



UNIVERSITY
OF HULL

The Hull Executive MBA

Leadership Redefined



Contents

Transform the way you lead	3
Realise your true potential	4-5
Yorkshire roots, international reach	6-7
It's who you know	8-9
The power of three	10-11
Your Executive MBA, your way	12-13
Specialist pathways	14-21
The Business School	22-23
The University and city of Hull	24-25
How to apply	26



Transform the way you lead

Hull's Executive MBA is designed to shape you into a leader of tomorrow. AMBA-accredited, it will challenge the way you think, how you see problems and how you can solve them. It will inform and transform your leadership skills, and develop not just your ability to BE a leader but to be a BETTER leader.

We don't believe in teaching by rote – new problems need fresh approaches, not old theories. Instead, our approach is to prioritise thinking skills over perceived wisdom. We'll enhance your ability to reflect and question, giving you the tools to challenge the status quo. This in turn, builds your abilities to manage and consider problems – and create solutions to them.

We'll encourage you to consider the ethics of decisions, to question approaches to ensure you're leading your people and your organisation responsibly. And in doing so, you'll be contributing positively to the sustainability of the organisation itself as well as the communities within which it operates.

We'll shape you into a leader who is more 'connected', with an enhanced ability to think holistically and an increased capacity to predict – and capitalise on – outcomes. Your industry connections have the potential to increase too, with access to a global network of business leaders: Hull MBA alumni operate worldwide in their thousands.

With a focus on the complex nature of the modern business environment, we'll equip you with the strategies and tools required to manage the intricate challenges facing leaders of today.

We'll provide you with the techniques required to manage a rapidly changing and unpredictable world, giving you and your organisation the ability to adapt, survive, and grow.

We can't guarantee you'll always make the right decision. But we can teach you how to think your way towards appropriate solutions, increase your confidence as a decision maker and decrease the levels of uncertainty that may exist around those choices.

In short, we'll help you understand an organisation's ability to respond to the modern business environment. Guiding you towards responsible leadership for a complex world.

Dr Nicholas Snowden,
MBA Academic Director,
Hull University Business School



Realise your true potential

The University of Hull's Executive MBA supports you to become the leader you want to be. Our AMBA-accredited, part-time programme gives you the theoretical knowledge, strategic thinking and critical skills you need to take your career to the next level.

Grounded in established research and led by academics with industry experience, our Executive MBA encourages you to view the world differently, to develop new ideas and to challenge received wisdom. Underpinned by three key themes – **Responsible Leadership, Connected Thinking, and Complexity and Ambiguity** – our programme supports your personal growth for senior leadership in today's global business world.

Embedded throughout the programme, these three core themes combine to help develop a deeper understanding of the complexities of modern organisations and improve your ability to think in a systemic, holistic way. We'll prepare you for the challenges facing leaders in today's rapidly changing and complex business world. And we'll encourage you to manage those challenges in the most appropriate way. To think in terms of the broader implications of decisions, and the responsibilities you hold as a leader. Helping you to balance those responsibilities and steer your organisation in the right direction.

Our specialist pathways, which work alongside core modules, are tailored to suit industry-specific requirements, taking you in the direction most relevant for you and your career*. Alongside the traditional postgraduate route, students may be able to study the Hull Executive MBA as a senior leader degree apprenticeship.

Teaching takes place in three-day blocks every six weeks, allowing you to fit your studies around work and other commitments. Conducive to a busy lifestyle, our blended approach combines face-to-face teaching, online content, and peer mentoring.

We encourage a collaborative approach between you and your employers too with real-world consultancy-style projects as part of your degree. This practical application creates opportunities to forge excellent links with the realities of organisational life and transfers new knowledge and skills direct to the workplace.

You'll become part of a supportive academic and practitioner community and mix with professionals from diverse backgrounds. Benefiting from being able to build relationships within your own cohort as well as others, you'll expand your professional networks and enhance your learning throughout the programme. You'll also become part of a global network of business professionals with Hull MBA alumni operating worldwide in their thousands.

To enhance your global perspective further, you'll also have the opportunity to take two modules abroad** alongside students from other Hull Executive MBA cohorts.



“ Studying an MBA is a key part of achieving my career goals. I looked into other postgraduate courses but only an MBA could provide me with the quality of leadership skills I was looking for.

Michael Welsh,
Health, Safety, Security, Environment
and Quality Assurance Manager,
Gassco AS UK



“ The programme empowers you to develop the skills you need to be a success. You're not thrown in at the deep end and nor are you expected to be an academic. Experience is celebrated – it's 10 years since I undertook academic study and so I was a little apprehensive at first.

You really feel like the lecturers are there for you and are completely committed to getting you where you want to be – to achieve your goals and fulfil your potential. It's really inspiring.

Stacey Chaplin,
Policy & Partnerships Manager (Skills),
Doncaster Council

*All pathways are subject to sufficient student numbers in order to run.

**Incurs additional costs for flights and accommodation.

Yorkshire roots, international reach

The Hull Executive MBA is also delivered in locations overseas through our partnerships with leading international education providers.

