

University of
Hertfordshire



University of Hertfordshire

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The Hertfordshire MBA

Business School

2010
THE AWARDS
AWARD WINNER
Entrepreneurial University of the Year 2010



- 04 Introducing the Hertfordshire MBA
- 07 Research that underpins your learning
- 09 Key research units
- 11 The Hertfordshire MBA – an overview
- 12 Student profile: Darren Parkes
- 15 Flexible study options
- 16 Student profile: Amy Sheppard
- 18 The programme structure
- 20 Core and elective modules
- 25 International business integration
- 26 Alumni profile: Alan Wright
- 29 Careers support
- 30 Alumni profile: Rashmi Naganna
- 33 Applying and next steps
- 35 Our location – in the heart of Hertfordshire



Julie Newlan
Pro Vice Chancellor (Enterprise)
and Dean of the Business School

Hertfordshire MBA: Creating the business leaders of tomorrow

We are living in a world of rapid change; some would say turmoil. As a result, management education at business schools across the globe has been called into question, accused of failing to predict, explain or solve recent financial crises.

Tomorrow's business leaders need to be different. As organisations face up to recession, globalisation, revolutionary technologies, political change and a new world order, old models of education are proving inadequate. It is time for a change.

From challenges come opportunities. At the University of Hertfordshire we recognise the need to develop new approaches, to give business leaders new personal and professional skills to reshape the global business landscape.

Our MBA programme is very different to our competitors'. It does not prescribe preferred solutions to the task of leadership in the twenty-first century. Instead it promotes a critical awareness of concepts that challenge traditional management theories and practices. It gives you the ability to analyse and synthesise brave new ideas, and enables you to make decisions under conditions that reflect the real world.

Business needs new leaders and the Hertfordshire MBA – designed by the UK's leading business-focused university – is creating them.



We are proud to be the Entrepreneurial University of the Year 2010 (Times Higher Education Awards)



Introducing the Hertfordshire MBA

The Master of Business Administration (MBA) is regarded as one of the world's leading management qualifications, designed to give you the knowledge and skills needed to enhance your career and shape the future of business.

Where better to gain your MBA than the UK's leading business-facing university?

The University of Hertfordshire is one of the UK's most ambitious and innovative universities, and we believe our success lies in our far-reaching engagement with business, community and international partners. These partnerships are what make the Hertfordshire MBA unique.

We collaborate with international organisations such as IBM, GKN, Pitney Bowes, Sun Mark and Xerox to enable our students to gain a critical business perspective that is both current and dynamic.

The Hertfordshire MBA is developed with input from employers and collaborative partners across different industry sectors. All our teaching is informed by contemporary, leading-edge research that is applicable to real-world settings. Our world-class academics have considerable business experience and many are leading figures in areas such as management, strategy and sustainable practices.

Classes are brought to life in engaging ways through industry guest lectures, regional and international live case studies and work-based projects.

About the Business School

The Hertfordshire MBA has been designed by our Business School, a leader in Business and Management teaching and research for over forty years. Proud to be ambitious, entrepreneurial and distinctive, we are constantly developing innovative approaches to learning and are committed to adding value to individuals, employers and enterprise.

Our outstanding reputation attracts staff and students from more than fifty countries. We have strong links with more than seventy partner universities and business schools throughout Asia, Australia, Europe and the Americas.

Alongside our flagship MBA, which follows the UK government's Quality Assurance Agency (QAA) benchmarks for Master's programmes in Business and Management, the School offers a wide range of programmes accredited by many UK and international professional bodies.

The Business School is one of only four UK institutions to have received EPAS accreditation from EFMD (European Foundation for Management Development) – one of the three leading international accreditation bodies in business education.



We are one of only four UK universities to have received EPAS accreditation





Our outstanding reputation attracts staff and students from more than fifty countries. Full-time students (L-R) Amrutha (India), Felix (Sweden), Brianna (USA).

Wide-ranging, pioneering research that underpins your learning...

Our 250-strong academic staff have extensive teaching experience at the highest levels, and bring a wealth of business experience and valuable real-world perspectives to your studies.

A number of our well-respected professors, all experts in their specialist fields, provide valuable input into our MBA programme - influencing and shaping this unique course. All modules are informed by latest research, ensuring you are exposed to the contemporary thinking and methodologies that are at the forefront of business and management theory.

Over eighty per cent of the Business School's research submitted for the most recent national Research Assessment Exercise in 2008 was judged to be of an international quality in terms of originality, significance and rigour. This has helped boost the University thirty-five places in the UK research rankings, with the Times Higher Education describing us as a 'rising star'.

Overall, the University's research was recognised for its international excellence and reflects our innovative and enterprising approach.

