

Master of Business Administration



Full-time Programme



- › Ranked 82nd (The Complete University Guide 2013).
- › Ranked 88th (The Times Good University Guide 2013).
- › Winner of Queen's award for enterprise 2011.
- › Bachelor's degree holders with no work experience may apply (Subject to university approval).

THE VICE-CHANCELLOR'S MESSAGE



Bill Rammell
Vice-Chancellor
University of Bedfordshire

The University of Bedfordshire is well known for its diversity and inclusiveness. It embraces students from every walk of life.

Currently we have some 24,000 students from all corners of the globe who we make very welcome at our campuses.

Our diversity and internationalisation is something we are very proud of.

Through our partnership with Kaplan Higher Education Academy in Singapore, we bring those opportunities to your doorstep.

You can study at the University of Bedfordshire without leaving home and travelling thousands of miles.

A UK education remains highly sought after globally. And here, at Kaplan Singapore you can be assured of a quality of education that is every bit as good as what we provide at our many campuses in the UK.

Through Kaplan Singapore, you have the opportunity to not only study with us for a degree or postgraduate course but also equip yourself with the skills that will enhance your professional career and provide you with a wider network of students and professionals.

In this brochure you will find all the information you need about studying with us. Additional information is available on our website www.beds.ac.uk

We look forward to welcoming you.



KAPLAN HIGHER EDUCATION ACADEMY IN SINGAPORE

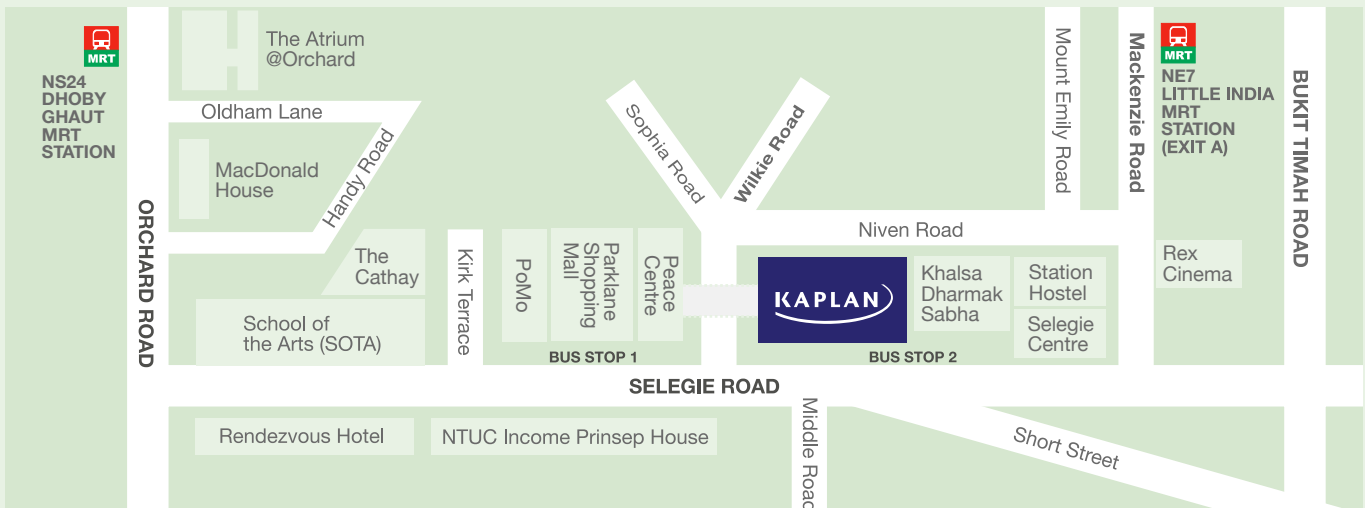
Kaplan Higher Education Academy is part of Kaplan, Inc., a leading international provider of educational and career services for individuals, schools and businesses. Kaplan serves students of all ages through a wide array of offerings, including higher education and professional training. Kaplan Inc. is a subsidiary and the largest division of The Washington Post Company (NYSE: WPO). Today, thousands of students are enrolled in Kaplan Higher Education Academy in Singapore, pursuing full-time programmes that range from diplomas and degrees to MBAs.

