



Masters in Business Administration (MBA)



The Bradford University School of Management has been providing students with an opportunity to study for an MBA via distance learning since 1998. At Bradford they appreciate that many of their students have to juggle work and family commitments alongside their studies. As such they allow their students to develop their managerial skills and knowledge at a pace which suits their individual needs.

The programme is aimed at intelligent, highly motivated managers who wish to equip themselves with the essential business and management skills required in the increasingly competitive, diverse and dynamic business environment.

Once you start the distance learning MBA programme you become part of the Bradford University School of Management student community. Bradford has a great pride in this sense of community and throughout your studies they ensure that you have every opportunity to develop your professional network while also learning from the experiences of other students. This is achieved through the use of small faculty led tutor groups, weekly online discussions, live face-to-face on line tutorial sessions and a distance learner online social space called 'The Atrium'. Further to this while you do not have to attend any on-site teaching you will have an opportunity to take part in face-to-face teaching sessions with academics from the School of Management in Bradford and at its partner institutions in the Netherlands, Germany, Hong Kong, Singapore and Dubai (subject to availability).

Your knowledge and understanding of each subject area studied will be assessed by the most appropriate means. This will typically involve the completion of a written assignment, an exam or in some cases an assignment and an exam. If you need to sit an exam Bradford has examination centres worldwide, making it highly likely that there is an exam centre near you.

There are four enrolment opportunities throughout the year in September, January, April and July.

Studying By Distance Learning

Undertaking a distance learning MBA at the Bradford University School of Management is a highly rewarding experience:

- You will learn new skills which you can use straight away in the work place
- You will be able to use the knowledge gained to advance your career
- You will be able to develop an international business network, learning from the experiences of your fellow students.

Students are expected to take 2 subjects (modules) every three months.

Each module contains 9 study units. Students typically progress by studying 1 unit from each module per week. This equates to approximately 14-16 hours of study per week. If you don't think that you have enough time to study 2 modules over the three month period you can always choose to study just one module, lightening your workload considerably.

If work or family life is particularly busy then you can even suspend your studies and restart at a later date. This flexibility means that students can complete the MBA in 2 to 6 years. We do, however, strongly advise that students study 2 modules every 3 months.

The Bradford Learning Experience

Each module has been designed so that your understanding and knowledge is developed through using a variety of materials from textbooks and academic journal papers through to video clips, podcasts, online discussions and live on line tutorials.

Printed Materials

For each module you will receive a textbook and a high quality study book containing essential study notes, case studies and short exercises to develop your understanding. The study books are written by academics from the Bradford School of Management many of whom are world leading authorities in their subject area. Each study book contains:

- 9 study units, each unit is designed to develop your understanding of a particular subject area.
- 2 optional assignments which you submit to your tutor for feedback. These assignments enable you to track your progress ensuring that you understand key subject areas.
- A series of short case studies and exercises reinforcing key principles and ideas and demonstrating how academic theory can be put into practice.
- Clear guidance on accessing additional learning materials that will help reinforce your understanding and knowledge.

Tutorial Groups

While distance learning allows you to study at a time, place and pace to suit your needs Bradford ensure that you will never feel like you are studying alone. When studying a module you will be part of a small tutor group. As a tutor group member you are expected to take part in weekly online discussions and a series of live on line tutorials. You can also discuss issues with other distance learning students and academics through the Bradford School of Management social networking site – The Atrium.

The Virtual Learning Environment

The Bradford University School of Management uses a virtual learning environment called Blackboard. Each module you study will have a dedicated Blackboard site containing:

- A copy of the module study book
- Guidance on the assessment used for the module
- Power point slides and audio recordings (where available) taken from Bradford based full time or part time MBA lectures
- Film from 3 key on-site lectures (where available)
- Key readings selected by Bradford academics from leading academic journals, trade publications and broadsheet newspapers
- Selected audio and video clips helping to underline your knowledge and understanding of particular subject areas
- Additional non-compulsory readings enabling you to further engage with a subject and advance your understanding
- A comprehensive bank of multiple choice questions allowing you to monitor your understanding and get instant feedback on your progression

Bradford School of Management Library

As a distance learning student you will have access to the University's online library resources. This means that wherever you are in the world you can access thousands of academic journals, market reports and textbooks all from your computer.