Business School research is coordinated through the Centre for Research on Management, Economy and Society (CRoMES) and features ten individual research or consultancy units (see diagram over the page). These cover areas such as management and strategy, organisational evolution, complexity, finance and accounting, work and employment studies, the global economy and business, and the creative industries.

The School has a proud track record and reputation for producing research with a strong critical edge, much of which challenges prescriptive, mainstream approaches to business and management, and encourages students to widen their perspectives.

Investment in Business School research continues to be a chief priority for the University, with more than £1m a year helping to advance our research and development activities.

To ensure our work remains relevant and benefits organisations of all sizes, we have a well-developed programme for business engagement and are active in the Government-backed Knowledge Transfer Partnership scheme. This involves qualified graduates working on strategic projects for organisations, with support from academics.

...and shapes the curriculum

CRoMES is led by Professor Keith Randle, who is also Academic Director of the MBA.

This places him in a unique position to ensure the School's innovative research is reflected throughout the curriculum and in the classroom. He, along with leading academics from each unit, have combined their experiences and

expertise to create many of our modules, including our dynamic research methods programme.

This gives you unrivalled access to a wealth of knowledge that will form an excellent basis for your major piece of work, the Applied Individual Project (see page 25).



Over 85% of our submitted research was judged to be of international quality in the national Research Assessment Exercise 2008



Professor Keith Randle
Academic Director of the MBA

Business School Research Units

Centre for Research on Management, Economy and Society
Director, Prof. K.Randle

Global Economy and Business Research Unit
Prof Jane Hardy

Statistical Services and Consultancy Unit
Dr Neil Spencer

Finance and Accounting Research Unit
Prof Colin Haslam

Sustainable Business Practices Research Interest Group
Mr Maurizio Catulli

Management and Strategy Research Unit
Dr Yasmin Imani
(Incorporating Complexity and Management Group)
Prof Ralph Stacey

Creative Industries Research and Consulting Unit
Prof Keith Randle
(Incorporating Film Industry Research Group)
Mr Nigel Culkin

Work and Employment Research Unit
Prof Gregor Gall

Group for Research on Organisational Evolution
Prof Geoffrey Hodgson

Learning in Business Research Unit
Dr Marija Cubric

Systems Management Research Unit
Dr Jyoti Choudrie

Key research units

Led by some of the leading figures in their respective areas, the following units' research helps shape our unique MBA course and ensures you experience cutting-edge ideas that are both intellectually stimulating and highly practical.



Finance and Accounting

Professor Colin Haslam's team produces critically informed research of an international standard that is of interest to both academics and businesses. The Unit's work informs industry and government on accounting and finance policy and supports the development and communication of research through seminars, conferences and cross-disciplinary activity.



Organisational Evolution

Professor Geoff Hodgson and his team focus on the phenomenon of change in both business and other relevant organisations. Key questions they seek to address include the relative importance in evolution of adaptation versus competition and elimination, the transformation of information between organisations, the generation of organisational complexity, and the effects of different institutional environments and complementarities.



Global Economy and Business

Work in this field, led by Professor Jane Hardy, includes research on issues that face economies, businesses and communities in the context of globalisation. The group is focused on empirical and policy work, as well as the theoretical and methodological debates that underpin them. Members of this Unit are actively engaged with businesses, trade unions and NGOs.



Work and Employment

Professor Gregor Gall carries out both academic and policy-oriented research around the sociology of work and employment, industrial relations and employment relations. The Unit also provides consultancy for unions, and engages with policymakers and opinion formers.



Complexity and Management

Formerly known as the Complexity and Management Centre, the group has published two series of books and runs the School's prestigious DMan programme, which has seen more than 50 research degrees conferred since 2000. The team is led by Professor Ralph Stacey.



Creative Industries

Work in this area consists of research and consultancy at a regional, national and international level. The team, led by Professor Keith Randle, collaborates in a multidisciplinary way across the University to develop its offer to the creative industries. Particular strengths lie in the study of management and employment and the impact of digitisation on the various subsectors that make up these industries.



Professor Jane Hardy leads research on global economic and business issues



The Hertfordshire MBA leads with business integration and is underpinned by cutting-edge research



Muditha Cooray
Director, MBA Programmes

The Hertfordshire MBA

an overview

How you study

Full-time: one year

Part-time: two and a half years

Includes twelve three-day weekends (Friday-Sunday) per year

Typical class size

30 students per cohort

Entry requirements

We usually require you to have an honours degree (at least 2:2 or above), higher degree or a professional qualification of equivalent standard in any discipline.

You should have a minimum of five years' work experience with some management exposure including staff and/or budget management.

If you do not have the above stated qualifications but have significant management experience, we will consider your application on an individual basis.