An integral part of our international perspective, these valued partnerships contribute significantly to our global network of alumni. Participants at these locations study locally and are taught by our internationally-renowned faculty.

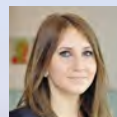
Romania

**Transylvania Executive Education (TEE),
Cluj-Napoca**

In partnership with TEE, the Hull Executive MBA is taught in the technical and economic hub of the Transylvania region, Cluj-Napoca, which is also known as the 'silicon valley of Eastern Europe'. TEE is a partnership between two of the biggest universities in Europe in conjunction with Romania's largest bank, Banca Transilvania; international digital infrastructure firm Electrogrup; and global engineering and technology leader Emerson.

For further information or to apply:
office@teecluj.ro
(00 40) 747752825

“It is my strong belief that the essence of the EMBA lies in looking at and debating upon business issues from the perspectives of professionals with heterogenous backgrounds, each bringing to the table his/her specific experiences and beliefs, especially when such business issues have no right or wrong answers.



Cristina Spirescu,
Tax Manager,
KPMG Romania

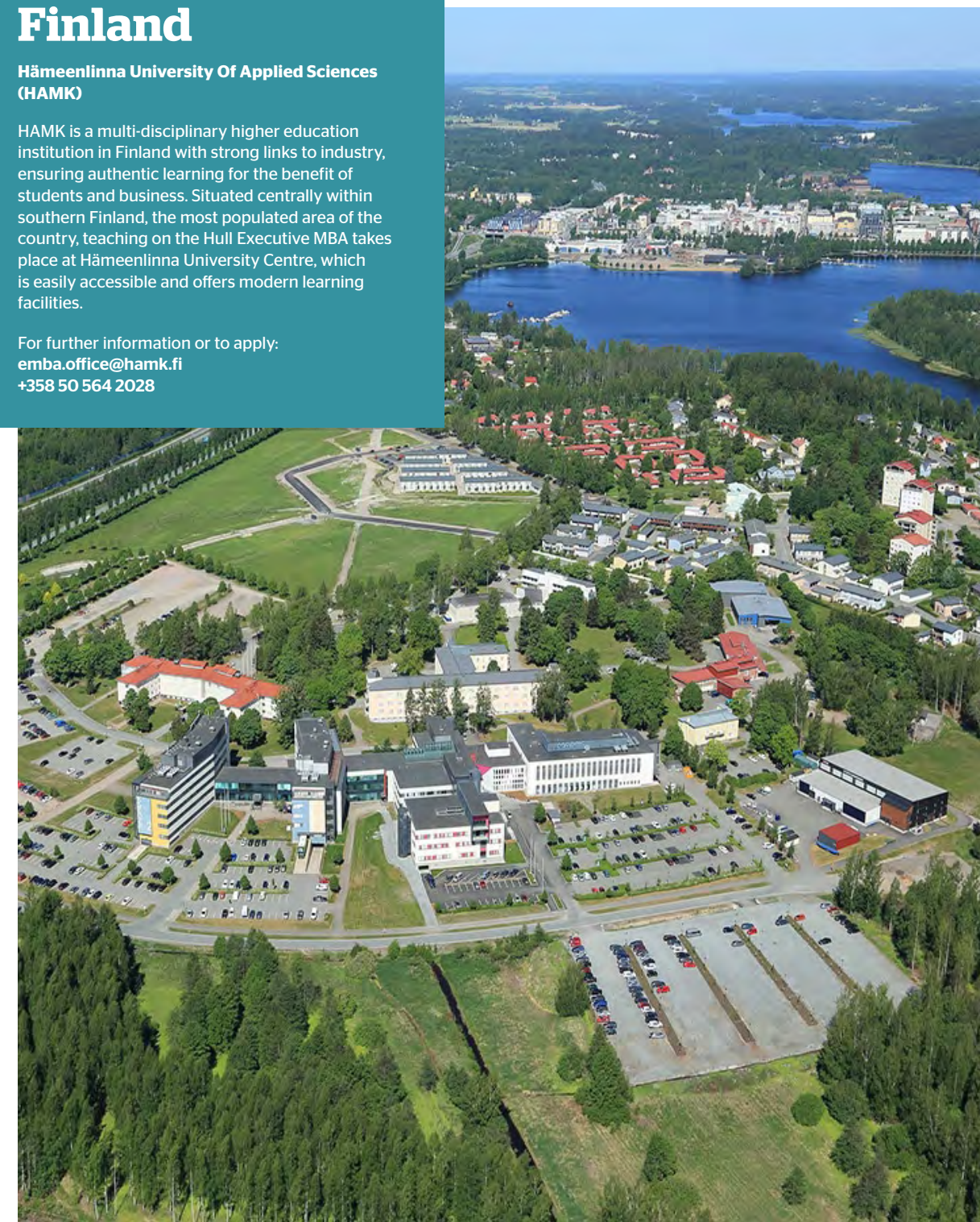


Finland

**Hämeenlinna University Of Applied Sciences
(HAMK)**

HAMK is a multi-disciplinary higher education institution in Finland with strong links to industry, ensuring authentic learning for the benefit of students and business. Situated centrally within southern Finland, the most populated area of the country, teaching on the Hull Executive MBA takes place at Hämeenlinna University Centre, which is easily accessible and offers modern learning facilities.

