



MBA in International Management by distance learning

Academic direction: **Royal Holloway**



A message from **Sir Graeme Davies**,
Vice-Chancellor, University of London

The University through its External System has been offering degree programmes to students all over the world for almost 150 years. It has always prided itself on being an international institution and its External System demonstrates this international outlook. Today it has more than 32,000 students studying in over 180 countries, bringing the University to you through distance learning.

The University of London has a long-established reputation for academic rigour which ensures that its qualifications are respected and sought after.

Presently, more than 100 programmes are available in a wide range of subjects to suit the intellectual interests of most students.

The learning experience is different from studying conventionally at the University, and may present you with a tremendous personal challenge, requiring hard work, commitment and dedication. But the University of London degree is highly regarded worldwide, and if you choose to study with us and achieve good results you will join an expanding community of University of London alumni with excellent career prospects.

I wish you every success.



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While every effort has been made to ensure that the information contained in this prospectus is accurate at the date of publication (February 2005), all matters that it covers may be subject to change from time to time, both before and after a student has registered. In particular, information about the structure and content of programmes is subject to confirmation in the Regulations and registered students should refer to these. All fees are subject to annual review. The University does not intend by publication or distribution of this prospectus to create any contractual or other legal relation with applicants, registered students, their advisers or any other persons. You are strongly advised to check our website (www.londonexternal.ac.uk) for any revisions to this prospectus. The University makes no distinction between awards gained by on-campus graduates in London and External graduates. However, we advise you to check local recognition criteria in your own country before applying for any qualification listed in this prospectus.

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Take your career to the global market without leaving home



If you're seeking success in your business management career, an international MBA can help you achieve goals - from promotion, to a higher salary, or a whole new direction. You'll gain knowledge and skills that will set you apart, with a qualification from one of the world's most respected Universities.

The world is fast becoming an international marketplace. And, just as companies must increasingly stand out from their competitors - whether next door or on the other side of the globe - so too must individuals. An international MBA from the University of London will help you do just that, by giving you the skills that today's industry leaders demand. This rigorously academic programme has been designed to provide you with specialist knowledge of international business, enabling you

to manage challenges faced by the private and public sector alike.

What's more, as an External student you can gain your international MBA without interrupting your career. Studying at a distance means there's no need to come to London, uproot your family, or stop full-time work. The programme has been created specifically for this purpose, drawing on the University's 150 years' experience in providing distance learning. In short, this means total flexibility.

You can choose when you start and finish, how you pay, which qualification you aim for, and where you take your exams from a choice of 140 countries worldwide. You'll enjoy expert support and, at completion, achieve the same internationally recognised qualification as the students that attended Royal Holloway itself.

Fact file:

- The University of London, a federation of 19 Colleges and 9 Institutes, is recognised internationally as a centre of excellence.
- University of London degrees have been accessible to students worldwide through the External System since 1858.
- Studying at a distance allows you a high degree of flexibility. Generally you can study whenever, wherever and however you choose.
- Today we have over 32,000 students in over 180 countries studying for 100 different programmes.
- Examinations are held in centres in over 140 countries worldwide.
- The University maintains robust and effective quality assurance mechanisms. Statute 66 (2) of the University states: 'Candidates granted degrees and other awards shall have attained the same academic standard irrespective of mode or place of study or examination'.
- A Student to Student Network (an online student database) can be used for mutual support.



Academic direction: Royal Holloway



Founded in 1885, Royal Holloway is the third largest multidisciplinary College in the University of London and home to the renowned School of Management. Now one of the largest departments in the College, the School of Management is a leading research organisation in the field of international business and the in-depth understanding of this complex subject is reflected in the quality of teaching there. All management studies staff are active researchers whose published work forms a major part of their professional careers.

To find out more about the academic staff please visit:

www.rhul.ac.uk/Management/About-Us/

The International Management programme is largely based on the School's extensive experience running management development courses for leading international companies. Studying diverse organisations and practices in different countries, and at different times, is central to the School's educational methods and this comparative approach is particularly

appropriate to the intellectual rigour required at postgraduate level.

The School is also proud to host the Centre for Asia Pacific Business Research, which supervises a number of research and publications projects, including Asia Pacific Business Review, a major initiative in the field of management studies.

A message from **Chris Howorth**, Director, External and Executive Programmes and **Dr G. Harindranath**, Director, MBA in International Management (External), Royal Holloway, University of London.