If English is not your first language, you will need an IELTS score of 6.5 or TOEFL score of 580 (237 CBT, 89 iBT).

Start dates

September (full-time and part-time)

February (part-time only)

Fees

UK/EU Fee £12,500

Overseas fee £14,000

Part-time students can make payment in installments

Scholarships

We know that high achieving students understand the need to invest in their future. So we are offering a limited number of MBA scholarships to exceptional students to help cover up to 33% of the MBA course fees. Please visit our website to check the selection criteria and to find out more.

Director of MBA Programmes

Muditha Cooray

Email: m.cooray@herts.ac.uk

Telephone: +44 (0)1707 285572

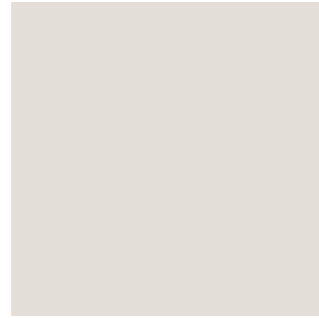
How to apply

Apply online or simply download and complete the application form.

Please enclose two employer references, your up to date CV and a copy of your passport.

For more information about fees, scholarships and the MBA programme visit:

www.go.herts.ac.uk/mba



Darren Parkes

Studying part-time, graduating 2012

EMEA Network Consulting Portfolio Lead, Hewlett-Packard Company

I realised that to reach my goal of a leadership role I had to stand out from the crowd.

When I began my search for MBA programmes and was comparing different universities, it was the Hertfordshire MBA that stood out for me.

My career is very demanding and so I needed a course that I could fit around my extensive workload. Because the Hertfordshire MBA is taught over long weekends this was the best option for me. I also found the amount of contact time very appealing.

A real strength of the Hertfordshire MBA is that you meet with teaching staff and your fellow students every two to three weeks which for me really improves the learning experience.

I've also really enjoyed the 'coaching and mentoring' style approach to teaching, encouraging the students to learn from each other and make their own discoveries.

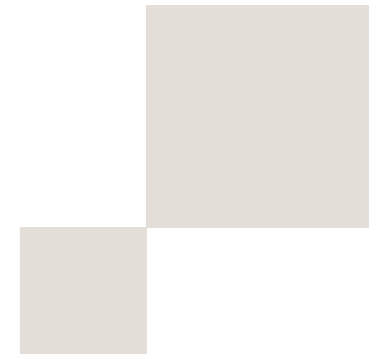


'A real strength of the Hertfordshire MBA is that you meet with the teaching staff and your fellow students every two to three weeks'





Dr Graham Hollinshead draws on his research into international HRM in the module Managing and Working Across Cultures



Flexible study options

The MBA is the premier business qualification, and as such requires a significant investment of time and commitment to the programme.

Full-time study

When choosing to study the Hertfordshire MBA on a full-time basis, you should complete the programme in one year and be able to immerse yourself completely in an intensive, dynamic educational environment. The academic year starts in September and is divided into three semesters (see page 20 for details).

Part-time study

Alternatively you may choose to study part-time with our weekend programme. Designed to fit around your existing commitments such as work and family, the modules are delivered in twelve three-day weekend sessions a year, over two and a half years.

You may choose to start in either September or February. With 24/7 Learning Resource Centres, and comprehensive online support you can fit the Hertfordshire MBA around your current commitments.

You also have the added advantage of being able to apply the learning from your studies directly to your own working situation throughout the programme, and with modules such as the Applied Individual Project you can truly tailor your studies to fit your career path.

Learning and teaching style

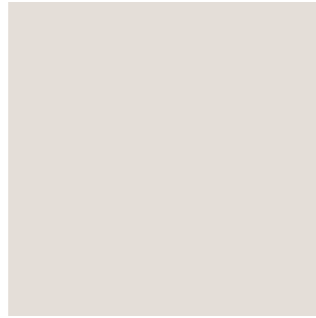
Assessment focuses on your ability to generate innovative solutions to complex strategic issues, and you will be required to present your results in a variety of ways. Experiential learning is central to our teaching philosophy with a considerable emphasis on using theory and knowledge to make sense of your own and fellow students' work experiences. Live case study material is widely used alongside business simulations.

Small class sizes support our participative style, enabling you to learn from other students as well as from our experienced teaching staff. You will also benefit from one to one sessions and more individual attention when needed.

What you will study

The programme's core modules will give you a strong grounding in organisational and management practices. You will study key functions, processes, governance and ethical dilemmas facing organisations and leaders, and the external environment in which they operate. You will also focus on strategic management and personal development.