For further information or to apply:
emba.office@hamk.fi
+358 50 564 2028



It's who you know

As well as developing leadership skills that are highly sought by today's employers, studying an Executive MBA at Hull puts you in good company.

You'll get the chance to build valuable networks studying with experienced professionals from diverse backgrounds, enhancing your learning and developing industry contacts throughout your programme.

As a graduate, you'll join our global MBA alumni who operate in their thousands across a range of industries around the world. Our graduates range from senior managers to chief executives, working in organisations such as BMW Group UK and Volkswagen Group China.

Welcome to your future global network

- Over 10,000 Hull MBA alumni operate in 70 countries across the world.
- Hull MBA alumni form part of an even larger network of business leaders with more than 35,000 Hull University Business School alumni worldwide.
- Leading Hull University Business School graduates include Muhtar Kent, Chairman of The Coca Cola Company; Jeremy Darroch, CEO of Sky Plc; and Kieren Breen, President of International Marketing and 20th Century Fox.

Be a part of our community during your studies and beyond

At Hull University Business School, we're committed to providing you with the knowledge and skills needed to improve your chances of success. We provide resources and support throughout your time here and after graduation.

- Hull MBA students can join our online community of graduates through the hullalumniconnects.me platform. This resource enables you to further expand your professional networks, connecting you with graduates who can offer career insight and mentoring support.
- Our Student and Graduate Centre for Professional Success also provides additional support should you wish to explore where your Executive MBA can take your career.

“The course embraces digital and online learning which is conducive to my lifestyle and helps balance study alongside a full-time role. Our cohort is a really supportive group too; we stay in touch between teaching blocks and mentor each other.

Jon Dunn,
Active Lives Officer,
Swindon Borough Council



“It's so helpful to mix with the variety of colleagues that are on the Executive MBA. In fact I try to work with different teams every time we work in a group to see things from the perspective of others working in different areas. It's also interesting to spot a lot of similarities – such as cost saving and the need for innovation.

Jaishree Hingorani,
Consultant Obstetrician and
Gynaecologist, Clinical Lead for
Obstetrics, Hull University Teaching
Hospitals NHS Trust

The power of three

Three key themes underpin Hull's Executive MBA. Woven throughout the entire programme these combine to shape you into a leader who can think strategically, holistically and ethically to operate effectively in the complex business environment of today and tomorrow.

1 Responsible Leadership

Do it right

As a leader, you're responsible in more ways than one. Our approach enables you to balance your responsibilities as a leader alongside the demands of all stakeholders including staff, customers and the communities within which your organisation operates.

Drawing on our expertise in business ethics, you'll consider and assess the moral components of decisions rather than aiming for short-term financial gains. Working with real-life settings, you'll learn how to reflect on decisions and develop critical analysis techniques to reveal the consequences - negative and positive - of your actions.

The programme encourages you to think - or rethink - in terms of the broader perspective and take the right approach.

“Through research the MBA helps you to give identity and understanding of leadership principles that you might be aware of but don't always consider day to day. Recently, I've been researching the connection between ethical leadership and emotional workload linked to role and task planning, and the way in which leaders can help their teams to avoid things like 'burnout syndrome' - and with it the obvious consequences for the individual and the organisation.

Alastair Brooks,
Associate Director Commercial Services at Northern Lincolnshire and Goole NHS Foundation Trust; Managing Director of WebV Solutions Ltd

“I look back on how I was operating as a clinician before and I can recognise that I was, unknowingly, approaching situations with tunnel vision. Hull's Connected Thinking principle has helped me to see the organisation in a different way. It's so beneficial.

Jaishree Hingorani,
Consultant Obstetrician and Gynaecologist, Clinical Lead for Obstetrics, Hull University Teaching Hospitals NHS Trust

2 Connected Thinking

It's all connected

Our holistic approach deepens your understanding of business actions and reactions.

The relationship between cause and effect isn't always straightforward or easy to identify. But in adopting a 'systems-thinking' approach we can evaluate organisations, which creates the ability to identify potential outcomes. And enable you to take into account multiple cause-and-effect relationships.

By considering organisations as their own 'ecosystem', we guide you towards being able to apply systematic thinking to any given situation.

The result is an increased ability to predict outcomes. Which in turn gives you the opportunity to be in a better position to maximise advantage - or alleviate potential problems.

3 Complexity and Ambiguity

Nothing is straightforward

Leaders of today need to be able to operate in the complex world of tomorrow.

The intricate nature of modern organisations combined with the rapidly changing and unpredictable world in which they operate means traditional ways of thinking and doing can only take you so far.

