



UNIVERSITY
OF LONDON

Global MBA 2018–2019

Join the next generation
of global business leaders.
Right here. Right now.

london.ac.uk/mba

Academic direction by



Queen Mary
University of London

Contents

A flexible MBA by a world-class institution	4
Queen Mary University of London	5
Online and flexible learning explained	6
Programme structure	8
Core modules	10
Accountancy modules	11
Entrepreneurship and Innovation modules	12
Finance modules	13
Law modules	14
Leadership modules	15
Accreditation	17
Take your career to the next level	18
Entry requirements	20
Recognition of prior learning	21
Fees and funding	22
Your University of London qualification	23

A University of London degree
from anywhere in the world



Quality

The Global MBA is developed by Queen Mary University of London, a member of the prestigious Russell Group. This ensures the world-class quality of the degree.

Flexible learning options

We offer you the flexibility to fit your studies around your working life. If you need to travel, you can take your studies with you.

A mark of excellence

The University of London's distinguished history of distance learning dates back to 1858. You'll gain a prestigious qualification respected by employers worldwide.

Accredited programme

With accreditation from professional bodies including CMI and CIMA, you'll have access to resources and networks that will greatly enhance your career prospects.

Employability

By enhancing your business, analytical and research skills, you'll make yourself an exceptional candidate for leadership positions.

Join the World Class

When you graduate, you become part of our global network of influential alumni, which includes leaders in industry and Nobel Prize winners.

A flexible MBA by a world-class institution

The Global MBA offers a transformational learning experience that will develop your skills and knowledge into world-class business acumen.

The programme looks beyond the boundaries of the lecture theatre. By studying online, you no longer need to spend time away from the workplace. You can maintain your career and build on it as you progress.

You also have the opportunity to build your global network and collaborate with peers from around the world, learning from a wealth of inspiring backgrounds and experience.

A trusted name in global education

Founded in 1836, the University of London is one of the oldest and most prestigious universities in the UK. In 1858, we made our degrees available to study anywhere in the world.

Among our former students are seven Nobel Prize winners, including Nelson Mandela, the eminent Caribbean writer Derek Walcott, and Charles Kao, a pioneer in the development of fibre-optics. Our graduates have made, and continue to make, significant contributions to the fields of science, literature and politics.

London made global

A global centre of finance, marketing and economics, London provides an unparalleled setting for the provision of global business studies.

The Global MBA benefits from the vast history and presence of international business that London has provided its institutions for centuries.

“This Global MBA provides you with the necessary knowledge, skills and capabilities to reach your goals and meet your aspirations. Your study will empower you and reshape your career. We offer a well-structured programme with specialisations that will shape the leaders, successful executives and ambitious entrepreneurs of tomorrow.”

Dr Dimitrios Koufopoulos
Programme Director, Global MBA



Queen Mary University of London

Academic direction is provided by Queen Mary University of London, one of the UK's leading universities.

A member of the prestigious Russell Group, Queen Mary was ranked in the world's top 25 institutions by Times Higher Education 2017 for international outlook. This was based on the proportion of international staff and students, citations and internationally co-authored papers.

Queen Mary also places a high priority on the integration of its teaching and research. This ensures that your MBA study materials are informed by the latest developments in the industry and are fully relevant to your needs.

Business links

The schools represented by the Global MBA have a wide range of industry links and advisory connections. Academics in the School of Business and Management at Queen Mary have advised organisations such as the BBC, the European Commission, and the Equality and Human Rights Commission.

The advisory board to the School of Economics and Finance includes the former Chairman of Ofcom and the Chief Economic Advisor to the Mayor of London.

The School of Law has links with organisations such as Mills & Reeve, Kilburn & Strode, and the global IT corporations Intel and Unisys.

Online and flexible learning explained

You don't need to wait long to get started. We offer four entry points per year (January, April, July and October) to begin the Global MBA.

Fit your studies around your schedule

Completion of the MBA is under your control. You set your own pace and you can complete the programme in a minimum of one year and a maximum of five years. Each module is available up to four times a year (subject to demand). Depending on your needs you can adjust the number of modules you study each session, with the advantage of taking time away from study if necessary. You can study up to six modules at a time (or four modules plus the Strategic Project).