Distance learning students also have their own dedicated librarian who can provide students with photocopies of various materials including journal papers, book chapters and company reports.

Effective Learning Service

It may be some time since you last studied for a formal qualification and so some of your key learning skills such as essay writing, critical analysis and revision may require some attention. The School of Management Effective Learning department can provide you with all the help you need to overcome such obstacles. 'Quick read' leaflets are available with titles such as 'How to Improve Your Marks' and '5 Stage Report Writing Structure'. A variety of additional information is available and you can even have a one-to-one consultation with Bradford's effective learning advisor.

International Study Opportunities

You may decide that you want to accelerate your studies, learn about a particular subject area, study alongside other Bradford University School of Management students or simply broaden your horizons and spend some time studying overseas. You can do this by studying a module over 3-5 days at the School of Management or at any one of its partner institutions in the Netherlands, Germany, Singapore, Hong Kong and Dubai. Examples of block modules taught at these locations include Corporate Marketing, International Business Studies and Mergers and Acquisitions. Access to modules running is subject to availability.

Detailed Programme Structure

In order to complete the Bradford MBA you will be required to complete 14 modules in total and a 12,500-15,000 word management project.

Cycle One

In order to provide you with a solid foundation you will study ten compulsory modules covering key business and managerial disciplines. Your understanding of each subject area will be developed through the study books, textbooks, case studies, journal papers, audio and video materials and ongoing collaboration with other distance learning students and of course your module tutor. You will also be able to assess your progress through the online multiple choice questions and the two tutor marked essays.

1. Business Accounting

Managers are required to have an understanding of accounting and the accountant's role within an organisation. The module will provide an introduction into this area covering issues such as:

- Interpreting and evaluating accounts
- Profit and loss
- Cash flow and the balance sheet
- Investment appraisal and return on investment
- Marginal and absorption costing
- Ratios, comparisons and trends
- Budgeting and control

2. Business Economics

The module provides an insight into the market environment organizations operate in and how market forces can impact on an organization and the growth strategies adopted. The module covers:

- Scarcity and choice
- Resource allocation and the markets
- Demand and supply/cost analysis
- Intervention in markets
- Market structure and competition
- Structure, conduct and performance of companies and markets
- Market concentration and public competition policy
- Determinants of national output/income and fluctuations in growth rates
- Key economic variables: output, employment, inflation
- Government fiscal, monetary and supply side policies
- Exchange rates and the balance of payments
- Globalisation, international trade and international investment

3. Marketing Management

The module provides an insight into just what marketing is along with the fundamental marketing theories managers need to be aware of. In addition to this the module considers the relationship between market analysis, organizational opportunities and threats, marketing strategies and tactics.

The module covers:

- What is the marketing concept?
- Analysing the market environment and market planning
- Consumer and organizational buying behaviour
- Segmenting the market, targeting customers and positioning the product
- Marketing tactics – the marketing mix
- Product portfolio analysis and the product life cycle
- Branding and communicating with the market
- Marketing channels – distributors and retailers
- Pricing strategies
- Marketing in an international environment

4. Operations Management

The module looks at what is known as the 'conversion process' focusing on how materials and products are processed within the organization. The module covers:

- The framework for operations management and the functional interfaces
- The issues of value, variety and design
- Design operational systems
- The workings of an organization
- Capacity management and operational planning
- Quality management
- Purchasing and layout
- Contemporary issues in operations management

5. Managing People

Managers need to be able to understand how to manage one of their most valuable and important resources – their employees. In order to investigate this subject the module draws on several disciplines including organisational behaviour, organisational psychology and human resource management. The result is a module which provides a comprehensive insight into those factors which influence human behaviour within the work environment. The module covers:

- Personality, perception, motivation and job satisfaction
- Group and team work
- Management and leadership
- Transactional and transformational leadership
- Organizational culture, structure and design
- Conflict, power and politics within the organisation
- Communications within the organisation

6. Managerial and Professional Development

The module encourages students to adopt an independent and reflective approach to learning and development enabling students to develop an awareness of their own and others' development needs. The module covers:

- The role of learning and development in organisations
- The critical role of managerial skills
- Learning: approaches and models
- Principles of personal development
- Professional and management development
- Career development
- Developing self-awareness
- Reflective practice

7. Business Research

In order to assess new business opportunities or potential future strategies managers need to be able to conduct business research in a systematic and objective manner. In addition to this when faced with the results from business research managers also need to have the required skills to analyse the evidence presented to them. With this in mind the module covers:

- Qualitative and quantitative approaches to business research
- Creating a suitable research sample
- Analysing research results
- Drawing and then testing the findings emerging from business research
- Interpreting and presenting research results
- The ethics of business research

8. Business Ethics and Sustainability

The module will draw on current research and business practice in order to provide students with an insight into one of the major issues facing organizations today. The module covers:

- The foundations of the debate surrounding business ethics and sustainability
- What do we mean by business ethics, sustainability, sustainable development, corporate citizenship and corporate social responsibility?
- Traditional and contemporary ethical theory
- The duties and responsibilities of businesses
- Corporations, state and civil society and the firm as a political actor
- The international, national and regional regulatory environment and codes of practice
- State or self-regulation and the risks of non-compliance
- Stakeholders: shareholders, employees, consumers, suppliers, competitors, civil society and government
- Future perspectives on ethics and sustainability

9. Corporate Finance

The module draws on some of the issues previously discussed in the Business Accounting module consolidating and further developing your knowledge of financial decision making. You will consider how capital markets operate, how companies are valued and how the wider business environment can impact on financial managers operations. The module covers:

- An overview of financial management considering investment and financing decisions, share holder value analysis and strategic investment
- Valuing organizations
- Financial strategies – short term and long term finance and working capital management
- Do dividends matter? – dividend policy
- Using debt finance – long term and short term debt instruments
- Measurement of gearing – impact on shareholder value and the required return
- Shareholder return requirements

10. Strategic Management

The module aims to develop an understanding of the changing practice of strategic management within an often highly volatile business environment. The module covers:

- Varying perspectives on strategy, strategic management and strategic decision making
- An understanding of the dynamic business environment
- Strategy formation, organisational planning and positioning
- Creating and sustaining a competitive advantage and stakeholder satisfaction
- Value chain analysis
- Company culture and its impact on management strategy

Cycle Two

Once you have gained the required managerial skills and knowledge during Cycle 1 of your studies you will then be required to complete four Cycle 2 modules. There are a total of nine Cycle 2 modules to choose from for those studying purely by distance learning. If you decide to study a Cycle 2 module(s) at Bradford or at a partner institute a number of alternative modules are likely to be available (e.g. corporate marketing, mergers and acquisitions). As with the Cycle 1 modules you are expected to study two cycle 2 modules every three months. The modules available via the conventional distance learning route are:

1. Marketing Communications

In a world where organizational stakeholders are bombarded each day with numerous messages there is a need to ensure that your organisation communicates with the right stakeholders in the most efficient and effective way. This module will help you achieve this introducing the concepts and theories that will enable you to develop integrated marketing communications. The module covers:

- Analysing integrated marketing communications
- Advertising theory and management
- Personal selling and negotiation
- Below the line promotions
- Public relations
- Branding and design

2. Entrepreneurship

This module is designed to introduce you to the concept of entrepreneurship and to equip you with the knowledge and skills to engage with the entrepreneurial process. You will emerge from the module with a comprehensive understanding of the importance of entrepreneurship to the economy, the role of the entrepreneur and the unique problems that new businesses face. You will also learn the skills that will enable you to develop ideas into concepts, test these through feasibility analysis and develop business plans for new ventures. The module covers:

- Defining and understanding enterprise, entrepreneurship & innovation.
- Managerial versus entrepreneurial mindsets. Skills attitudes and behaviours associated with entrepreneurs and developing entrepreneurial skills.
- Creativity and innovation in entrepreneurship. Sources of opportunity & innovation. Techniques for generating and evaluating new ideas. Distinguishing between ideas and opportunities.
- Developing ideas into business opportunities. Industry and competitor analysis. Feasibility analysis.
- Assessing the factors which influence the choice of business model. How to develop a business model. Recognising potential flaws in a business model
- Resources in the entrepreneurial venture. Decisions required for a new venture. Developing a team & networks to implement the opportunity
- The purpose of a business plan. Key components of a business plan. Evaluating and presenting a business plan

3. Project Management

The module aims to foster a critical awareness of the concepts and principles of project management providing an insight into key models, frameworks and techniques to support decision making and control. The module covers:

- The justification for project management
- The processes involved in project management
- Project initiation – selection, start up, the business case and the organisation
- Project initiation Part II – planning and the management of product delivery
- Project implementation – stage control and boundary management
- Project closure – learning from the project planning experience and assessing the benefits of project management
- Managing risk and quality
- Configuration management and change control
- Software tools in project management

Cycle Two Continued...

4. E-Business

The module will investigate the highly contemporary areas of E-commerce and E-business considering the implications these developments may have for new and existing businesses. Further to this you will develop the skills required to introduce and manage the 'E' business strategy of an organization.

The module covers:

- Understanding E-commerce and E-business
- E-commerce technology
- Applying E-commerce (e.g. search engines, social networks, blogs)
- Barriers to E-commerce (e.g. security, data encryption)
- Analysing business models
- Public policy and legal issues impacting on E-commerce and E-business
- New management, strategy thinking and future technologies

5. International Business Strategy

The module develops a comprehensive understanding of the major issues that businesses are confronted with when operating in international markets.

The module covers:

- The implications for strategic management of major changes in trade and investment patterns
- The globalisation process
- The importance of differences in institutional and cultural systems in international business
- Foreign direct investment and the internationalisation process
- Foreign market entry modes
- The importance of the business environment, innovation, leadership and entrepreneurship on international business strategies
- HQ and subsidiary relations and managing collaborative relations.
- Corporate social responsibility and the strategic management of multinational corporations.

6. Managing International Business in Emerging Economies

This module has been designed for those who intend to work or are interested in international business development whether as managers, consultants or entrepreneurs – all within the context of emerging markets. You will investigate the workings of subsidiary operations in emerging economies (e.g. Central and Eastern Europe, China, Russia, Brazil, Mexico, Cuba, Central and South East Asia) and gain an understanding of the fundamental issues confronted by foreign firms competing in newly opened and dynamic markets. In order to develop this knowledge the module draws on a mixture of theory and practice which you will find intellectually challenging and which will provide a sound basis for further career development. The module contains:

- An introduction to emerging markets
- Economic and political reform
- Foreign direct investment and outsourcing
- Entry strategy
- Brownfield and privatization acquisitions/restructuring in the transitional economies of Central and Eastern Europe
- Managing equity international joint ventures in Asian markets
- Subsidiary development and entrepreneurship
- Social networking
- Corporate social responsibility
- Corporate staffing and localisation
- Emerging market multinationals/internationalisation

7. International Financial Management

This module is designed to provide you with a critical understanding of the investment and finance decisions made by multinational companies. The module explores institutional structure and the behaviour of international currency markets enabling you to analyse and evaluate the economic factors that affect the foreign exchange rates. You will also explore the financial instruments and techniques that companies adopt to manage currency risks.