Of course, your experience is valuable to draw on but implementing the same solution will not work twice because everything - the world, situations, concepts and people - constantly changes.

Our programme encourages you to be comfortable with this level of uncertainty. We enable you to be aware of the fact that different contexts create different challenges, to understand what those might be - and what approaches you can take to manage them.

Helping you to assess complex situations in this way increases your confidence as a decision maker and decreases the levels of uncertainty around the choices you make. It also provides you with the knowledge, skills and techniques to manage the complex challenges of today - and tomorrow.

“I work with a wide variety of groups and agencies in my role and how I relate to people is much less black and white now. I'm better placed to work through those naturally occurring complexities using the tools and strategies I've developed to engage people in different ways and build consensus.

Nicholas Harne,
Head of Service - Housing Strategy and Renewal, Hull City Council

Your Executive MBA, **your way**

Alongside eight core modules, which give you a thorough grounding in strategic business principles, the Hull MBA can be tailored to suit your specific needs.*

A number of specialist pathways have been designed to respond to the demands of specific industries to equip you with the skills that are most relevant for you. Each specialist pathway contains a further four modules organised around the core modules, so that learning in one area deepens your understanding of the others.

Hull Executive MBA - Core Modules

You'll develop your knowledge and skills across a range of strategic leadership essentials, including managing organisations and change, innovation, negotiation, and communication. All participants complete the following core modules, as well as selecting their choice of specialist pathway to complete their programme.

Strategic Management

Here, we explore how to develop a strategic position for a company, to outline its future direction and understand the strategic steps required to get there. You'll study key topics in relation to strategy including the nature of strategy, strategic analysis, innovation and entrepreneurship, and organising for strategic advantage.

Leadership

You'll discuss the theory and practice of management, enhance your leadership skills and broaden your view of how we should lead in modern organisations. You'll consider the political and ethical aspects of leading teams along with socially responsible leadership, gender and diversity issues, as well as leading for entrepreneurship.

Understanding Organisations and Organisational Change

You'll develop a deeper understanding of the components of your organisation - including its people and yourself - and learn how these interact to create the workplace culture. You'll also learn how best to configure an organisation to effectively manage change. We'll explore key topics including power, motivation, conflict and managing communication.

Systemic Management and Complexity

You'll develop a deeper understanding of the complex and ambiguous environments that make up today's business world - and build skills to cope with and manage that level of complexity. We'll explore topics including systemic management, systemic interventions and conflict in organisational life.

Accounting and Finance

We'll explore financial systems and processes in organisations focusing on the analysis and use of financial information, rather than the collation and processing of data. The module covers key accounting topics including financial statements, the impact of crypto-currencies, and ethical and legal responsibilities.

Operations and Supply Chain Management

Here, we focus on organising ways to produce, deliver and supply goods and services - and how to manage this in the most sustainable way. We'll begin with concepts around designing and managing the operations of any organisation before moving on to developing skills to execute and evaluate supply chains. The module also covers issues of risk and resilience and how to deal with the process when things go wrong.

Marketing

In this module we'll consider a combination of marketing theory and tactics, helping you to understand the best ways to identify your customers and meet their needs. A range of marketing skills are covered, including analysis, strategy and planning, developing your ability to understand market behaviour and dynamics. You'll also evaluate the impact, value and outcomes of marketing initiatives and consider ethical concerns.

Human Resource Management

You'll develop your understanding of systems and processes in relation to an organisation's human resources - studying the concepts and theory that human resource management is based on, and consider relevant practices such as talent management, performance and development. We'll also explore topics including labour markets, resourcing the organisation, employment relations and employee engagement.

Assessment

Most modules are assessed by individual assignments, such as essays and reports. Others are assessed by examination or require group project work and a presentation.

Dissertation

As well as the core and pathway modules, you complete a dissertation of 15,000 words. This work-based independent study will focus on a business and management topic of your choice. It can be in a traditional academic format or a consultancy report.

Degree apprenticeship students complete the course by taking an 'end point assessment', provided by an external organisation. This includes a review of your portfolio and work-based project, as well as a short presentation and professional discussion.



“I'm only part-way through the programme and I've already seen a step-change in my thought processes.

Michael Welsh,
Health, Safety, Security, Environment
and Quality Assurance Manager, Gassco
AS UK

*All pathways are subject to sufficient student numbers in order to run.

Specialist pathways

As well as the core Hull Executive MBA components, you study four modules specific to your chosen specialist pathway.

General Management

This pathway equips senior managers with the knowledge and skills necessary to lead in the complex and ambiguous nature of the modern world. Understanding that leaders of today face constant change, this pathway enhances your abilities to cope effectively with the resulting dynamics and to reach decisions effectively.

Innovation, Creativity and Enterprise

Here, we concentrate on ways to increase levels of creativity to bring about solutions to organisational problems. You'll study the psychology of creativity from both a personal and organisational point of view; explore what barriers may exist and how you can alleviate those. We'll explore creativity in action, considering environmental factors and issues of disruption – and develop tools and techniques for implementation.