Study materials

When you register we provide you with all of the resources and study materials you need to complete the programme successfully. You can access these on computers, tablets and other mobile devices through your virtual learning environment (VLE).

On the VLE, you will be able to engage with your course materials for each module, including videos, exercises and discussion forums, with supervision from established academics. The VLE also contains tools that will allow you to monitor your progress and log your development.

Network with professionals worldwide

The Global MBA provides a platform for you to discuss and exchange real case studies and scenarios from around the globe, providing a fully international perspective on events and unrivalled networking opportunities.

Guaranteed tutor support

All students receive tutor support and feedback while studying this programme. Tutors introduce the modules, respond to queries, monitor discussions and provide guidance on assessments.

If you register for a module as a web-supported learner, you join an online tutor group. Here, your tutor provides support via discussion groups. If you enrol for a module with a local teaching institution, you can receive face-to-face classes and tutor support.

Assessment

Assessment may include coursework, projects and written exams. Your final grade for each module is based on a weighting of these assessments (e.g. 30 per cent coursework, 70 per cent exam).

All coursework and projects are submitted online through the VLE. You can sit exams at any of our exam centres worldwide. For more details, see: london.ac.uk/exams



Build up your qualifications

If you don't meet all of the entry criteria, you can still apply to enter the Global MBA via an alternative entry route (see page 20). Once you complete the additional requirements, you will then be able to transfer to the MBA.

We offer a number of qualifications that allow you to validate the progress you make. If you are not ready to commit to the full MBA, you can work towards a Postgraduate Certificate or Postgraduate Diploma.

Celebrate your graduation

When you complete your qualification, you will receive an official University of London award. You will be invited to attend the annual graduation ceremony in London, which is usually presided over by the University of London's Vice-Chancellor or the Chancellor, HRH Princess Royal.

Programme structure

Structure

To complete the MBA, you will need:

- Six core MBA modules (90 credits)
- Four optional modules (60 credits)
- The Strategic Project (30 credits)

Core modules:

1. Accounting and Finance
2. Economics for Managers
3. Marketing for Managers
4. Organisational Behaviour and Human Resource Management
5. Strategic Management
6. Successful Leadership

Plus any four optional modules within any of the following specialisms:

Accountancy modules

Entrepreneurship modules

Finance modules

Law modules

Leadership modules

Plus:

Strategic Project

To achieve the general MBA, you will have to pass these six core modules, **plus** any four optional modules, **plus** the Strategic Project.

Specialist pathways

- MBA (Accountancy)
- MBA (Entrepreneurship and Innovation)
- MBA (Finance)
- MBA (Law)
- MBA (Leadership)

To gain a specialist MBA, **at least three** of the optional modules and the Strategic Project must be from **one** specialist area.

Postgraduate qualifications

To achieve a **Postgraduate Diploma** in Business Administration, you must successfully complete a total of **eight** modules – any four core modules, plus any four other modules (core or optional). You can pursue a specialist award by taking **at least three** optional modules from any one pathway.

To achieve a **Postgraduate Certificate** in Business Administration, you must complete a total of **four** modules: any two core modules, plus any two other modules (core or optional). No specialist route is available for this award.



The Strategic Project

The Strategic Project is the defining component of the MBA programme. It gives you the opportunity to develop your independent business research skills and apply them to a real-world business scenario.

You will develop a methodology and use research skills to identify, collect, and analyse data in relation to this business challenge. The project gives you the opportunity to demonstrate your acumen, your initiative and your decision-making ability.

Drawing upon your learning from the MBA modules, you will analyse a problem, explore alternative solutions and apply judgements based on a full assessment of the evidence. You then present this in a professional document.

Core modules

Accounting and Finance

This module will give you a better understanding of how businesses perform and the decisions and problems they face. You will learn how financial information is prepared and communicated and how it is used as an effective tool for decision-making and control. This information includes areas of financial and management accounting and the main principles of finance.

