a number of scholarships to UK/EU and international MBA participants each year. Further details of these can be found on the website at www2.hull.ac.uk/hubsmoney.aspx.

Further information

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*Think connected with the Hull
MBA. The unique holistic
approach of our programme
means that you'll understand how
complex organisational
relationships and the fast-
changing global business
environment play a part in the
decision-making process – giving
you the capacity to make the right
decisions at the right time.*

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