Management Consultancy

You'll develop a deeper understanding of some of the greatest challenges that organisations face today: the effective and efficient implementation of complex projects. We'll cover a comprehensive overview and analysis of the challenges to be faced in managing projects, and the skills required to manage this. Working on real business problems, you'll gain an understanding of the skills needed to deliver these projects as an internal or external consultant, and how to guide others to do so.

Economic Environment

You'll focus on analysing and understanding why consumers and markets behave the way they do – building knowledge around fundamental economic principles such as supply and demand, market structures, plus micro- and macro-economic business environments. You'll also study topics including the impact of government policy on business growth, internationalisation and ethical considerations.

International Business

In this module, we'll focus on positioning your organisation more effectively in an international marketplace. You'll cover the roles of macroeconomics and regulation in driving internationalisation and explore topics such as emerging economies, strategy and international trade and investment flows.

“Just two months in to the programme and I'm already noticing a significant benefit in the way I think, see and operate at work. Particularly in terms of being able to take a strategic look at our organisation.

It's given me a fresh perspective and deepened my understanding of the operational setting. With access to emerging research and best practice, the Hull Executive MBA has been an opportunity for me to develop a thorough grounding in business theory.

Stacey Chaplin,
Policy & Partnerships Manager (Skills),
Doncaster Council

Health and Social Care

Specifically designed for leaders operating in the unique management environment of health and social care, this pathway addresses the need to adapt to a rapidly changing and complex world while balancing that against maintaining quality of care. Benefiting from our extensive expertise in the health sector, this pathway is delivered in collaboration with our Faculty of Health Sciences.

Leading and Managing Health and Social Care - Policy Perspective

You'll deepen your understanding of the unique constraints of the health and social care sector, the implications of this – and how to manage that more effectively. Working to critically appraise relevant political concepts and initiatives, you'll also explore and critically debate the policy challenges facing leaders in this sector. Plus, through critical examination you'll assess the impact and effectiveness of recent policy initiatives as well as their implications for leadership.

Quality Improvement in Health and Social Care

In this module, we'll focus on how to balance maintaining quality of care alongside improving efficiency. You'll develop a critical understanding of the nature of quality in health and social care – and explore how it's driven. We'll explore the frameworks, theories and approaches you can take to maintain quality improvement. You'll also consider key related topics such as whistleblowing, engaging the workforce plus how improvements can be promoted and managed across sectors.

Innovation, Creativity and Enterprise

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Management Consultancy

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“The knowledge you develop is first and foremost related to your work environment. You undertake critical research within your organisation which gives you extended knowledge. This puts you in a position to implement better solutions and to be able to articulate the theory behind the decisions you make. I have already implemented some of the tools and models I've learned to create change, made cost savings and made plans to achieve better outcomes in the future for Public Health in Swindon.”

Jon Dunn,
Active Lives Officer,
Swindon Borough Council

Technology Management

Develop the skills and knowledge required to manage experts in technology with this pathway, which is designed for leaders working in fast-paced technology environments. You'll cover topics specifically related to the technology industry such as cyber security, enterprise and infrastructure management.



Infrastructure Management

As organisations in all sectors rely more on technology, the importance of infrastructure management increases. In this module, we'll explore systematic methods and techniques to design, integrate and manage efficient, agile and cost-effective technological infrastructures. You'll cover technology in its entirety, creating systematic methods to manage technological infrastructure.

Cyber Security and Organisational Resilience

We'll explore the broader domain of information systems security from a management perspective. With no technical competences required, this module develops responsible managers who are capable of dealing with the complexity of security-related obligations and the uncertainty that comes with any risk-related field. You'll learn about complex security-related obligations, and the barriers, procedures and controls needed to protect organisations from threats such as fraud and money laundering.

Enterprise Systems and Business Intelligence

In this module, you'll explore the theory and practice of enterprise systems and intelligence in relation to business management operations. The module combines critical themes that have become crucial in this environment, recognising that these combinations are key in a 'big data' business environment.

Innovation, Creativity and Enterprise

Here, we concentrate on ways to increase levels of creativity to bring about solutions to organisational problems. You'll study the psychology of creativity from both a personal and organisational point of view; explore what barriers may exist and how you can alleviate those. We'll explore creativity in action, considering environmental factors and issues of disruption – and develop tools and techniques for implementation.

Enterprise and Public Sector Management

Specifically created for leaders in international institutions and national governments, this pathway aids successful management of public services in the modern economy. You'll develop strategies and skills for building cooperation between the public and private sectors for delivery of services, and explore essential topics including outsourcing strategy, public procurement, competition and ethics.

Public Administration and Outsourcing Strategies

Countries around the world are trying to finance infrastructure and provide public services to their people efficiently and equitably. But how can state-run authorities outsource functions and retain effective management? In this module, you'll develop an overview of the policy and regulatory processes of public-private co-operation and explore approaches to creating successful partnerships. You'll cover topics including regulatory strategies, controlling abuse of monopoly power and protecting the public.