You are about to embark on your 'next big challenge', the University of London MBA in International Management, developed by Royal Holloway, University of London. An MBA is recognised across the globe as a qualification which provides the fundamental training and education for middle and senior managers in all types of industry; private, public and 'not for profit'. An MBA indicates that you

understand the essentials of business and organisation and, more importantly, that you can think strategically and outside the 'box' of your own particular function or specialism.

Our MBA in International Management will enable you to better appreciate the complexities and meet the challenges of the modern global economy. As you begin your studies as an External student of the University of London,

you will soon realise that our programme will challenge your work-life balance and require a high level of commitment. But as you will discover from this brochure, we have a variety of support mechanisms available to help you through this process. We are sure that you will find our MBA in International Management intellectually stimulating and rewarding, both personally and professionally. We encourage you to apply and look forward to welcoming you to the University of London.

Distance learning and support



Naturally, you need to be a certain kind of person to study at a distance. Our students are self-motivated, hard working and experts at managing their time. But there are many ways in which we offer support, both academically and on a more personal level.

Academic support

The programme is designed specifically for distance learning and you can expect guidance in a number of areas:

- **Tutor-marked assignments**
Your assignments will be marked by tutors at Royal Holloway, as part of each course assessment. This is an opportunity to receive invaluable feedback and to measure your progress throughout the course.
- **Research project** You will be assigned an individual supervisor to help you when writing up your special project.

▪ **University of London Online Library**

Our extensive online library offers access to a range of learning and information resources, including 'Business Source Premier' and 'International Bibliography of the Social Sciences (IBSS)'.

- **Regional study support** Several local institutions offer support to external MBA students. Please go to www.londonexternal.ac.uk/mba

World Wide Learning Community

An integral part of the MBA programme, Royal Holloway's online student facility (WWLC) offers a variety of resources to support the learning experience.

- **Tutor-supported online seminars**
Every three months, for each core course, a virtual seminar is held online. This covers the study materials and is a great opportunity to discuss the assignment and past examination questions, as well as exchanging experiences and perspectives from the international community.
- **Email hyperlinks** Easy access to academic tutors and administrative staff.
- **Regular updates** Up-to-date examination timetables, online seminar schedules and upcoming events are posted online.
- **FAQs** Common questions about administrative and academic matters are answered on a dedicated web page.
To access the WWLC and obtain more information on the MBA please visit: www.wwlc.rhul.ac.uk

Study materials

We will give you a full range of study aids when you first register. These will either be printed or you'll be directed to the WWLC website.

- **Handbook** This covers everything from planning your studies to preparing for exams.
- **Assignments booklet**
This outlines the assignments that require submission for tutor marking.

▪ **Regulations**

And for each course you study you will also receive:

- **A study guide**, written by subject specialists, including the core content of the course and case studies
- **Core textbooks**
- **Past examination papers** and Examiners' reports if applicable.

You can buy study materials for new courses at any time of year by paying the appropriate course fee.

Computer requirements

To access the WWLC you will need an up-to-date web browser, such as Microsoft Explorer (version 4 or higher) or Netscape Navigator (version 6 or higher). If you only have an older browser some of the facilities may not be available to you. You'll find a link on the site to download the applications. Microsoft Office 2000, including Word, PowerPoint, Excel and Access. Where possible information will also be provided in other formats, including PDF.

Programme structure

MBA and Postgraduate Diploma in International Management

Postgraduate Diploma students study the six compulsory core courses only.

MBA students must complete the six compulsory core courses, either two elective courses or one specialisation, and a compulsory research course and project.

Six compulsory core courses

- International accounting and finance
- International marketing
- International business strategy
- International human resources management and organisational behaviour
- International operations management
- Information systems

PLUS two electives or one specialisation (MBA only)

Either two electives chosen from the following (field and professional):

- Asia Pacific business
- North American business
- European business
- Multinational enterprise
- International business analysis
- Global financial markets
- Management, leadership and teams
- International business economics

Or one Imperial College London specialisation (equivalent to two electives) chosen from the following:

- Entrepreneurship
- Decision making (formerly known as 'Quantitative decision making')
- Investment and risk*

PLUS a compulsory research course and project (MBA only)

* Expected to be examined for the first time in May 2006.

Please note: not all elective courses and specialisations will necessarily be offered each year.

Short courses

You may take up to three courses as a Short course student (with the exception of the research course and project). This is an ideal option if you are keen to update your professional knowledge, would like to sample the programme, or have a specific interest.

Rules of progression

Students registered for the Postgraduate Diploma may study and be examined in a maximum of **six** new courses in any one year. If you are an MBA student, you are strongly advised to take no more than **six** courses in one year. MBA students are also advised to study the core courses before the electives or specialisation. The report for the research project can only be submitted after all six core courses have been passed.