Economics for Managers

This module explains the central economic concepts and models, including supply and demand, production and cost functions, product and resource pricing, national accounting and money demand and supply. You will learn about the business environment in which firms operate, how economic theory determines decision-making, and how contemporary economic events influence the world economy.

Marketing for Managers

This module emphasises the importance of marketing for the survival and long-term viability of contemporary businesses. It will help you to evaluate the marketing process, explain the importance of understanding customers and the marketplace (in domestic and international contexts) and understand how to develop and implement a successful marketing strategy.

Organisational Behaviour and Human Resource Management

This module explains the key theoretical and practical issues relating to organisational behaviour and human resource management, and examines how strategic and successful HR policies are implemented. You will learn more about how organisations behave and how they manage their people. It will help you to lead more effectively and enhance organisational performance.

Strategic Management

Managers need to know how organisations engage with their environment and how to develop new competitive advantages. This module introduces you to the key concepts, frameworks and practices of strategic management. It prepares you to respond quickly to today's challenging business climate and understand the role of strategy in maintaining or achieving competitive advantages.

Successful Leadership

This module prepares you for strategic leadership and transformational roles in organisations. You'll explore current leadership theory and how it fits against contemporary expectations of people in organisations, using case studies to apply real-world context. In preparing you for strategic leadership, this module helps you identify, evaluate and hone your own personal leadership style.



Accountancy modules

Financial Reporting and Analysis

This module examines the financial reporting of companies and how such reporting can be analysed to evaluate performance. You will learn how accounts are constructed and analysed, then examine the impact of various issues on the reported numbers. These include the reporting of tangible and intangible assets, continued and discontinued operations, and historic costs versus fair value accounting. A basic prior knowledge of accounting is assumed.

Accounting for Managers

Management accounting is a dynamic discipline which interacts with the organisational environment in which it exists. This module covers areas such as job and process costing, cost-volume-profit relationships, capital investment decisions and budgetary control systems. You'll explore emerging themes within the field of management accounting which are regarded as important for organisations seeking to evolve their management accounting systems.

International Accounting

This module will help you understand international accounting theory and is suited to anyone who is looking for an international perspective on contemporary issues relating to accounting and finance. It brings into focus the context of accounting information, adjusting for social, political, economic, natural and cultural environments. You'll acquire the skills to pursue careers in auditing, financial institutions and management consultancy.

Advanced Management Accounting

This module provides insight into advanced aspects of planning, decision-making, performance evaluation and control. It considers a range of strategic management accounting techniques and critically examines the impact of behavioural and social issues in the use and implementation of management accounting techniques. This module encourages critical and analytical thinking surrounding the interplay between accounting and management.

Entrepreneurship and Innovation modules

Venture Capital and Entrepreneurship

Venture capital has been the driving force behind some of the fastest growing sectors of today's economy. Entrepreneurs and business managers need to understand the strategies, tools and techniques required to secure venture capital finance. This module explores how entrepreneurs obtain funding from venture capital firms, and how those within the industry make and manage investments. This module sits alongside the 'Entrepreneurial Finance and Private Equity' module.