Public Procurement Regulation

Procurement regulation is an indispensable component of public sector management. This module develops your understanding of creating tender processes to ensure transparency. You'll cover procurement regulation as a policy instrument to facilitate economic growth as well as regional development. We'll also explore approaches to safeguarding corruption and maladministration while maintaining market competitiveness.

Anti-trust, Competition Regulation and the Public Sector

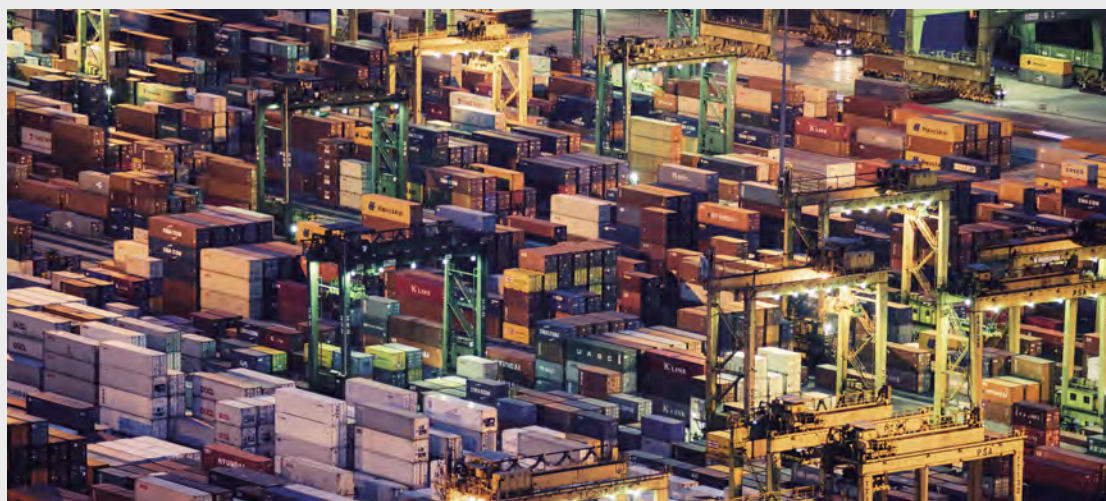
Here, we'll consider approaches to creating ethical environments and systems that work fairly. You'll develop a deeper understanding of the conditions under which the freedom of economic actors can be curtailed, legal policy grounds for intervention and approaches to reaching agreements with collaborators and competitors.

Probity, Ethics and Corruption in the Public Sector

The phenomenon of corruption in the public sector has come to the attention of international organisations and governments worldwide. In this module, we'll explore issues in relation to corruption and how ethical dilemmas might be managed. You'll consider the knowledge gaps that exist in terms of corrupt characteristics and practices. And analyse the extent to which the fight against collusion and fraud at government level can be translated into a system of regulation.

Logistics and Supply Chain

This pathway supports leaders in the field to address the complexities involved in developing and coordinating sustainable supply chains to move goods and services from one place to another in the most efficient way. You'll study topics such as international trade, sustainable procurement, infrastructure management and enterprise systems.



International Trade, Global Logistics and Sustainable Network Design

Understanding how the world interconnects is an essential part of any logistics operation. Looking at the global structure of supply chains, you'll consider issues such as international procurement, international transport, and international distribution. You'll also explore the legal, financial and security aspects of international trade and logistics as well as the shift towards responsible, sustainable and ethical supply chain practices.

Infrastructure Management

As organisations in all sectors rely more on technology, the importance of infrastructure management increases. In this module, we'll explore systematic methods and techniques to design, integrate and manage efficient, agile and cost-effective technological infrastructures. You'll cover technology in its entirety, providing systematic methods to manage technological infrastructure.

Sustainable Procurement in Supply Chains

This module focuses on the development of responsible supply chains with an analysis of ethical sourcing issues and sustainable practices. We'll consider the strong practical and problem solving orientation that is typical to logistics, and cover a wide range of related topics including supplier relationships, ethical stakeholder influence and the impact of globalisation/localisation.

Enterprise Systems and Business Intelligence

In this module, you'll explore the theory and practice of enterprise systems and intelligence in relation to business management operations. The module combines critical themes that have become crucial in this environment, recognising that these combinations are key in a 'big data' business environment.

Maritime Leadership

Blending leading-edge theory and practice in management with commercial shipping content, this pathway is designed for maritime industry leaders. You'll address the diverse and complex issues – legal, technical, commercial, geopolitical – facing an industry on the cusp of significant change due to the growth of new data systems and the advancement of connected technologies.



Shipping and Trade Market Dynamics

You'll develop a deeper appreciation of trade theory, economic fundamentals, and the structure of markets in relation to the maritime industry. Studying statistics and econometrics, you'll develop an understanding of key indicators – modelling and interpreting economic data to consider their relevance and influence on decision making. We'll explore key topics including commodity types and characteristics, trade patterns, price determinates and the influence of key producers and markets.