The elective modules available offer you the chance to tailor your studies to your particular interests and career development. You can continue to develop these themes during your Applied Individual Project. With the support of a personal supervisor you will explore a topic of special interest to you, and which may also be relevant to the organisation you work for.



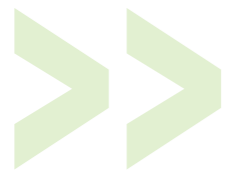
Amy Sheppard

Studying part-time, graduating 2012

Demand manager, T-Systems, T-Mobile

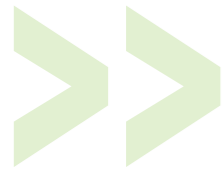
I started out with an undergraduate degree in Law and had initially worked for a solicitors firm. After deciding that law was not for me, I went to work for T-Mobile's sister company T-Systems, as a Demand Manager. About a year in I felt that to make real headway in my role and in the company I needed to get a broader knowledge of general business processes and commercial understanding.

I started looking into studying a computer science programme, but after speaking to a colleague who had recently finished his MBA I realised that an MBA would give me a much broader knowledge base which I could apply to any role or industry I chose. When I decided to look into studying for an MBA, Hertfordshire became the obvious choice. Being based on the same business park as the Business School and living near-by, the location was perfect for me. When I met the staff and looked around the facilities I knew I would get an excellent quality experience.



'When I decided to look into studying for an MBA myself, Hertfordshire became the obvious choice'.





The Applied Individual Project (AIP) and the optional modules offer you the chance to tailor your studies to your particular interests and career development



The programme structure

at a glance

Full-Time (1 year)	Core (135 Credits)	Elective Modules (45 Credits)	Academic Development	Career & Personal Development	Part-time (2 - 2.5 Years)
Semester A (September – February)	<ul style="list-style-type: none"> Strategic Management Perspectives Managing Financial Value Drivers Innovation Through Strategic Marketing People Management Leadership and Change I 	Academic Skills Developing high level communication skills		Introduction to the University's career development service	Year 1
Semester B (February – June)	<ul style="list-style-type: none"> Collective Enterprise Leadership and Change II 	Three modules selected from the following list: <ul style="list-style-type: none"> Complexity, Creativity and Change Appraising Organisational Performance Entrepreneurship and Enterprise Managing and Working Across Cultures Project Management: A Strategic Approach 	Research Methods Explores the dynamic nature of business and management research before covering such key research activities as; developing a research proposal, carrying out a literature review and gathering and analysing data. It introduces different types of research practice, for example interviewing, sampling, experiments, case studies and reflective methods	MBA 'Career Focus' sessions to develop your career management skills	Year 2
Semester B/C (February – September)	Applied Individual Project	Academic Skills Developing high level communication skills	Critical analysis and evaluation skills support	MBA Master classes Lectures from academics and business practitioners	Year 3
Total Credits for the Hertfordshire MBA 180 Credits					

Core modules

Full-time: Semester A

Part-time: Year 1

Strategic Management Perspectives

All managers have a role to play in developing and implementing strategies to achieve their organisation's goals. Building on the ideas of strategy and leadership and taught by members of the Management and Strategy Research Unit, this module examines tools and techniques used to analyse those organisations and their environments in order to develop an integrated view.

Throughout the module you will be encouraged to reflect on your own experiences of strategic management (whether managing or being managed) with the aim of developing your professional and personal practice, as well as that of others.

Managing Financial Value Drivers

The work of our Finance and Accounting Research Unit is evident throughout this module. It looks at problem solving and decision making techniques so non-specialist managers can identify, formulate and solve business problems.

You will be introduced to the principal theories and practice of financial management, focusing on the ways in which a company is funded and how economic value is measured, enhanced and distributed to stakeholders.

Innovation Through Strategic Marketing

Businesses constantly face mounting challenges from world economic factors, globalisation, legislation and increasing customer uncertainty. These challenges are forcing businesses to shorten their product life cycles and, more importantly, reassess their business costs against overall strategic marketing effectiveness. As a result, marketing and operational professionals are increasingly challenged to take an overall business perspective and so need new skills and competencies.

This module engages you on an innovation journey, critically exploring the drivers and processes associated with value-led marketing and operations.

People Management

Today's managers must be able to respond appropriately to the challenges involved in managing people in a dynamic and rapidly changing business environment. This means developing an understanding of the key aspects of people management and learning to apply relevant skills and techniques.

Drawing on research carried out by the School's Work and Employment Research Unit this module encourages you to analyse and evaluate different perspectives on, and approaches to, the management of people. It will also develop an understanding of how effective people management contributes to organisational success.