Through collaboration with prestigious Australian and European universities, Kaplan offers career-oriented academic programmes designed to provide students with the skills necessary to qualify them for employment in the fields of Accounting & Finance, Business & Management, Communication & Media, Hospitality & Tourism Management, Humanities & Social Sciences, Information Technology and Legal.

The Kaplan City Campuses

Kaplan is one of the largest private education institutions in Singapore, spanning 2 campuses. The Kaplan City Campus @ Orchard is 60,000 sq ft and is equipped with 31 classrooms, state-of-the-art facilities and a comprehensive library.

The Kaplan City Campus @ Wilkie Edge has since expanded to more than 50,000 sq ft, housing the sales and academic departments to cater to the growth of the businesses. This allows students to enjoy a more comfortable campus environment. Within a 10-minute walk from Dhoby Ghaut MRT Interchange station, Wilkie Edge is located along Selegie Road, near the junction of Wilkie Road and Sophia Road.



THE UNIVERSITY OF CHOICE

University of Bedfordshire

Although a new University, it still remains an institution with a rich heritage. The Bedford campus dates back to 1882, which was the founding of the Bedford Training College for Teachers, and the Luton campus has academic roots that date back to 1908. The University of Bedfordshire has approximately 21,000 students and 1,200 members of staff, making it the largest university in the county. The University has recently invested £180m into improving both the Bedford and Luton campuses and the facilities that each offers.

The investment includes:

- New facilities in our Computing and Media departments including multi-camera HDTV and radio studios
- Bespoke facilities in the Business School including our innovative Business Pods and Law Moot Court

The University has been placed 3rd in the UK for nursing, 14th for Sport Science, 14th for Law and 15th in the country for Business in the Guardian University Guide 2009.

As part of the development, £2m has been spent on the University of Bedfordshire Business School. Students on Business courses now have access to unique, state-of-the-art facilities during their studies. The University is now the first and only institution within the UK to offer such exclusive leading-edge equipment and resources.



University of Bedfordshire MBA

The University of Bedfordshire's MBA programme provides students with the underpinning theoretical knowledge relating to management, innovation and change in a business environment, which is essential to any person aiming at a career in business.

This MBA would enhance professional prospects by showing how to apply the latest thinking relating to organisational development and change in the knowledge economy. Our course:

- Enhances business competence and strengthens confidence and credibility which are vital to progress to senior management
- Provides you with the relevant capabilities, both practical and theoretical, to master the complexities of a competitive and changing business environment
- Provides outcomes that can be transferred to your place of work
- Facilitates opportunities for peer networking and learning
- Enables you to fast-track your career progression and grow your business
- Includes a career development stream, delivered with our careers service, which will enable you to critically reflect on your activities, ways of working and personal development, and more importantly how to market yourself in today's day and age

The programme combines core MBA disciplines with innovative subject areas to provide 'The Big Picture' of business life which underpins career success in strategic management and leadership.

Academic Excellence

The excellent academic reputation is built on the achievements of the University of Luton and the Bedford campus.

The University has been commended by the 2008 Research Assessment Exercise (RAE) for its world-leading research and the University has doubled its research income since the last RAE. 60% of research in Business and Management was rated as "recognised internationally". All our courses are underpinned by recent research conducted at the University.

The University was awarded top marks – a "confidence" rating – in our most recent QA Agency audit 2009.

AIMS AND OBJECTIVES

Distinctive Features of the MBA

Fully understand the organisation and yourself

The MBA is a generalist programme giving you a broad knowledge of business and opening the potential for you to join an employer in a variety of positions. It will also give you an appreciation of the roles of most functions within an organisation, helping you to co-operate effectively with future colleagues in cross-functional tasks.

Apply theory into the real world

Understanding theory is not enough on this programme: understanding how it applies in real organisations is key. The teaching team therefore includes staff with a specialist research base and a depth of practical experience in management and leadership.

Latest industry information through case studies

The materials used in every unit focus on the application of theory to practice. You will be given many case studies to explore in depth to appreciate management practice. In addition, lecturers will expect you to keep up with developments in business and key industry sectors through reading newspapers, magazines and business news websites.