The module contains:

- The foreign currency markets and the determination of the spot and forward exchange rates
- The relationship between exchange rates, price levels and interest rates
- Financial instruments and currency hedging techniques
- International portfolio management
- International debt and swap financing techniques
- Capital investment decision making in the multinational firm

8. Management of Change

The dynamic nature of the current business environment means managers have to deal with change on an almost daily basis. In spite of this few managers have a sound understanding of how to manage change. During this module you will be able to reflect on your own experiences considering why change may be needed within organizations and how managers can successfully introduce and then manage change. You will also consider why change may be resisted and how such resistance can be overcome. The module covers:

- The nature of change
- Cultures for change
- Drivers of change
- Reactions to change
- People and change
- Leadership of change
- Models of change

9. Managerial Leadership

The module aims to develop a comprehensive understanding of the major theories concerning leadership within work organizations. You will develop an increased understanding of the way participants' behaviour can affect the feelings, attitudes and behaviour of people at work. The module covers:

- Just what is meant by the phrase 'leadership' and how does it differ from management
- Are leaders born or made?
- Leadership development
- Skills in leadership - transactional, transformational and charismatic leadership.
- The role of leadership when undergoing organizational change.
- Leadership issues, challenges and strategies in business, government and politics.
- A critical review of leadership theory: early trait theories; behavioural style theories; situational leadership theories;
- The adoption of an integrative, holistic model of leadership.

Management Project

At the end of your taught studies you will be required to put into practice what you have learnt during the various modules and complete a 12,500 – 15,000 word management project. The University of Bradford allows its students a great deal of flexibility in their management projects. For example, you may wish to reflect on your academic learning and apply it to a problem currently facing the organization you work for. You may wish to investigate an issue affecting not just one organization but an entire industry,

or you may wish to conduct 'desk based research' – really getting to grips with all the academic arguments and issues surrounding a subject area in order to develop a new management framework.

Throughout the project you will be guided by an experienced academic and you will have access to the School of Management Effective Learning department. The Effective Learning service often proves to be very useful providing students with a clear understanding and guidelines on what is required in order to successfully complete their project.

Programme Assessment

In order to ensure that you have gained the required skills and knowledge you will have to successfully complete a form of assessment for each module. The assessment may be an individual written assignment, an exam or a mixture of both.

So that you can monitor your progress as you work your way through each module there are a number of opportunities for formative assessment (i.e. assessment that will not count to your overall grade). For example, you will be invited to submit 2 pieces of work to your individual tutor. Your tutor will read through the work and provide you with feedback. In addition to this, you will be encouraged to complete a series of online multiple choice questions for each unit studied.

Exams can be sat at the University of Bradford, RDI's Head Office in Coventry or can be arranged overseas via the British Council or at a recognised overseas academic institution at additional cost.

Study Materials & Support

For each module you will receive a textbook and a high quality study book containing essential study notes, case studies and short exercises to help develop your understanding of each subject area. The study books are written by academics from the Bradford School of Management many of whom are world-leading authorities in their subject area. Each study book contains:

- 9 study units, each unit is designed to develop your understanding of a particular subject area.
- 2 optional assignments which you submit to your tutor for feedback. These assignments enable you to track your progress providing valuable feedback, ensuring that you understand the key subject areas.
- A series of short case studies and exercises reinforcing key principles and ideas and demonstrating how academic theory can be put into practice.
- Clear guidance on accessing additional learning materials (e.g. academic papers) that will help reinforce your understanding and knowledge.

The printed materials are used alongside online materials made available via the Bradford School of Management virtual learning environment (known as 'Blackboard'). The on-line materials include:

- A copy of the module study book
- Guidance on the assessment used for the module
- Power point slides and audio recordings (where available) taken from Bradford based full time MBA lectures
- Film from 3 key on-site lectures (where available)
- Key readings selected by Bradford academics from leading academic journals, trade publications and broadsheet newspapers
- Selected audio and video clips helping to underline your knowledge and understanding of particular subject areas
- Additional non-compulsory readings, audio and videos enabling you to engage with and advance your understanding



Duration of Programme

The Bradford School of Management distance learning MBA allows students to vary the speed of their progression through the programme to suit their own individual needs. As such, you can choose to take just one module in a quarter or defer your studies altogether, for a short period of time.