Entrepreneurial Marketing

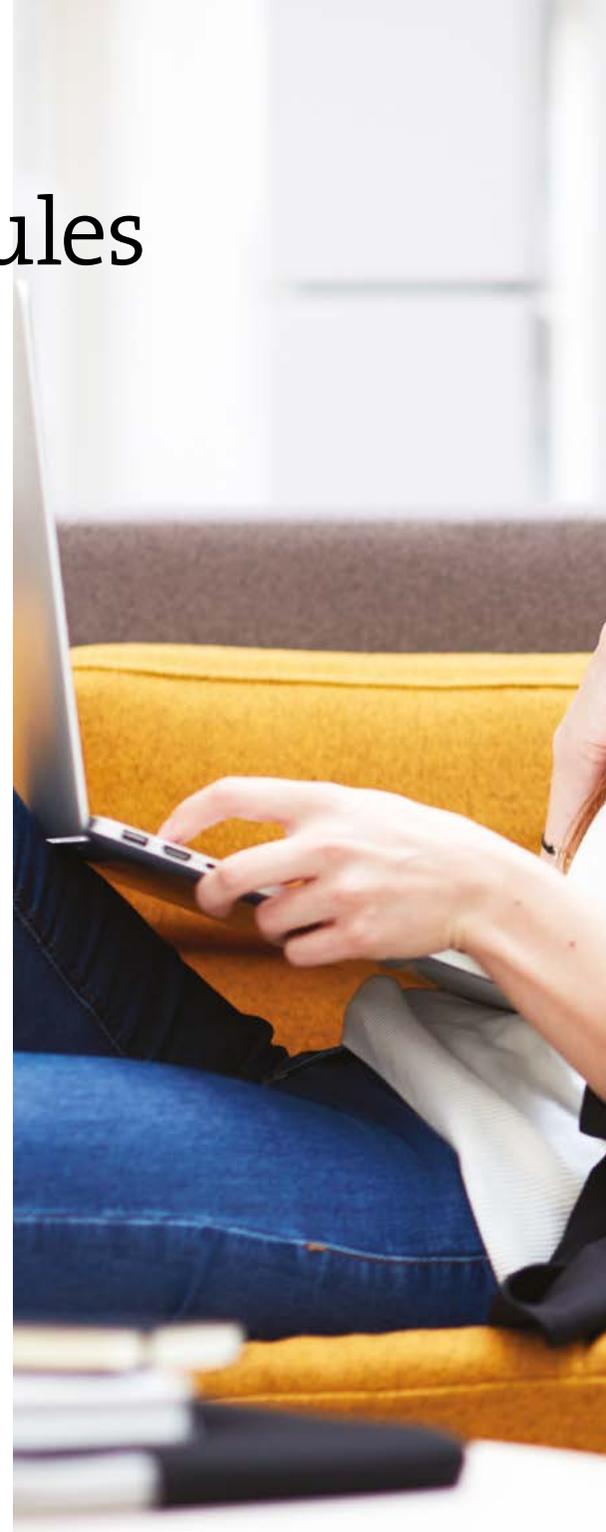
Marketing is especially important in entrepreneurial situations, when there is often limited capacity to establish a presence in a crowded marketplace. This module focuses on the different marketing approaches for entrepreneurs and new ventures compared to marketing for established firms. By completing this module, you should be able to develop marketing strategies for entrepreneurial firms.

Entrepreneurial Finance and Private Equity

Entrepreneurial success requires the ability to obtain finance and to manage it appropriately. Entrepreneurs need to know how to access funding and how to identify and overcome the risks and challenges that a company may face during its growth phase. This module helps you develop an understanding of how a firm's financial information can be used for obtaining funding. The module complements the 'Venture Capital and Entrepreneurship' module.

Innovation and Change

Many successful organisations have one thing in common – they are good at managing change to achieve sustainable competitive advantages. Innovation thus plays a key part in the formation, development and growth of firms and can involve combining knowledge from different parts of the world. This module equips you with the knowledge and skills to manage innovation in today's rapidly evolving global marketplace.





Finance modules

International Corporate Finance for Managers

This module introduces the following elements of corporate finance: how firms fund themselves; how they choose between different types of finance; and how financing decisions influence investment decisions. This is the only finance module that looks at finance from the perspective of the firm rather than the investor. It is ideal if you work in the finance arena or if you wish to understand the relationship between firms and financial markets.

Portfolio Management

This module focuses on investment decision-making and improved portfolio management, introducing some of the state-of-the-art methodologies used by professional portfolio managers. It develops skills based on modelling of asset price procedures and empirical research findings. By the end of this module, you should be able to understand major portfolio management and risk concepts; apply these to a specific business problem; resolve problems in selecting investments; formulate asset allocation models; and use different asset pricing models in portfolio construction.

International Financial Markets and Institutions

This module is an introduction to international transactions and the role of foreign exchange markets. You'll learn about international capital flows and balance of payments accounting, how the foreign exchange market operates, and how standard foreign exchange contracts are valued. It will also describe the role of key international institutions such as the IMF, the World Bank and the WTO. This perspective on finance is vital for anyone planning to work in an international organisation.