Explore your own potential

You will be asked to demonstrate master level capability on taught units and through projects. The Executive Development unit allows you to explore your own potential as a manager which is key to strengthening your capabilities.

Business Environment Simulation

The Theory into Practice Project unit comes at the end of the course putting you into a simulated business environment through a business game to help you practice and think about the wide range of techniques you have explored in your course.

Programme Objectives

- To enable students to expand on their undergraduate skills and contribute to a global knowledge economy.
- To enable students to appreciate the integrated nature of management study and to relate both hard and soft issues to problem solving.
- To emphasise the global context of business and management study to students.
- To add value to student skills and knowledge to make them more employable.
- To enable students to undertake the advanced study of organisations, their management and the changing external context in which they operate.
- To enable students to develop a career in business and management by developing skills at a professional level.
- To develop students' ability to apply knowledge and understanding of business and management to complex issues, both systematically and creatively, to improve their business and management practice.

Career Opportunities

You will be in a good position to demonstrate your potential to employers. Recruiters value the skills to work in a team, the ability to continue to learn, analytical abilities and a broad understanding of management. Whatever you decide to do, the successful completion of your MBA should have laid a strong foundation for you to become a positive change agent in any organisation and an obvious champion for the added value of a dynamic and innovative organisational culture. You will also have had extensive and continuous opportunities for reflective and critical evaluation of your capability as a team worker and leader.



LEARNING CYCLE

A typical term is a 3-month period covering 3 courses of study. The advantage of this structure is to allow students in the programme to complete within 12 months.



Programme Structure

Term 1	Term 2
Accounting for Managers (15 credits)	Leading People in Organisations (15 credits)
Marketing for Managers (15 credits)	Managing Operations (15 credits)
Executive Development (30 credits)	Executive Development (30 credits)
Term 3	Term 4
Strategic Management (15 credits)	Business and Financial Markets (15 credits)
The Competitive Global Context (15 credits)	Small Business and Entrepreneurship (15 credits)
Theory into Practice Project (30 credits)	Theory into Practice Project (30 credits)

*Executive Development is delivered over terms 1 & 2 in the full-time course to allow for reflection.
**The Theory into Practice Project unit is recognised as the equivalent to the dissertation.

Programme Management

The MBA programme is managed by a professional programme management team at Kaplan Higher Education Academy. The team ensures that in addition to classes, students will receive regular programme newsletters via email, academic support via email/internet and study notes. Programme managers will also provide assistance with scheduling, study group formation, Kaplan City Campus library membership, assignment and examination management, student liaison and organisation, etc.

Assessment Method for Full-Time Course

To facilitate and maximise learning for all students, a range of assessment methods are used throughout the course and you will be required to undertake a variety of assessments. They are all rooted in authentic and practical workplace scenarios to enable learning to be transferred to the workplace. The assessments are designed to test knowledge and understanding of the appropriate underpinning theoretical input and research, but also to demonstrate your skills.



UNIT OUTLINE

Accounting for Managers

This unit is designed to provide a framework to help students understand the major issues involved in management decision-making and control, and how financial information is an essential component of most management decisions. The focus is on the issues impacting on the information needs of managers, and the financial decision-making techniques available to modern day managers.

A solid grasp of the issues in this unit is essential for the rest of the MBA and, almost certainly, for the achievement of your career aspirations in management.

Marketing for Managers

Marketing has become an increasingly vital ingredient for business success. Marketing is a company-wide undertaking. Marketing drives the organisation's vision, mission and strategy development. Organisations that neglect their marketing activities and operations are doomed to failure.

For organisations some of the key questions are: what do my customers want; how do potential and actual customers view my offering; how do I make my product or service different; how much shall I charge for it and where/how do I 'talk about' it and make it available? All of these questions are of course posed in a context of competition and in a political, economic, socio-cultural and technological framework that is constantly evolving. The motto for organisations often is 'change or die'.