Distance learning students usually however study 2 modules every 3 months. Each module is split into 9 units (8 learning units and 1 revision unit). Students are expected to work through 1 unit per module per week. This format ensures that students have a number of weeks at the end of the module for examination revision (if the module is assessed by an exam) assignment work and general recuperation.

Through completing 2 modules every 3 months by the end of year 1 students will have studied 8 modules. In year 2, progressing at the same rate, students take the remaining 2 compulsory modules and 4 cycle 2 modules. The completion of these remaining modules takes 9 months. In the final 3 months students start and can complete the management project. Many students see the management project as a key part of the MBA experience, putting the skills they have learnt into practice. To facilitate this learning experience Bradford allow students to register for the management project at a time that is convenient to them. Once a student has registered for the management project we allow the student up to 12 months to complete the project.

As a general guide the programme can be completed in 2-6 years. On average students take 3 years to complete the programme.

Admissions Requirements

The standard entry criteria for the distance learning MBA is:

- A first degree from an approved university: UK degree minimum 2:2 (honours); European degree gross percentile average (GPA) of 2.5 out of 4.0 or 6.5 out of 10, or overall average of 70 from 100 per cent or an acceptable professional qualification.
- At least three years' relevant postgraduate work experience.
- Proficiency in English - a 6.5 score on IELTS test of English, 580 in written TOEFL, 240 in computer-based TOEFL or 94 or better in the internet-based TOEFL are needed from non-native speakers. Under exceptional circumstances alternative evidence demonstrating proficiency in English will be accepted.



- In addition, all applicants will be required to take a short on line test to assess critical thinking and numerical reasoning (the Bradford Test). Applicants with a GMAT of 600+ attained in the last two years do not have to take the Bradford Test.

It may be the case that you are a highly motivated applicant with a proven track record and a wealth of highly relevant work experience but you do not have the required academic qualifications. If this is the case you may well still be eligible for the Bradford MBA and as such you are encouraged to submit an application.

Enrolment Dates

There are four enrolment opportunities throughout the year in September, January, April and July

Applying for the MBA

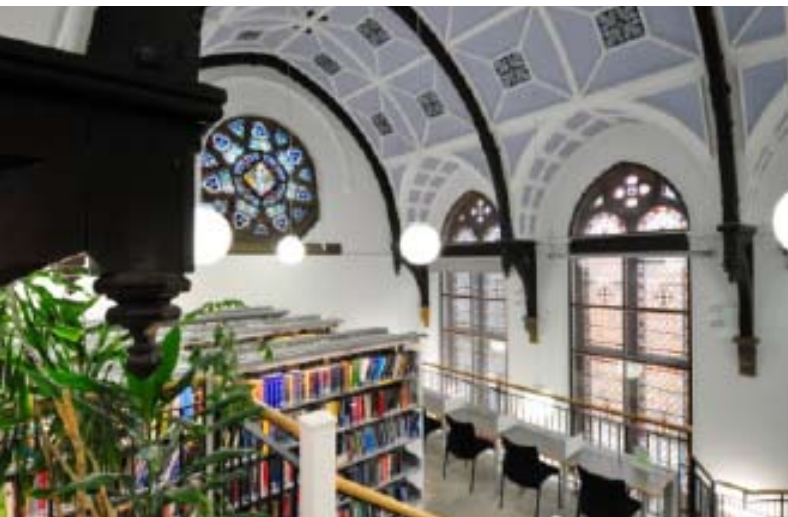
You will be required to submit an application online via our website www.rdi.co.uk/apply. You will then be contacted by an experienced Programme Advisor at RDI requesting further documentation (i.e. qualification certificates, CV and references). On receipt of the required documentation your application will be screened and, if suitable, forwarded to the School of Management for formal consideration. If the application is successful you will be issued with a formal offer letter.

Contact Details

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“If you want an experience that will truly benefit you throughout the rest of your life, the Bradford MBA has to be the natural choice”

Atif Mahmood - University of Bradford, MBA