Leadership and Change

This module explores how traditional leadership theories may be reconsidered in the light of theories of human interaction and psychology, and in differing contexts of diversity and power. Students will examine both traditional leadership models and cutting edge organisational and leadership theories developed by the research conducted at the University of Hertfordshire by Professor Ralph Stacey and Professor Keith Randle. These include different perspectives such as the role of ethics in leadership, talent management, and group dynamics informed by complexity sciences.

Designed as an integrative process, this module encourages students to examine and reflect upon the complexities of organisational life in light of their own professional experiences. Further development is through participation in experiential events and activities that seek to reframe their practical experience.



The programme's core modules will give you a strong grounding in organisational and management practices



Core modules

Full-time: Semester B

Part-time: Year 2

Collective Enterprise

Within a workshop-based environment, this module explores the initial processes by which business managers identify, define, analyse, present and deliver business solutions. You will choose a specific issue from an organisation and build up a detailed business proposal by applying your collective learning.

Students from the University of Hertfordshire collaborate with students from a partner university in either the US, Germany, India or Canada bringing different perspectives and skills sets to bear on the same business challenge. See page 25 for details.

Leadership and Change

(see page 20)

Research Methods

Our Professors and a number of other leading researchers in the School contribute to the delivery of our unique Research Methods module. The content is practical, helping prepare you for your Applied Individual Project. It also guides the development of your skills in independent research, analysis and writing which will be of value throughout the programme and in the workplace beyond.

Elective modules

Full-time: Semester B

Part-time: Year 2

This stage offers you the option to choose three modules from the following list, allowing you to specialise in a specific area of interest.

Complexity, Creativity and Change

Building on the ideas of strategy and leadership, this module examines alternative interpretations of life in organisations and offers students the opportunity to critically evaluate their potential impact on professional practice.

Students are encouraged to think about widely used ideas related to strategic management and organisational change, and to understand them as closely inter-related ideas which can sometimes be contradictory or complementary. This module rests firmly on the School's long track record of research and scholarship around theories of management and complexity.

Appraising Organisational Performance

This module aims to enable students to appreciate the utility of economic, accounting and finance approaches in the field of business and management. The following aspects will be explored over the course of the module: performance measurement and the role of stakeholders in both the public and private sectors; how business can thrive in increasingly competitive and global markets; the increasing impact of financialisation in the business environment; and the dilemma between internal processes and external performance measurement.

Entrepreneurship and Enterprise

Addressing key issues in entrepreneurship and enterprise and the process of enterprise creation in the twenty-first century, this module will embrace mainstream theory. It introduces students to key concepts, theories and models useful in the management of entrepreneurial and enterprise development.

You will have the opportunity to discuss themes ranging from the process of enterprise dynamics to the critical challenges of business success and failure in small and medium enterprises (SME).

Overall the module addresses a wide range of themes including life cycles, entrepreneurial patterns, entrepreneurs and intrapreneurs; it builds on contemporary discussions of entrepreneurial skills and the overall identification and analysis of enterprise issues. The module is informed by active research in this field, carried out by the teaching team.

Managing and Working Across Cultures

The increasing globalisation of the working environment creates both cultural and institutional challenges, and can raise structural, strategic and ethical concerns for multinational corporations.

Our Global Economy and Business Research Unit provides much of the input to this module. Topics covered include the global economy and globalisation processes; the cultural and institutional environment in regard to diversity and globalisation; the strategies, structures, ethics and employment issues faced by multinational corporations; and how management strategies can be formulated to work across national borders.

Project Management: A Strategic Approach

Today's business climate is characterised by unprecedented change in technology and globalisation, as well as by complex business relationships focussed on competitive advantage. As such, the importance of successful delivery of projects has become one of the main priorities for organisations.

This module will provide you with knowledge of quantitative and qualitative aspects of project management theory and philosophy. It will examine how project managers develop a strategy whilst managing risk and maintaining the required quality and standards. You will develop a knowledge and understanding of both classical and current project scheduling and budgeting techniques used in business today.



“The Applied Individual Project (AIP) really convinced my employer of the value of studying on the MBA...”

Bryn Sutton (Arco), part-time MBA, graduating 2010

Applied Individual Project

Full-time: Semester B/C

Part-time: Year 2/3

This final stage accounts for a third of your MBA credits, and is a strategic business project delivering direct value to both you and your employer.

During this module, you can expect to transform your approach to management, applying your learning from the taught modules to a complex business problem.

It will enable you to:

- understand the challenges faced by a specific organisation in the context of a dynamic and uncertain business environment
- develop the ability to locate, critically evaluate, present and analyse relevant data to support and develop your understanding
- cultivate a creative and balanced approach to problem solving, using both facts and theoretical insights to identify and evaluate strategic options from a range of stakeholder perspectives.