Therefore, the Marketing Management Unit will introduce you to these challenges and the strategies to tackle them. At this stage, you will appreciate that making the right marketing decisions is not always easy. You would require not only the relevant theories and principles, but also creativity and passion in making decisions. Whether you run your own business or play a managing role in an organisation, and whether that organisation is big or small, mastering the 'art' and 'science' of marketing is essential for success.

Through the use of a large number of small cases, we aim to help you build your knowledge of business organisations alongside laying the foundation of marketing theory.

Executive Development

Excellent high performing managers exhibit self-awareness and engage in decision making with an understanding of their own and others' capabilities. These abilities enable visionary approaches to problem solving and effective development of others.

This unit provides an opportunity for you to reflect upon your personal models of excellent management practice in terms of your individual competence areas. Critical evaluation and reflective observation skills are developed in the context of personal effectiveness which will facilitate critique across a range of issues in business environments.

Leading People in Organisations

The effective management of human resources has always been important, but recent changes in the structure of enterprise, employment and organisational form has led to new expectations and new pressures, all of them changing more rapidly than ever before. Managers have to support their staff and colleagues in ways that ensure that the appropriate skills, knowledge and behaviour are available as environmental demands change and the organisation adjusts to those demands. An understanding of the basic principles of employee behaviour and capability, an informed appreciation of the value of the human resource, and the ability to draw on the former to add to the latter, can optimise employee performance within the organisation.



UNIT OUTLINE

Managing Operations

Operations have always been one of the key functions since it is concerned with the production and delivery of an organisation's products and services. The new global environment for operations demands new ways of thinking on the way we approach the management of our own organisation and those we network with. Global sourcing and relocation are now commonplace for manufacturing and service organisations, and public sector organisations are now contracting on a global scale. The unit seeks to provide a fundamental understanding of operations management and procurement. This is then developed into the new ways in which organisations should be managed in the global context.

Strategic Management

This unit covers the field of strategy-making and strategic management. Students will consider the issues and challenges facing directors, senior managers and entrepreneurs in guiding the long-term development of organisations. The objectives of organisations and the means of achieving them through the mobilisation and deployment of assets and resources and the integration of the various functions of the organisation will be the focus of the unit.

The Competitive Global Context

Today's global business environment is characterised by increasing interdependencies, evolving trends in technology and emergence of new economic or trading blocs, all of which are posing severe challenges to the knowledge and skills of international managers and operators. Such challenges require careful analysis, integrative action and appropriate monitoring. It is the aim of this unit to provide you with the required concepts, knowledge and skills to meet the challenges. The unit will draw on the knowledge and skills gained in the other MBA units to develop an understanding of advanced strategic business techniques within a global business environment.



UNIT OUTLINE

Theory Into Practice Project

The integrated simulation and application project is the culmination of the MBA programme. It is designed to simulate a realistic management situation and give you the opportunity to demonstrate your ability to think through the implications of applying the knowledge and skills acquired through the taught elements of the course.

Its purpose is to bring together all the taught elements of the programme to reinforce their interrelationship and to provide an experience which enables you to move forward from the understanding of a discrete knowledge base to synthesising and exploring new areas in more detail. In this, it simulates the working environment where individuals are constantly required to combine knowledge in different ways and increase their understanding in different areas.

You will start by running a company in a business game, a realistic simulation of the real business world. You then deepen your exploration of the implementation of business decisions through 2 reports.

Business and Financial Markets

A financial market is a forum in which the activities of lending and borrowing and the trading of financial assets take place. This process occurs within the context of managing risk for both private and institutional investors.

In this unit you are introduced to the detailed nature and workings of financial markets across the world. You will examine the academic theories in the area of risk transformation and also look at the implications of financial management decisions on the real world economy.

Financial markets rely heavily on the signals that decision makers transmit through their boardroom level decisions and managerial actions. Students who study this unit should be able to relate the nuance of these decisions and analyse the anticipated impacts on the world economy.