“ I believe that both my organisation and I have already benefited as a result of the coursework I have started. It has given me new insights that have reshaped the way I think about the business I work for and what we need to do to succeed. Within this context, my studies have paid for themselves! ”

Christopher Malnyk

Current MBA student, Canada.

Course outlines



International accounting and finance [8000010]

What is the image that comes to your mind when you hear the term "accountant"? Do you think of someone working at a desk poring over lots of numbers in a large book? Do you have an image of an individual wearing a smart suit presenting accounts to a group of investors? What do you think the term "accounting" means? At the moment, you may have little idea. However, by the end of your studies of this course on international accounting and finance you will understand what is meant by accounting and how it fits with finance; how to use simple accounting techniques to analyse financial statements and financial situations; and the limitations of accounting and finance. By the time you have completed this course, you will not be an accountant, but you should be able to understand how an accountant prepares information and be able to ask informed questions about accounts. This should be of benefit in your working life and in your private life.

International marketing [8000020]

Economic development is the result of the purposeful, responsible, risk-taking actions of individuals as managers and entrepreneurs. Marketing, if adopted and practised by individuals within firms, means the setting of high standards by firms in free-market competition. Areas of attention include the product and customer service, but also areas such as conduct, integrity, reliability, and ultimately a concern for the basic long-range impact of decisions on the customer, the economy, and society. Inter-firm rivalry allows firms to progress from strength to strength. Increasing the freedom of choice to the consumer means that marketing serves human wants. From this, one can see how the notion of marketing as a competitive medium, which benefits the public and the most effective and efficient firms, and ultimately the national economy, materialises.

International human resources management and organisational behaviour [8000030]

This course combines two subjects which are increasingly separated, namely Organisational Behaviour (OB) and Human Resource Management (HRM). We have selectively brought the two together not to create an over ambitious course, but in order to give a comprehensive account of the nature of work within the modern corporation. The operative word here is selective. We have chosen what we see as the key issues and dimensions of managing people at work, namely: selecting and recruiting staff from external and internal labour markets, rewarding and motivating them, fitting them into an organisational structure and culture, and seeing how they cope with organisational change, much of it driven by the internationalisation of business in the modern world. Overall, we have utilised what could be called a macro, sociological or organisational approach to the subject of people at work.

International business strategy

[8000050]

Strategic management is concerned with the processes by which management plans and co-ordinates the use of business resources, with the general objective of securing or maintaining a competitive advantage. Corporate strategic management, in both domestic and international settings, generally has three dimensions. The first is strategy process, whereby strategy formulation may be conceived as a process with a policy outcome. The second dimension is strategy content, concerned with the foundations upon which successful corporate strategy decisions can be developed. The third facet of corporate strategic management is context, wherein the particular internal characteristics of corporations and their external competitive environments must be understood in order to formulate successful strategies.

There are numerous conceptual frameworks, theoretical models and analytical tools designed to help management understand and analyse

these dimensions of strategy. This course deals with some of these, particularly those that may be of most relevance in an international context. It will be of particular value to individuals employed in organisations undergoing strategic change, and those involved in the implementation of business policy in highly competitive environments. The first half of the course deals with strategy generally and the second concentrates on international strategy.

International operations management [8000045]

Operations management is a vital discipline and one that covers a wide range of skills. Without operations we have nothing to sell. So we need to understand the crucial role operations play in business life. Operations management ranges from the mathematics of forecasting and production control to the black arts of leadership and people management. Operations managers have to balance huge production responsibilities to their customers, while also negotiating with powerful interest groups such as trade unions or local authorities. The objective of the course, through students' independent study together with reinforcement via the materials, is to provide a sound understanding of the essentials of operations practices, focusing on operations strategy, inventory control and quality management; you will develop your understanding of the scope of operations, recognise its central role and be able to answer some of the questions facing operations managers.

Information systems [8000046]

This course aims to introduce students to some important information systems (IS) issues faced by organisations in today's global business environment. Starting with the changing role of information systems in business organisations and their implications for competitive advantage, the course will address important organisational and managerial concerns in the development, implementation and effective management of information systems. Particular emphasis will be placed on using a variety of case

“I started looking for an internationally reputable university which offered flexible learning. Of the available options none matched the University of London. Both in terms of its flexibility, and the opportunity to apply my studies directly to my work, I could not have chosen a better programme.”

Evans Nyaga Njambere
MBA graduate, Kenya

scenarios to make explicit the problems involved in the management of technological change in organisations as well as the impact of information systems on the organisations.