If you are studying full-time you will be partnered with a client whose business challenge matches your learning objectives, and so provides you with valuable experience within an area of business that is of interest to you and your career. These clients are also able to offer Hertfordshire MBA students work placements within their organisations for up to three months. This provides you with further insight into the business and so assisting your understanding and approach to their strategic issues.

For those studying part-time it is expected that your project will be based within your own organisation. This project provides an exceptional opportunity for students to engage with senior managers within their own organisation on strategic initiatives – gaining both exposure and expertise.





Our MBA students work with leading businesses and universities on international consultancy projects



International business integration

Defining Business Integration

The Hertfordshire MBA has been developed with input from employers and collaborative partners across different industry sectors to help embed a sense of immediate business relevance into the programme. Additionally, the combination of industry guest lectures, work-based projects and live case studies provides students with the ideal background to frame their learning – integrating genuine business exposure and experience into the programme.

Our Collective Enterprise module

In an increasingly complex global business environment, it is vital that this experience and knowledge is transferable across all international contexts. To meet this need, we have developed the innovative Collective Enterprise module, which benefits from both an international context and relevant industry insight.

International collaborations

Students from the University of Hertfordshire are partnered with other MBA students at institutions across the world. They work as collaborative teams on international business issues briefed by leading international organisations such as IBM, Xerox, Harman International, Sunmark, Cawdor and Herbert Retail.

This business and academic alliance enables our students to broaden their experience, learn how to work as part of a virtual team, and gain a world view of current global business challenges and their potential solutions. These unique initiatives enhance the employability of our MBA students.

Current partnerships

Most recently the International Business Integration approach focused on IBM's 'Smarter Planet' programme, with Hertfordshire MBA teams liaising with MBA students from our US partner institution to investigate two key areas:

- How the smarter use of technology can provide improved solutions to metropolitan transport issues using a comparative analysis between London and New York
- How smarter technology can motivate more efficient energy consumption

IBM are enthusiastic about the project, with Gary O'Leary, Director, IBM Software Group, commenting "It gives IBM the opportunity to work with young people who are innovative and creative. Their fresh thinking and critical evaluation is invaluable".

Assessment

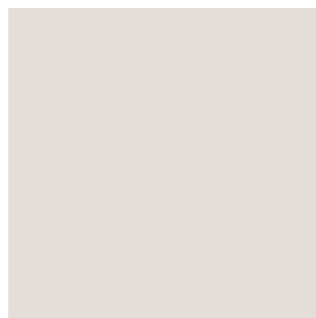
The projects are group-work based and assessed by a team of academic staff who manage the research, evaluation, analysis and strategic implications. The students from each institution travel to each others' cities to conduct primary research and interview key personnel at IBM.

Our Business Partners:



Our Academic Partners:





Alan Wright

Graduated 2009 (Distinction)

**Research and Development Co-ordinator, Soundcraft Studer,
Harman Professional Division**

I started my MBA career with a diploma in Management Studies at an associate college to the University of Hertfordshire, and found this to be an excellent grounding to prepare me for the MBA - especially as I had been out of the classroom and in the work place for a good few years before this. It also helped me prepare for the level of commitment I would have to give to my MBA study – my evenings and weekends were suddenly taken up with reading, researching and writing up.

While it was hard work, now I've graduated, my experience and expertise has certainly been recognised by my employers. I feel that the senior management has a fresh attitude towards me, and I have been given challenging

projects that have a wider business perspective to them, rather than my specific area of expertise as before. And, having been asked to present more frequently to senior management as well as at board level, I can definitely see a return on my investment in the MBA.

Now I'm still involved in the MBA programme, representing Harman in the Collective Enterprise module. I will be working on guiding current MBA student teams on key business-related projects designed to bring innovative ideas to Harman. It will be great to be on the other side of the project for a change! Harman are also looking forward to the mutual benefits associated with partnering with the Hertfordshire MBA students.



'Having been asked to present more frequently to senior management... I can definitely see a return on my investment in the MBA'





Hertfordshire MBA students get the opportunity to work with leading organisations such as IBM

Full-time student Meera Yadev with Gary O'Leary, Director IBM Software Group



Careers support

now and for the future

Throughout your time studying with the University of Hertfordshire, you will have access to a wide range of career and personal development services from Graduate Futures. Whether you choose to study with us full or part-time, you will be introduced to the entire range of services early in your course, including a wealth of online information and tools, e-advice and telephone appointments to help you manage your career at a time that suits you.

In addition to the comprehensive Graduate Futures offering, as a Hertfordshire MBA student you also have access to bespoke sessions which are delivered within both the part-time and full-time programmes to prepare you for future opportunities as an MBA graduate.