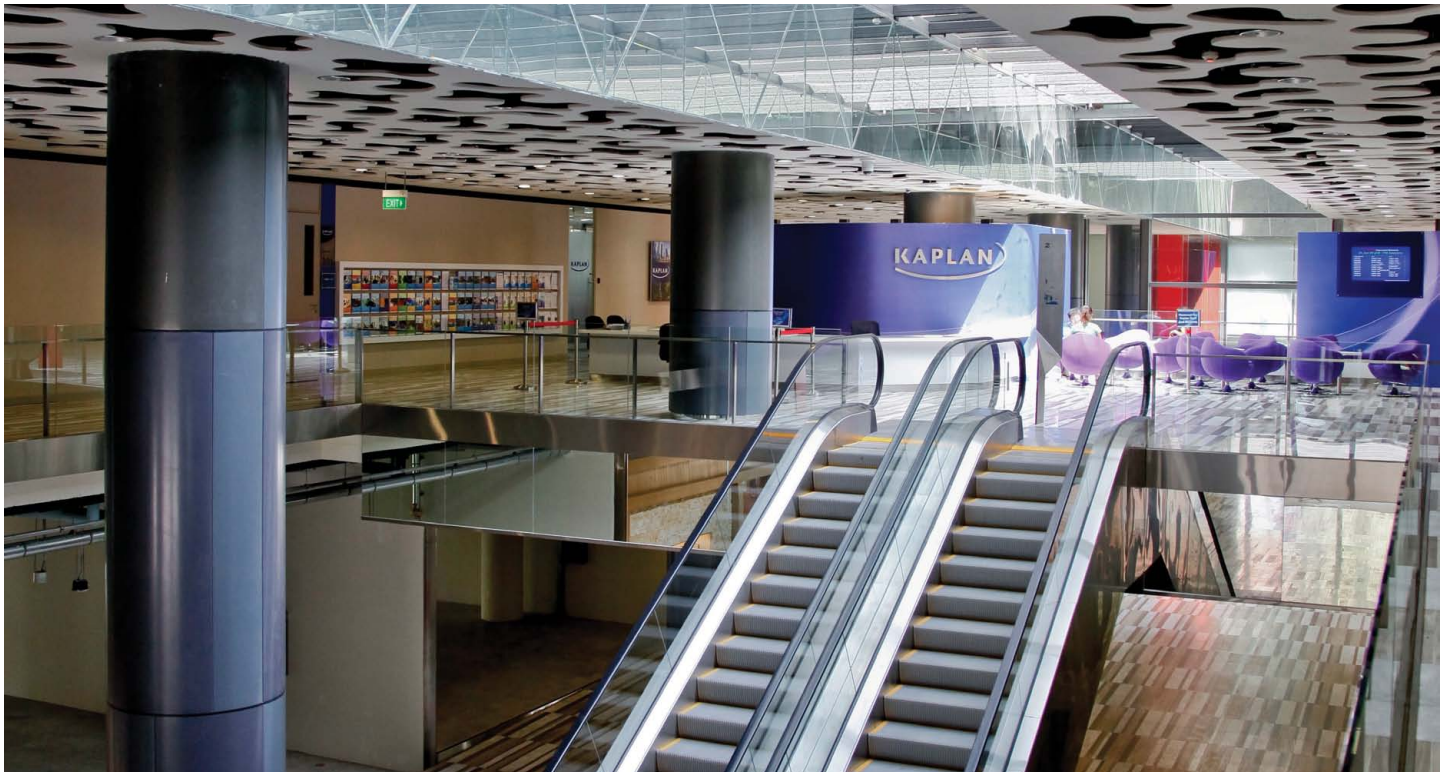
At no time has the study of financial markets been more topical and necessary as in present times. With the recent turmoil of capital markets, global inflationary pressures and the economic impact of the credit crunch, a rethinking of our understanding of what was considered stylised facts cannot be more timely.

Small Businesses and Entrepreneurship

This unit allows you to focus on the challenges involved in managing entrepreneurial ventures, whether in start-ups, small early-stage entrepreneurial ventures, or within larger well-established companies. Whether the goal is raising start-up or development finance for a new business, requesting venture funding from a corporate parent or directing operational management, the unit helps you to acquire the knowledge needed in an entrepreneurial context.



FEE SCHEDULE & APPLICATION



Fee Schedule

Please refer to the insert for the information on:

- Tuition Fee
- Non-tuition Fee
- Refund Policy
- EduTrust Certification

For more information, please contact our programme consultant or country manager (for international students) or email info.sg@kaplan.com

Graduation & Recognition

Students who successfully complete the programme will be awarded the Masters of Business Administration degree from University of Bedfordshire. The degree will be the same as that awarded to on-campus students of the University.