Risk Management and Decision-Making

This module focuses on decision-making in risky environments, which is of value throughout the finance industry. It offers a detailed analysis of tools and processes that are used by the financial industry to manage risk. Firstly, this module introduces you to the value at risk approach in risk management and decision-making, with the use of case studies. Secondly, you will analyse the management of risk portfolios. Finally, you will investigate decision-making and why firms tend to take biased decisions.

Law modules

International Finance Law: Transactions, Policy and Regulation

This module examines the legal issues arising from the operations of the largest commercial, merchant and investment banks on the international banking and capital markets. It considers how international financial transactions, contracts and negotiations work. With the use of case studies, you'll gather the building blocks and conceptual tools necessary to understand and master the advanced intellectual challenges posed by the interaction of law and policy in international financial transactions.

Corporate Finance Law

This module enables you to analyse transactions using sophisticated methodologies. It focuses on issues such as the use of debt and equity, due diligence, regulations surrounding takeover defences and financial assistance, and the protection of minority shareholders. By taking this module, you will gain a sound understanding of the dynamics of corporate financing options, methods and techniques in light of regulatory theories, applicable legal frameworks, shareholder capitalism and public policy objectives.

Corporate Governance and Ethics

This module addresses issues affecting the business community and the wide effects of the debate on corporate governance. You will study the origins of modern corporations and the influence of relevant theories on corporate governance. You'll analyse legal issues, with particular focus on the UK corporate governance debate. Finally, you'll examine scenarios in which the adoption of unethical approaches led to the infringement of fundamental rights.

Legal Aspects of Financing Development

All developing countries face challenges accessing capital for development. This module concerns the legal framework underpinning the flow of external capital to developing countries. You'll examine contentious issues in international development finance, such as sovereign debt restructuring, the conditionality attached to financial assistance, and how policy can be influenced by international investment agreements. This module will be valuable to anyone interested in international financial institutions, NGOs, development organisations or related careers.





Leadership modules

Leadership and Management Models

Understanding management models (from classical to contemporary) is crucial to evaluating the effectiveness of leadership. This module prepares you for strategic leadership and transformational roles, using a variety of resources to develop your understanding of management models. It helps you identify and analyse leadership theories, and explores applications in real-world contexts based on case studies.

Negotiation and Conflict Management

To lead any organisation effectively, managers must be able to negotiate with internal and external constituents, identify and manage different types of conflict, and employ dispute resolution methodologies where necessary. By taking this module, you'll learn highly practical skills used in negotiation and conflict management by employees of government agencies, hedge funds and small businesses (among others), helping to make you a highly effective leader.

Leadership, Transformation and Organisational Change

This module focuses on senior leaders – top management teams, CEOs and Boards of Directors – and is suitable for anyone pursuing a career in business management. Using case studies, you'll develop your ability to respond to complex issues and situations that arise in working environments. You'll gain a deep understanding of the contribution of strategic leadership to organisational change and transformation.

Leadership and Ethical Decision-Making

Ethical decision-making is crucial to today's leaders as both corporate and individual responsibility takes centre stage in the public eye. This module prepares you for strategic leadership and transformational roles, building on the Successful Leadership core module to help you recognise how your own moral approach affects and determines leadership approaches when confronted with ethical concerns. You'll explore case studies and examples of real-world ethical dilemmas.



“When students graduate with a Level 7 Strategic Qualification in Management from CMI as well as a very prestigious University of London Global MBA, they are boosting their employability by presenting employers with exactly the skills they seek.

The Global MBA combines a prestigious world-class British university degree with best-in-class British professional bodies, CMI and CIMA, who set admired standards and create career pathways, including unique Chartered status.

And it is open to anyone, anywhere, anytime. What an amazing and unique value proposition.”

Ann Francke
Chief Executive, CMI

Accreditation

The Global MBA is recognised by major industry bodies, providing you with a wealth of resources and opportunities that will support your professional development.

All Global MBA students receive CMI membership. Those who study optional modules in accountancy will also receive membership of CIMA.

Chartered Management Institute



CMI promotes the highest standards in management and leadership excellence.