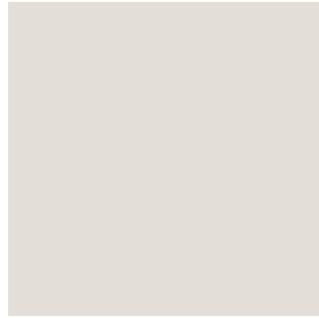
As an MBA alumnus, these services continue after you graduate. Many of our students continue to make use of Graduate Futures as they move forward in their careers – whether that is as they excel within a large blue-chip organisation, climb the ladder within their current organisation or even as they start up their own business enterprise.

Some of the employers our students have progressed to work for on graduation are:

- Aeroflex Int. Ltd
- Barclays
- Cambridge County Council
- Coca Cola
- GlaxoSmithKline
- Hewlett Packard
- Home Office
- JP Morgan
- London Borough County Councils
- MBDA
- Medi Watch
- Metropolitan Police
- National Health Service
- RAF
- Safe Cargo International
- Sainsburys
- Scottish Widows
- Smiths Detection
- State Street Global Advisers
- T-Mobile
- Tesco
- Xerox



A wealth of careers advice and support is available from our Graduate Futures team



Rashmi Naganna

Graduated 2010 (Distinction)

Before starting the MBA, my academic background had been in Electrical Engineering and my professional experience had been in a very specialist area of recruitment, training and development within the semiconductor domain. To progress my career, I needed a wider business perspective and to be able to look at the area from a more strategic viewpoint. I felt that the Hertfordshire MBA was exactly the right programme to give me that vital breadth of experience and understanding.

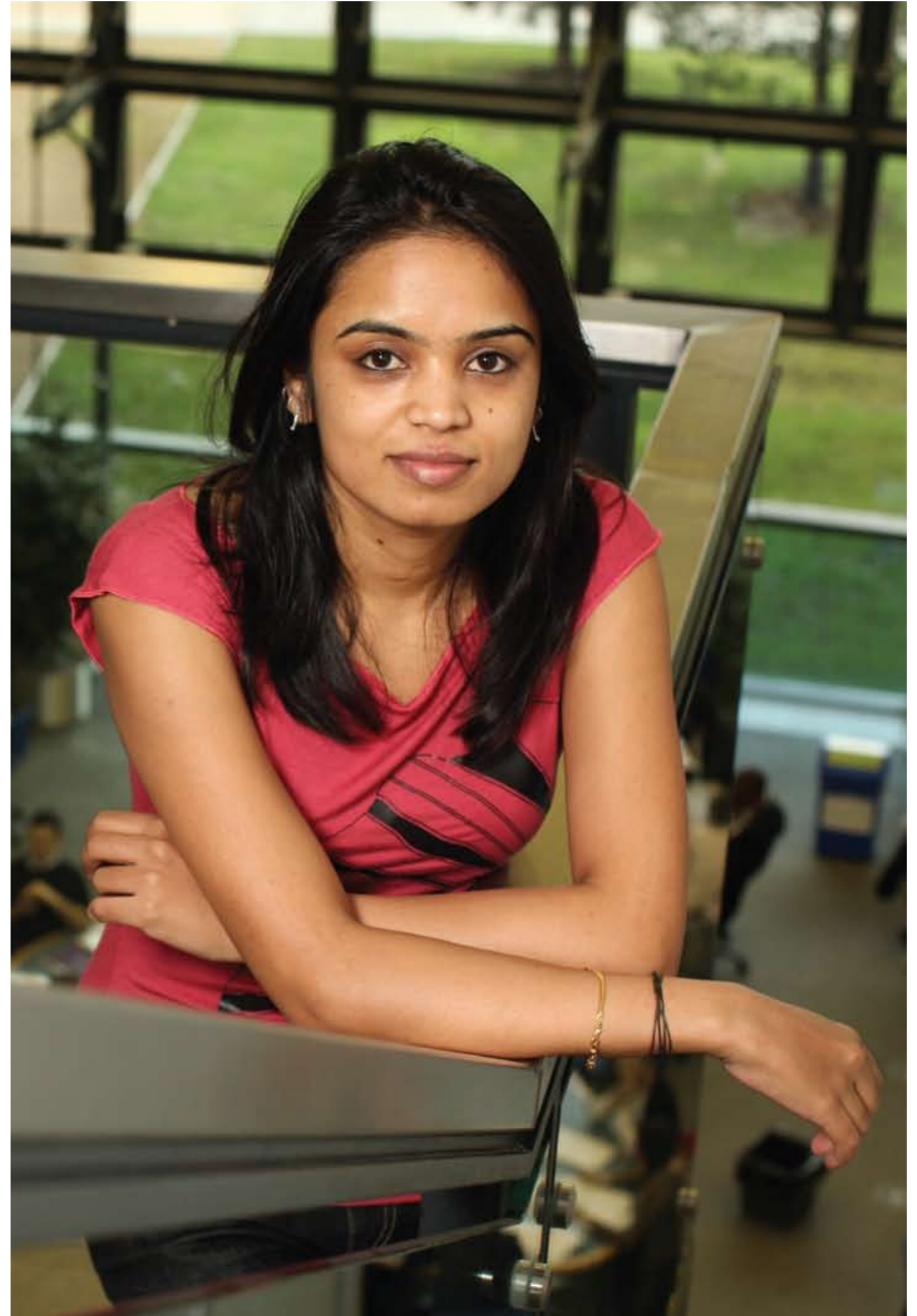
The best aspect of the course for me was the Applied Individual Project. I was able to consolidate everything I'd learnt from various modules and put it into practice. It was also a great opportunity for me to work closely with business managers and directors in the client company to understand the business decisions made in an organisation.