Field study electives

Asia Pacific business [8000070]

This course will focus on the ways in which history, culture, environment and politics have shaped the organisational evolution of business in the Asia Pacific region and will assess its ability to survive the global pressures of the 21st century. Asian business initiatives in the 19th and 20th centuries were built upon traditions and networks in an evolutionary manner. But can this approach be sustained in the future? In fact, it is only by making comparisons with American and European business that it is possible to assess the response of Asian business to these challenges. And finally, the course will examine the relationship between Asian business and the state.

North American business [8000080]

This course focuses on North American business. It focuses on the American Corporation and in understanding some key processes within the firm. The characteristic institution of today's market economies is the large business corporation. This institution first emerged in its modern unitary form in the United States. It is the names of Ford, General Motors, Coca-Cola, JPMorgan which resonate through the 20th century and on into this century. This does not mean that the typical North American business is organised as a corporation. It is not. In the United States the individual proprietorship or partnership is the typical organisational form. In 1990, of 20 million non-farm businesses, there were 16.3 million proprietorships or partnerships (81.5%) and 3.7 million corporations. However, size matters; the corporations accounted for 90% of the sales and receipts reported by all business firms. Since the 1890s political debates about “monopolies”, the significance and future of the American Corporation has been a feature of academic debate. Power and efficiency have been the

constant threads of debate ever since. They also form the main themes of this course.

European business [8000090]

European business is an increasingly important topic for those who are interested in economic affairs and the integration process of the European Union. The creation of the single market has been a complex but increasingly important process, which has had long lasting effects on business sectors and geographical regions of Europe. With the collapse of former communist regimes in central and Eastern Europe, the biggest wave of enlargement is on the agenda. Now a united Europe stretching from the Atlantic to the Middle East is becoming a reality. This process, however, has many challenges and bottlenecks. Nevertheless, anyone who wants to do business or even live in Europe needs to understand not only individual country cultures and procedures but a supranational and intergovernmental body: the European Union. This supranational and intergovernmental character of the European Union has been the source of rules, legislation and institutional building in Europe. It is too early to name this emerging new Europe as a Federalist state or a full supranational union due to complexities of the integration process based on the principle of preserving governance principles, many languages and local traditions. The emergence of a united Europe is also a new phenomenon whose institution building began only after the Second World War in the shadow of the realities of the bipolar world led by the USA and the USSR.

Multinational enterprise [8000100]

This course builds upon your earlier course in International Business Strategy. The course focuses on the process of foreign investment, the management of large international corporations, and on the relationship between governments and business. So while the course is broad, the underlying theme is the appreciation of the myriad of problems and opportunities faced by businesses operating on an international stage.

Professional electives

International business analysis [8000120]

This elective is designed to broaden and deepen students' understanding of international business. The combination of accounting, economics and political economy within the 'Value Added' and more conventional frameworks provide the basis on which you will analyse, understand and interpret corporate structure and behaviour.

The course aims to develop your understanding of key concepts and techniques that will allow examination, analysis and interrogation of both the internal (eg. labour share of value added) and external characteristics (eg. vertical integration) of a business. Current topical debates are also introduced to allow students to contextualise understanding of international business and to provide options for improving corporate competitiveness.

Global financial markets [8000130]

Global financial markets is concerned with the nature of the capital securities which are traded on the international money and capital markets and with the operation of those markets themselves. Over the last 20 years there has been an explosion in the variety of securities and tradable assets, fuelled by deregulation and paralleled by an equally explosive growth in the technical and academic development of the discipline of finance. This development came about because of a number of important theoretical advances: the development of the theory of risk, the formal development of the concept of arbitrage and, of equal importance, the development of sophisticated information processing systems.

Management, leadership and teams [8000140]

This course examines the role of teams in organisations, the factors influencing their performance and how leaders can manage organisations in the knowledge-driven economy.

By the end of this course you will understand the factors influencing



group performance and be in a position to work with and promote collaboration among other team members. The ability to effectively manage group decision making and conflict and to develop effective plans and tactics for negotiation are prerequisites for any aspiring manager.

International business economics [8000060]

This course introduces you to the economics of business enterprise through a strategic framework that incorporates both traditional and modern approaches to the firm. Combining real-world examples with economic methodology this course explores decision making within a competitive context. It takes the economic theory of industrial organisation economics and demonstrates its validity for individual differentiated companies. In addition it demonstrates the major tools of microeconomic analysis and clarifies how they operate in both a theoretical and pragmatic context. This includes showing an understanding of elasticities, the various forms of imperfect competition and the nature of international trade theory in a modern context.