Shipping Law and Regulation

This module covers sources and types of law as well as regulatory processes. We'll examine case histories and the development of common law that underpins commercial shipping agreements, alongside key topics such as operations, dispute resolution, compliance and increasing regulatory burden.

Innovation, Technology and the Advanced Shipping Practitioner

We'll consider contemporary themes of the maritime industry including technology, environment and climate change, security and infrastructure. You'll explore lessons that can be learned from other industries alongside emerging business practices, as well as cover essential topics such as the resilience of existing business models and renewing their proposition to survive and thrive.

Shipping Finance

Here, we focus on financial management analysing markets including public debt markets plus public- and private-equity markets. You'll explore other key topics including risk management; debt financing, mortgages and security; plus mergers and acquisitions.

Entrepreneurship and Enterprise

The ability to create and capture new ideas and select between alternatives is central to successful entrepreneurialism. This pathway couples that concept with the ability to develop and implement a business plan for new and existing businesses. We'll consider a range of essential topics in relation to creating, developing and managing a new business, and explore the entrepreneurial behaviours required in various contexts.

Evaluating Entrepreneurial Opportunities

This module develops the skills and analytical framework for assessing the strength of an entrepreneurial opportunity. You'll also benefit from an enhanced ability to assess the strength of ideas or opportunities in starting a new business, or implementing new products or services within an existing business.

Business Planning for the Entrepreneur

This module is designed for existing and future entrepreneurs who are not financial managers but want a simple and practical approach to understanding entrepreneurial finance. The module is also relevant for individuals who work in business development settings and within entrepreneurship-support agencies, as well as those who wish to work in start-ups and small businesses.

Entrepreneurial Ventures - Establishment and Growth

We'll focus on implementing a business plan with particular reference to managing and growing a new business or an existing small business. You'll develop the management skills necessary for sustaining entrepreneurial behaviour and understand the tools required to implement a business plan.

Innovation, Creativity and Enterprise

Here, we concentrate on ways to increase levels of creativity to bring about solutions to organisational problems. You'll study the psychology of creativity from both a personal and organisational point of view; explore what barriers may exist and how you can alleviate those. We'll explore creativity in action, considering environmental factors and issues of disruption - and develop tools and techniques for implementation.



“An MBA gives you the opportunity to assemble a set of tools that help you to deal with the complex challenges you face as a leader.

I've applied everything I've learned so far in developing strategic options and business plans for my own Directorate and for the subsidiary company that I lead.

Alastair Brooks,
Associate Director Commercial Services
at Northern Lincolnshire and Goole NHS
Foundation Trust; Managing Director of
WebV Solutions Ltd

The Business School

You'll study your Executive MBA in the inspiring surroundings of our internationally accredited business school.

Our independent accreditations from the Association of MBAs and the Association to Advance Collegiate Schools of Business (AACSB) place us in a select group of UK business schools (AACSB accreditation is held by fewer than 5% of the world's 13,000 business programmes).

Dedicated to the development of responsible leadership for a complex world, our aim is to inspire those who study and work with us to make a sustainable difference in business and society. With ethical practices at our heart, we're part of the UN-backed Principles for Responsible Management Education, and we're also an active player in the Academy of Business in Society.

We equip managers and business professionals to succeed in a fast-changing and interconnected world. We maximise the connections between excellent research, learning and teaching across disciplines. And we emphasise our corporate engagement by working with partners who share our aspirations and values.

A strong and dynamic research culture has led to our reputation as a leading centre for business and management research. Our academics are called on for their research expertise by governments and business organisations around the world, from New Zealand to Colombia to the Netherlands.

Our research aims to generate real-world impact with projects exploring complex problems of today, including the challenges and opportunities created by the digital economy, environmental sustainability, food security, and holistic approaches to improving health.

Our learning environment seamlessly integrates Grade II listed buildings with a range of flexible work and learning spaces, including one of the largest lecture theatres on campus. As well as having access to computer suites across campus, business school students have their own dedicated facilities with several suites - complete with the latest business technologies and software - situated within the school. The on-campus Brynmor Jones Library is one of the finest university libraries in the country with state-of-the-art technology and more than a million books and journals.

We also provide online resources that help incorporate learning as part of a busy lifestyle. Module-specific resources are available prior to and after teaching blocks, providing opportunities for reflections, reading, discussion when you're away from campus. With the online functionality for meetings and group work, this informal learning fosters an environment of continuous learning and networking.



The University and city of Hull

We're working to deliver innovative solutions to some of the most complex problems facing the world today.

Combining our research expertise and state-of-the-art facilities, we collaborate with industry to tackle 21st century challenges - climate change, a healthy future, modern slavery, clean energy - head on.

We're located at the heart of the UK's 'Energy Estuary', which boasts a range of industries including renewables, engineering and digital. Placing us in a unique position at the forefront of research and development to drive the green economy.

The University's Aura initiative combines academic expertise with industry know-how to make offshore wind a viable solution across the world. We've already made significant progress in establishing the region's position as a leader in this sector, and helped to reduce the cost of electricity from offshore wind.