Graduation ceremonies are held yearly in Singapore and in UK. Graduates are encouraged to attend the degree convocation in UK with their families whenever possible.

Admission to the Programme

Participants are selected on the basis of the unique qualities each will bring to the group as a whole. A blending of diverse backgrounds creates special challenges and opportunities for participants to benefit from the experience and perspective of others.

FEE SCHEDULE & APPLICATION

Entry Requirements

This robust, generalist and challenging MBA course is aimed at people with the potential for a successful career in management and with the aspiration to achieve a leadership position in an organisation.

In order to cope with the demands of the course you should have:

- Bachelor's degree (work experience is not required)
- ACCA, CIMA, AIA or similar professional qualification (work experience is not required)
- Local Poly Diploma with at least 2 years relevant managerial working experience (subject to University approval)
- Kaplan Global Diploma in Commerce with at least 3 years relevant managerial working experience (subject to university approval)
- All other private diplomas will be assessed on a case by case basis

English entry requirements:

- Applicants should either possess a diploma from a recognised institution where English is the sole medium of instruction or
- IELTS of 6.0

For more information on English Language requirements, please see University link:

<http://www.beds.ac.uk/international/courses/international-entry-requirements/english>

Mature candidates with substantial working experience may apply (Subject to university approval).

Study Loans

Study loans are available for Singaporean/PR students with most banks and financial institutions. Interested candidates may contact:

POSB	: 6333 0033	www.posb.com.sg
Maybank	: 1800 629 2265	www.maybank.com.sg
NTUC Thrift	: 6238 0550	www.ntucthrift.com.sg
TCC Ltd	: 6319 3700	www.tcc.org.sg
RHB Bank	: 1800 323 0100	www.rhbbank.com.sg

Application & Selection

Deadlines for application for the intakes each term are contained in the application forms. Usually the University takes about 3 weeks to process each application. Therefore, it is advisable for potential students to apply for admission at least 8 weeks before the start of each intake. Finalised start dates and timetables are dependent on approval by the School of Business and Academic Council of the University. This approval is based on a minimum class size.

International Students

The Immigration and Checkpoints Authority (ICA) of Singapore requires all foreign students to hold a valid Student's Pass for their full-time study in Singapore. A minimum of 90% attendance must be attained to protect the interest of foreign students.

Who to Contact

For enquiries on this course, send "KAP-A6TE" via sms to 9677 7598 or enter it at <http://ask.kaplan.com.sg>

For other information on other Bedfordshire's programmes, please contact:

Telephone	: 6733 1877
Facsimile	: 6225 3605
Email	: info.sg@kaplan.com
Kaplan Website	: www.kaplan.com.sg
UOB Website	: www.beds.ac.uk

How to Apply

Documents required for the programme application:

- Duly completed application form
- Certified copy of highest qualification certificates & transcripts
- Photocopy of passport/NRIC
- Personal statement/statement of intention (if applicable)
- Latest CV (if applicable)
- 1 passport-size photo
- Programme application fee

Documents required for Student's Pass application (For international students only):

All student's pass applications must be submitted to Kaplan Higher Education Academy at least 1 month before the start of each intake.

- Certified/notarised copy of highest qualification certificates & transcripts, birth certificate and bank statement
- Photocopy of passport
- Employer's letter certifying applicant's occupation and salary (if applicable)
- Employer's letter certifying parent's occupation and salary
- 1 passport-size photo

The full application package should be sent to:
**Director, Bedfordshire BA (Hons),
 Master of Business Administration Programme (Full-time)
 Kaplan Higher Education Academy
 Kaplan City Campus @ Wilkie Edge
 8 Wilkie Road, #02-01, Singapore 228095**

University of Bedfordshire and Kaplan Higher Education Academy reserve the right to alter, amend or delete any programme, fee, course, admission requirement, mode of delivery or other arrangements without prior notice.

The information contained in this brochure is correct at time of print (September 2013).

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