Imperial College London specialisations

Entrepreneurship [8001M70]

The goal of this specialisation is to introduce students to the fast-moving world of entrepreneurship. The course is practical and interactive, and aims to help students develop the entrepreneurial skills needed to launch, or invest in, the next generation of successful new ventures within the global economy. We will examine the launch of independent start-ups, the creation of new ventures within existing organisations, and the role of entrepreneurial management teams within the profit and not-for-profit sectors. We will discuss the rise and fall, and rise again of high-growth sectors such as biotechnology, information technology and the Internet and will examine opportunities for entrepreneurs

and investors in the future.

The underlying aim of the course is to unravel the 'mystery' of becoming a successful entrepreneur – to reveal that there is no mystery at all. The course will provide all students with the theoretical and practical skills to launch or assess successful new ventures and will guide students through the entrepreneurial life cycle. We will outline routes to ownership from the classic 'start-up' scenario to inheriting the family business and all that goes with it. We will address strategies and tactics for creating business plans, raising finance, building effective teams and launching the venture through to managing operations and making decisions in rapidly changing business environments. Finally we will look at scenarios for harvesting the rewards of successful new venture creation, and then doing it all over again – the realm of the serial entrepreneur.

Decision making [8001M80]

(Formerly known as 'Quantitative decision making')

This course introduces some of the key concepts and ideas underlying the approaches adopted for quantitative decision making:

- *Network analysis*
Dealing with the planning and control of projects via the critical path and incorporating float (slack) times, cost/time trade-off, uncertain activity completion times and resource considerations
- *Decision trees*
Dealing with sequential decision problems, such as deciding whether to test market a product and the future size of possible production facilities in the event that test marketing is successful, where chance (probability) plays a key role and incorporating utilities and expected value of perfect information
- *Inventory control*
Dealing with problems that arise in the management of stock and incorporating Economic Order Quantity, quantity discounts, probabilistic demand, and Materials Requirements Planning

- *Markov processes*
Dealing with approaches used in modelling situations, such as consumer brand switching, that evolve in a stochastic (probabilistic) fashion through time
- *Mathematical programming: formulation*
Dealing with the representation of decision problems using linear models with a single objective which is to be optimised and incorporating the formulation of both linear programs and integer programs
- *Mathematical programming solution*
Dealing with the numeric solution of mathematical programs, discussing sensitivity analysis and robustness and the use of such models for tactical/strategic decision-making
- *Data envelopment analysis*
Dealing with assessing the relative efficiency of decision making units in organisations and incorporating input/output definitions, basic efficiency calculations, reference sets, target setting and value judgements
- *Multicriteria decision making*
Dealing with goal programming which considers multicriteria decision problems where the constraints are "soft"
- *Queueing theory and simulation*
Dealing with the representation and analysis of complex stochastic systems, such as those found in banks, supermarkets, airports, etc where queueing is a common occurrence.

“Throughout my professional life I have worked for companies and organisations with an international focus. While building on my professional experience, this degree has provided me with the skills to take on even more challenging tasks in the future.”

Sabine Schuerholz-Lehr
MBA graduate, Canada.

Investment and risk [8001M91]

Pension and mutual funds as well as individuals are concerned about their investments in stocks, bonds, foreign assets, real estate and derivative instruments. Are stock prices predictable or is predictability an illusion which fools people and gives rise to bubbles, momentum trading and different investment styles – all of which may be worthless? It may be better just to hold a ‘passive’ or ‘tracker’ portfolio, which mimics movements in the S&P500 stock index. These are key issues in portfolio choice that we will address.

Investments usually involve risk. How can we measure risk and assess the investment performance of (say) a particular mutual fund to see if it ‘beats the market’ after allowing for risk. Derivatives such as futures, options and swaps can be both dangerous and benign for investors. They can be used to magnify your returns (both ‘up’ and ‘down’) – this is dangerous as Long Term Capital Management LTCM (a hedge fund), Nick Leeson a derivatives trader who put Baring’s Bank into liquidation and John Rusnak of Allied Irish Bank, discovered to their cost. But derivatives can also be used to offset or limit risks that you already hold – portfolio insurance, straddles, strangles and butterfly strategies can be used for this purpose.

Before investment banks can decide whether they need to reduce (or even increase) the overall risk of all their assets, they must be able to measure their market risk exposures. This is the Value at Risk concept initially developed by J.P. Morgan in 1997. Today, all financial institutions must have a credible and verifiable risk management system in operation and we shall see how this is implemented and forms the basis for the regulator’s view of whether a bank is subject to too much risk (given its capital base).