The core modules and Project of the Global

MBA meet the requirements of CMI's Level 7 Diploma in Strategic Management and Leadership. When you successfully complete the MBA, you also receive this Diploma.

If you have at least three years of relevant work experience, you can also gain Chartered Manager status. For more details, see: london.ac.uk/mba

Chartered Institute of Management Accountants



Chartered Institute of Management Accountants

If you successfully complete the MBA (Accountancy), you are eligible to sit the CIMA Master's Gateway exam. This is a fast-track route towards the CIMA Professional Qualification and the globally recognised CGMA.

Networking and events

Through CMI and CIMA, you'll have access to a wide range of online resources and specialised events (UK and international). Both organisations provide networking and mentoring opportunities for members. The CMI community is over 120,000-strong – a considerable resource for its members.

Mentoring and CPD

These organisations also offer mentoring programmes which provide practical support to managers at all levels of their careers.

Through CMI Mentoring, more experienced managers and leaders share their skills and experiences, helping others to develop these skills further themselves.

CIMA members benefit from a continuing professional development (CPD) scheme. This supports you by helping you to identify your future learning needs.

Take your career to the next level

With a variety of study pathways and professional development resources at your fingertips, you will emerge from the Global MBA with the capability to reach new frontiers in business.

From the moment you begin the MBA, you'll be able to bring new learning and skills to the workplace. The Strategic Project (see page 9) can even involve your current organisation.

You can continue to climb the career ladder, using our professional associations to access training, build powerful connections and boost your standing in the field.

Seek new opportunities

Our links with professional bodies will provide you with access to industry-relevant workshops, training, professional development resources and the opportunity to establish new contacts and strengthen professional networks.

You'll have the opportunity to earn Chartered Management status through the work you provide for the Global MBA, granting you the most prestigious status available in the management profession.

All of this gives you excellent grounds to seek sponsorship for the programme (see page 22) and to pursue promotion opportunities once you have graduated.

Online career support

In addition to the resources offered by our MBA partners, you'll have access to career skills development modules from The Careers Group, University of London. This includes resources specifically designed and developed for the Global MBA.

These will help you to apply management knowledge from the course (including strategic thinking skills, decision-making skills, leadership skills, etc.) to your own executive career project.

Once you are close to completing the programme, you'll have the option to consult the CMI and CIMA listings for suitable job prospects, if that forms part of your plans.

“The Global MBA is a welcome and much-needed initiative in an increasingly global business environment. CMI can engage with learners and help them develop their practical professional skills.”

Ian Myson is Director of Higher Education Partnerships at the Chartered Management Institute (CMI).

“From the very beginning this course has provided useful learning. The virtual learning environment is user-friendly and nicely optimised for mobile, which allows me to study on the move – whether on my daily commute or travelling further afield for work.

Not coming from a finance background I’ve enjoyed learning more about the factors that influence investment decisions. I already feel better equipped to understand my organisation, and I will put this to good use in my own role when evaluating opportunities with prospective partners.”

Ibrahim El Mayet
Current student
United Kingdom



Entry requirements

An accessible programme for career professionals.

For direct access to our MBA programme, you will need the following:

- **Academic requirements:** a First- or Second-Class bachelor's degree (or an equivalent professional award).
- **Work experience:** three years' relevant work experience in a managerial or professional role.

If you meet only one of these requirements, you can apply to join the programme via a second route. Under this route, you complete our MBA Preparation Course (c. 125 hours of study), complete your registration, and then take two set core modules before continuing to the main programme.

If your first language is not English, you'll be required to show evidence of your English language skills. This can range from an IELTS test score to evidence that you have undertaken substantial education or work experience in English.

Please see our website for more details: london.ac.uk/mba

International Business essentials

Prepare yourself for MBA study and a career in international business.

As well as supporting the second entry route for the MBA, this series of online short courses also helps you to develop the essential business, academic and cultural skills necessary to succeed in international business.

Learn essential skills for International Business

Gain insight into the key professional skills required by managers at all levels of an organisation. Learn how to make a positive first impression, how to become a role model at work, and more about effective time and resource management.