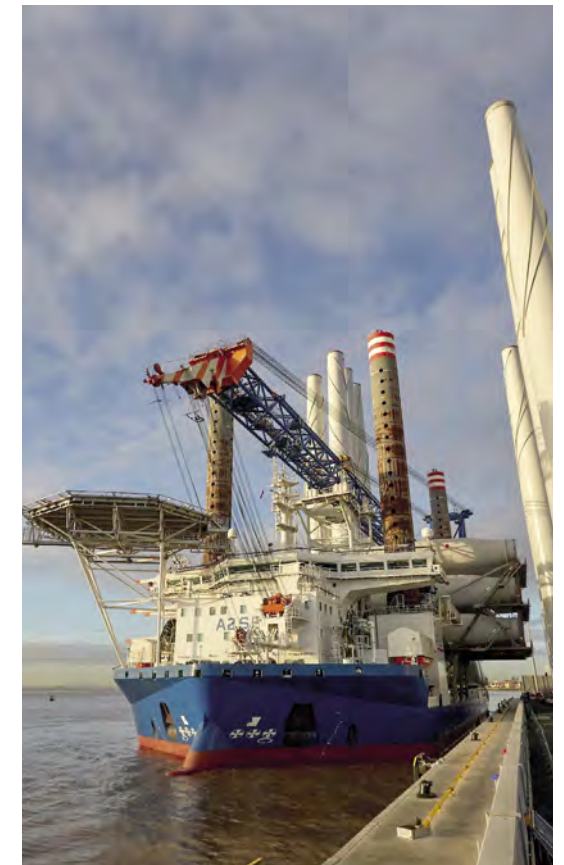
We foster innovation. Our specialist knowledge, talented researchers and leading facilities combine with business to develop research partnerships that drive growth for organisations of all sizes. Our researchers work at the cutting edge. And their ideas have real-world applications including liquid crystal display (LCD) screens, the technology behind bone density scanners, and 'lab-on-a-chip' micro devices, to name a few.

*Tech Nation Report 2018.

According to the latest Tech Nation report,* a high standard of living and a tradition of entrepreneurialism have helped make Hull an 'attractive destination' for digital tech start-ups. Proximity to a university is considered by start-ups as one of Hull's top three strengths according to the report. Our on-campus Enterprise Centre is also home to a thriving community of ambitious up-and-comers that helps new businesses develop their skills, ideas and networks.

Hull is home to one of Europe's busiest port complexes and some of its largest manufacturers. Located at the gateway to Europe, Hull offers access to 320 million customers across the continent. As well as being a bustling logistics hub, Hull is also a centre of supply chain expertise with the University's world-renowned Logistics Institute.

From emerging industries such as renewables and digital to established sectors such as manufacturing and logistics, the University and the city of Hull are energising the future of business in this region and beyond.



How to apply

Entry requirements

To be eligible for admission, you should normally have

- a minimum of three years' appropriate post graduation work experience
- a good honours degree (normally 2.1 or above) awarded by a UK university or comparable overseas institution, or an equivalent professional qualification

If you have more than five years of senior level post graduation work experience, you may be admitted with a 2.2 or third class degree.

Applicants without a degree or equivalent professional qualification

If you do not have a degree or equivalent professional qualification but meet the other eligibility criteria, you may submit a portfolio of evidence to demonstrate you can benefit from, contribute to and succeed on the Executive MBA programme. You should have completed approximately eight years of full-time appropriate work experience.

A portfolio may include, for example, details of significant work projects carried out, information about strategic analyses undertaken (for example, budgets and strategic forecasts), company reports, or other contributions to policy formulation and implementation. The portfolio might also include information about other courses taken, and training and development programmes attended.

The aim is to demonstrate that your business knowledge and experience is sufficient to allow you to fulfil the academic requirements of the Hull Executive MBA.

Eligible candidates must also submit:

- a University of Hull postgraduate application form, completed and signed
- a current detailed CV
- a 200-word personal statement indicating what you hope to gain from the Executive MBA and the contribution you would make to the programme
- two good certified work references
- proof of qualifications to date

Senior Leader degree apprenticeship applicants

You must also submit a written letter of recommendation from your employer who is contractually committed to allowing you to devote 20% of your working week to your studies, as well as providing a mentor and the support of your line manager.

If you're applying for a degree apprenticeship, you must also must also hold, or be working towards, level 2 (minimum) qualifications in Maths and English.

English Language

If you're a non-native English speaker, you must have a minimum of IELTS 6.5.

Interview

As the final stage of the application process, if you've satisfied all other conditions you'll be interviewed by business school staff, either by telephone or in person. The interview also provides an opportunity for you to ask questions about particular aspects of the Executive MBA, and to receive further information about the programme of study.

Scholarships and bursaries

The business school offers a number of scholarships and bursaries to Executive MBA students each year.

For more information visit hull.ac.uk/emba

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Get in touch

Please contact the University of Hull if you have any questions about the application process. We'll be happy to provide further information and advice.

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