The research course and research project [8000150]

Business research methods (how to write your research project)

This is an innovative course designed as a step-by-step guide on how to write your project. It is based on many years of experience of helping students to successfully complete a research project. Unlike all other courses in the MBA, there is no examination, but the course is assessed through the submission of a 12,000-word research report.

Course outline

Starting your project: developing and choosing a research topic; routes to pursue a research issue; how soon should I write?; designing your research project – research purpose, research strategy; unit of analysis; time dimension; study setting.

Progress of your report: typical route; road blocks to making progress on your project; when to stop writing; the 65 per cent rule; limits and objectives of the literature review; structuring your literature review; falsification theory and the structure of a literature review.

Theory building: how do we think?; scientific understanding and method; deduction and induction; lateral thinking; fuzzy thinking; theory building; variables; hypotheses; what are theories for?; do theories have to make sense?; simplification; structure of a theory chapter.

Methodology: components and structure of a methodology chapter; methodology diary; common methodological problems; qualitative versus quantitative research; qualitative data collection; six characteristics of qualitative data collection; methods for collecting qualitative data; methods for collecting quantitative data; complementarity of qualitative and quantitative research; sampling and survey design; advantages of sampling; representativeness and randomness; reliability and validity; populations and sampling frames; sampling designs.

Coping with data: statistics are beautiful; the power of statistics; six common statistical fallacies; when is data information?; introduction to statistical

techniques; data analysis; decision framework for data analysis; statistical tools for data analysis; use of SPSS. *Concluding chapters:* bringing data back to theory; how not to write a conclusion; common problems of style; basic rules of writing; the expectations of examiners.

Research project

The outcome of the Business research course and research project is a report of approximately 12,000 words (excluding bibliographies or appendices and the project statement or executive summary). You are required to submit a 500-word research plan for comment before beginning work on your detailed research. Using the theoretical and practical skills developed during your studies, you are now asked to consider a substantial business problem in depth. As your work proceeds, you will be able to refer to the materials, readers, case studies and textbooks supplied to you to support your studies for the core and elective courses. You may also be able to supplement this reference material with further local resources – from libraries, government offices and most importantly, your employer. Access to the Internet can also be helpful in tracing additional source material to support your research. Your supervisor will advise you (via email, fax or telephone) at intervals through the preparation of your report and will comment on a full draft before you enter the final stage of preparing it for submission.

Flexible study: the MBA that works for you



There are many reasons to consider distance learning. Your job may involve extensive travel or long and irregular hours, making you unable to commit to regular classes and study times. Perhaps you'd rather avoid the expense of relocating to London as a full-time student.

Whatever your reasons, the international MBA has been designed with you in mind. It is entirely flexible, allowing you to plan your studies to fit in with your home and work commitments. Examinations are offered twice a year in 140 centres worldwide, so you can sit them locally, whenever you're ready.

Flexible admissions

You can apply to join the international MBA course at any time of year.

Flexible study period

For the MBA a minimum of two years is usually required to complete the programme and we allow up to five years in total. So, you can study at your own pace and when you can make time.

Postgraduate Diploma students are also given up to five years to qualify, with a minimum of one year's registration.

How much time will you need?

It is difficult to give a precise figure on the number of hours you'll need to study, as individuals vary. It will certainly depend on how quickly you wish to qualify. As a rough guide, you should allow around 180 hours per course.

Flexible payment

We don't expect you to pay in full as soon as you start your first course, unless you'd like to. Generally, students choose the pay-as-you-go option, spreading the cost by paying for each new course in turn. But it really is up to you.

Flexible assessment

Examinations are offered twice a year, in May and October, and are held in examination centres both in the UK and worldwide.

All core and elective courses (except Business research methods, your research project and Imperial College London specialisations) are assessed by one unseen, three-hour written

examination and a written assignment. The final mark for each course is based on both papers, with 80% of the mark based on your exam results.

The Imperial College London specialisations are also assessed by a three-hour exam held in May, but include two written assignments, each accounting for 10% of your total mark. If you fail any examination, you can make one further attempt.

Your research project will consist of a 12,000-word report, excluding bibliographies, appendices and the project statement or summary.

Flexible support

With each course, you will be assigned a tutor whose support is just an email away, whether you need academic advice or guidance on study skills. You'll also be part of a worldwide community of students who, like you, are managing a demanding schedule of work, study and family life. The online forum and seminars provide a vital link to these fellow students and an opportunity to discuss the issues involved.