It was a challenging programme; however the exposure to business through the lectures, case studies and consulting projects has really increased my business acumen. The cultural mix on the programme has helped me understand business cultures across the world, so preparing me to work anywhere in the world.

Now, having graduated, I've been able to reconstruct my career goals and am exploring opportunities for a career in marketing and strategy whilst working with the University's Graduate Consulting Unit. I feel that the tool kit of skills I've developed on the programme could really let me take my career in any direction I choose.



'The modules on leadership and the focus on strategic challenges and innovation really appealed to me'





Places are competitive, so it is important you apply as early as possible to secure your place



University of Hertfordshire UH

Applying and next steps

We normally recruit up to 30 students per cohort and places are competitive.

It is recommended that you follow the guidelines below in order to make the process as quick and easy as possible:

- 1) Complete the word application form that is available at www.go.herts.ac.uk/mba
- 2) Send your completed application form to MBA@herts.ac.uk with the following documents:

• **2 work references:**

These should be from your current employer and one other recent employer. Your referees should send you their references on their organisation's headed paper and they should be signed. The references should include: period of employment, responsibilities held, key achievements and resource management exposure.

- Copy of your passport and certificate of your highest qualification
- Your IELTS/TOEFL certificate (for overseas applicants)

It is recommended that you scan these documents and email them to:

MBA@herts.ac.uk

You may also post these to:

Muditha Cooray
Director, MBA Programmes
University of Hertfordshire
Business School, Hatfield
Hertfordshire AL10 9AB, UK

Any questions?

For more information about the Hertfordshire MBA call +44 (0)1707 285572 or email MBA@herts.ac.uk

Why Hertfordshire?

Study at the UK's leading business-facing University

The University of Hertfordshire is one of the UK's most ambitious and innovative universities. Our engagement with the business community and international partnerships are what make the Hertfordshire MBA unique.

Access research units recognised for their international excellence

Our research units, led by leading experts in their field, help to shape our unique MBA course. Over eighty per cent of the Business School's research submitted for the Research Assessment Exercise in 2008 was judged to be of international quality.

Be part of a diverse and international class

Our MBA students come from all over the world and from a wide-range of industry backgrounds to study their MBA at

Hertfordshire. Our students study together, learn from one another and gather examples and insights from all sectors of business during their course.

Choose a study option to suit your needs

Choose a study option to suit your needs. The Hertfordshire MBA is offered both full and part time. Choose to immerse yourself completely in your studies for a year with our full-time option or study part-time over two and a half years and fit your MBA around your existing work or family commitments.

Work with leading organisations

All students study with an allocated business client addressing strategic issues, gaining valuable experience and insights into a real organisation's operations.



Our Learning Resource Centres house over 600,000 printed volumes and 40,000 journal titles, with 120,000 e-books also available online

Based in the heart of Hertfordshire

Our location

The Business School is one of the University's largest schools of study and is based on the £120m de Havilland Campus at the heart of Hatfield Business Park, a thriving commercial development. The campus not only has all the contemporary facilities you need, but it benefits from being in an ideal location: we are half an hour from London by train and close to the M25 and A1(M) motorways, and are within an hour's drive of three London airports – Heathrow, Luton and Stansted.

The University has an exciting and diverse student community – an ideal place to learn about global management trends, develop cross-cultural understanding and establish a network of contacts with like-minded professionals. This environment is supported by our assurance that all full-time MBA students are guaranteed on-campus accommodation if they apply before mid August. Our Learning Resource Centres house over 600,000 printed volumes and 40,000 journal titles, with 120,000 e-books also available online, all of which can be accessed from any of our 1,500 computer workstations inside the LRCs.



We are half an hour from London by train and close to three London airports