1. Professional Skills for International Business
2. Management Skills for International Business
3. Quantitative Foundations for International Business
4. Statistics for International Business
5. International Business Environment
6. International Business Capstone

For more information and to enrol, visit: coursera.org/specializations/mba

Recognition of prior learning

The University of London offers an excellent opportunity for you to use your existing qualifications to your advantage.

Recognition of prior learning is where we accept a qualification in place of one (or more) modules of the MBA, so you don't need to take them as part of your degree. If your prior learning is recognised, you could complete the MBA more quickly by studying fewer modules.

Some qualifications are recognised for up to five modules, which is a significant portion of the programme.

How we recognise prior learning

We recognise qualifications **automatically** if we have already confirmed that they meet the learning outcomes of a particular module or set of modules. A sample of the accepted awarding bodies is shown below.

For qualifications we have not reviewed before, any recognition is classed as **discretionary**. If you believe a qualification you hold reflects similar learning outcomes to MBA modules, you can apply for this to be recognised.

Awarding body	Maximum recognition available
ACCA	One core, four optional modules (75 credits)
CIMA	One core, four optional modules (75 credits)
CFA Institute	One core, four optional modules (75 credits)
CISI	Four optional modules (60 credits)
ICAEW	One core, four optional modules (75 credits)
Pearson	Four core modules (60 credits)

Fees and funding

Gain a prestigious University of London qualification at outstanding value.

The course fee varies depending on a number of factors: where you live; whether you receive online or face-to-face tutor support; and whether you pay in full at registration or pay as you study.

Our module fees include access to study materials and entry into assessments, but not the fee for sitting an exam (which is paid directly to your local exam centre).

For more details, please see:
london.ac.uk/mba

Postgraduate master's loans

The UK government is now providing loans worth over £10,000 for students based in England who wish to begin their first master's level programme. The University of London Global MBA is eligible for this funding.

Scholarships

The University has developed a number of scholarships and bursaries for the programme. For latest availability and updates, see:
london.ac.uk/mba

Employer sponsorship

If you're employed and wish to apply for our MBA, your employer may be willing to help with the cost.

Our online programmes are ideal for employers because they get to retain you as an employee and benefit from the additional skills you bring to the workplace.

Nevertheless, it's important to make a compelling case for the expense and any additional flexibility you may need. Our template and guides will help you build this case.

If your employer requires more information about the University of London or the benefits of sponsorship, refer to:
london.ac.uk/employers

The information contained in this leaflet is correct at the date of publication but may be subject to change. The University does not intend by publication or distribution of this leaflet to create any contractual or other legal relation with applicants, registered students, their advisers or any other persons. For the most up-to-date information please visit our website.

Published by University of London Worldwide (Design, Editorial and Production).

Copyright © University of London, May 2018.

Your University of London qualification

When you graduate with an MBA, you receive a Final Diploma and a Diploma Supplement. When you graduate with a Postgraduate Diploma or Certificate, you receive the Final Diploma.

The Final Diploma

- Indicates that you were awarded a University of London degree, diploma or certificate.
- Identifies Queen Mary University of London as the provider of academic direction for the programme.
- Features the University of London crest and the Vice-Chancellor's signature.

The Diploma Supplement

- Describes the award you have successfully completed.
- Includes the transcript of modules taken, marks achieved and overall classification.
- States the role of Queen Mary University of London.

“This new Global MBA delivers on so many levels in addressing the challenges facing today’s global business leaders, in addition to preparing more for the future.”

Professor Sir Adrian Smith FRS
Vice-Chancellor, University of London

For further information on the range of programmes we offer, please visit our website or contact us at:

The Student Advice Centre
University of London
Senate House
Malet Street
London WC1E 7HU
United Kingdom

Telephone +44 (0)20 7862 8360
enquiries.londoninternational.ac.uk

This material is available in alternative formats upon request.
Please contact: special.arrangements@london.ac.uk

Follow us on:



london.ac.uk/youtube



london.ac.uk/facebook



london.ac.uk/twitter



london.ac.uk/instagram



london.ac.uk/linkedin



london.ac.uk/googleplus



london.ac.uk/flickr



london.ac.uk/blog

london.ac.uk/mba