Application and registration

Entrance requirements

To apply for the MBA or Postgraduate Diploma in International Management you must have:

Academic requirement

a second class honours degree* or the equivalent from a university or other institution acceptable to the University for this purpose

OR

a first degree from a university or other institution acceptable to the University for this purpose and a G-MAT score of 550

OR

an equivalent professional qualification and a G-MAT score of 550

AND

English language requirement

All applicants should have an advanced level of English. You may be required to pass (or have passed in the last five years) a test of proficiency acceptable to the University.

AND

Computer and Internet requirements

Regular access to the Internet and access to the computer hardware and software indicated on page 3.

AND

Work experience (MBA only)

At least three years' relevant work experience is normally required.

Note: if you do not have three years' work experience, you may apply for the Postgraduate Diploma and transfer to the MBA at a later date.

* If you have a degree from an institution that does not award Honours, you may still apply. In this case, a certified transcript of your results must be sent by the awarding institution directly to the Postgraduate Admissions Office.

Short course students

You should satisfy the entrance requirements for the Postgraduate Diploma or MBA. If you do not, we will still consider your application but we will require evidence of your ability to undertake an advanced course of study.

How to apply and register

You'll find an application form and referee's report form in the centre of this prospectus.

Complete the application form and, together with all the documentation listed on page 6 of the form, send it by post (not by fax) to:

The Postgraduate Admissions Office
Room 7, The External System
Senate House, University of London
Malet Street, London WC1E 7HU
United Kingdom.

Tel: +44 (0) 20 7862 8376
Email: admissions@lon.ac.uk

If you are unable to send all the documentation with your application form, please enclose a letter with the form giving the reasons.

2 Send a referee's report form to your two referees at the same time, or before you send your application to London. Ask them to complete the forms and send them **direct** to the Postgraduate Admissions Office (address as before).

You can apply for the MBA or Postgraduate Diploma at any time of year, although we must receive your application plus all documentary evidence and references in London by:

31 July – if you intend to take your first examination in May (of the following year) OR

31 January – for a first examination in October.

If your application form or documentary evidence/references are received after these dates, you will have missed the deadline for exam registration and may have to postpone your first examination until the next sitting.

3 We will acknowledge receipt of your application form and send you a student number to use as a reference whenever you contact the University. Everyone who applies is allocated a number.

You should receive an acknowledgement within three weeks of posting your application, but if you do not please contact the Postgraduate Admissions Office. Please give your full name, the programme for which you have applied and the date you posted your form to help us identify your application.



To register, complete the registration form and fee slip. Return them, as soon as possible, along with the registration fee and the course fees for the courses you will be taking at your first examination, to:

The Postgraduate Registry
Room 16, The External System
Senate House, University of London
Malet Street, London WC1E 7HU
United Kingdom

Tel: +44 (0)20 7862 8314
Fax: +44 (0)20 7862 8238
Email: jonathan.seddon@lon.ac.uk

Important note: applicants come to us from all over the world, with a variety of qualifications, and as a result we have to consider each application thoroughly and on an individual basis. We regret that it is not possible for us to give you any informal advice on your eligibility for admission. For this reason, you must make a formal application before we can tell you whether we can accept you (see 'Application and registration' on the previous page).

Your application will be considered

only when we have received all your documentary evidence and both references. After due consideration you will be told if your application has been successful or not.

Please note: if there is a delay in sending any documentation or references, we will not be able to process your application until we have received them. This is because we need to have as much information about you as possible before we can reach a decision.

If your application has been successful, we will send you:

- an offer of registration, telling you that your application has been accepted and that you have two years in which to register
- a fee slip for the registration and course fees
- a registration form, on which you indicate your choice of courses
- a copy of the Regulations

We will send you the study materials for your first courses, by courier, as soon as possible after we receive the appropriate fees.

Questions about your application

If you have any questions about your application **after** you have applied to us, please contact:

The Postgraduate Admissions Office
Room 3, The External System
Senate House, University of London
Malet Street, London WC1E 7HU
United Kingdom

Tel: +44 (0)20 7862 8376
Fax: +44 (0)20 7862 8363
Email: admissions@lon.ac.uk

I have chosen the External Programme because it suits me most to study in the evening or at the weekend as I am really busy at work.

I am a medical doctor working as a manager in a business organisation, acting in a very unstable and turbulent environment that is witnessing really revolutionary changes, with all possible consequences for business. I feel a strong need to be better prepared for the unknown.

I am really benefiting from my studies. I have learnt a lot of very practical issues, some of which I have already implemented. Based on the knowledge I have gained, I am planning many changes in the organisation I am working for.”

Andrzej Lewandowski
Current MBA student, Poland.

Fees and contacts

Fees

Different fee schedules may apply to students with local tuition and administrative support. In addition to the University's fees given below, if you are sitting examinations outside London you will have to pay a fee to your local examination centre to cover their costs.

The fees given below refer to the 2005 calendar year only and are subject to annual review.

Registration fee	£785
Core / elective course fee	£785
Research course and project (MBA only)	£985
Imperial College London specialisation (MBA only)	£1,570
TOTAL	
Postgraduate Diploma	£5,495
MBA	£8,050

You can choose to pay the fees in one of two ways.

EITHER

Pay the total amount upfront.

OR

Pay as you go (a one-off registration fee plus a fee for each course).

Short course students

You pay a composite fee of **£885 per course** remitted as a single payment.

Note: the University reserves the right to make additional charges for issuing revised or replacement study materials.

Financial assistance

No financial assistance is available from the University. Some employers in both the public and private sector may offer financial assistance to their employees.

Students who are resident in the UK may be able to apply for a Career Development Loan. For details call the CDL Information Line on 0800 585 505 or visit:
www.lifelonglearning.dfes.gov.uk/cdl

Students with special needs who are resident in the UK may also be able to apply for a Disabled Student Allowance (DSA). For a copy of the information leaflet (which answers most of the questions commonly asked about DSAs) please contact either your LEA or the DfES Information Line on 0800 731 9133 or on textphone 0800 210 280. This information is also available on audio tape or in braille. The guide is available on the DfES website:
www.dfes.gov.uk/studentssupport

Questions about the MBA

This prospectus should answer all the questions you have before deciding to apply to the University. So, please read it carefully before you contact us with any queries. If you do have any further questions, please contact:
programme.enquiries@lon.ac.uk

When emailing programme enquiries, please state what you have already seen (e.g. website, prospectus) about the programme.

Personal callers

If you are in London at any time and would like to meet a particular member of staff, you are most welcome. Most of our offices are open between 9.00am and 5.00pm Monday to Friday, but you are advised to telephone first to make an appointment to ensure that the person you want to see is available.

Information about other qualifications

If you would like information about any of the other qualifications listed on the back cover of this prospectus, please contact our Information Centre:

The Information Centre
Senate House
University of London
Malet Street
London WC1E 7HU
United Kingdom.

Tel: +44 (0)20 7862 8360 / 8361 / 8362

Fax: +44 (0)20 7862 8358

Email: enquiries@lon.ac.uk

www.londonexternal.ac.uk

Important note: The External System aims to provide the highest quality service to its students. We endeavour to solve any problems you experience quickly and fairly. If, however, you wish to make a complaint our complaints procedure is published on our website and in our Student Handbooks.

Information for students with disabilities

The University has a panel that considers applications from students for special examination arrangements.

The aim of the panel is to ensure that a student with a disability is not advantaged or disadvantaged when compared with other students. If you have a disability and may need special examination arrangements (such as extra time or special aids), you should complete the relevant section of

the application form or write to the Special Examinations Services Department in Room 21A at the Senate House address, enclosing medical or other evidence.

You can ask for a copy of the University of London's full disability statement.

Email: admissions@lon.ac.uk

Key points at a glance

- a rigorous academic programme developed by highly qualified teaching staff within the School of Management at Royal Holloway
- a qualification that will help to assist a career change, achieve a salary increase, improve promotion prospects or simply broaden horizons and increase marketability
- as a registered MBA student you will be eligible to become a member of the **World Wide Learning Community**, providing a variety of additional resources to enrich your learning experience (e.g. online seminars, student discussion forum and access to course materials)
- through the University of London Online Library students have access to a range of learning and information resources
- students have between **2-5 years** to complete the MBA and between **1-5 years** to complete the Postgraduate Diploma

Application deadline: **31 July and 31 January**

Registration deadline: **15 October and 15 March**

Examinations take place: **May and October**

Study Programmes

The University of London offers a wide range of subjects for study at a distance; from full degree programmes to diplomas, certificates and shorter courses.

Undergraduate

Access route	Economics	Italian and French
Accounting	Economics and Management	Law with Accounting
Accounting and Finance	English	Law with Management
Accounting with Law	Finance	Law
Banking	French	Management
Banking and Finance	French and German	Management with Law
Business	Geochemistry	Mathematics and Economics
Business Administration	German	Philosophy
Classical Studies	German and Italian	Politics
Computing and Information Systems	History	Politics and International Relations
Development	Information Systems	Social Sciences
Development and Economics	Information Systems and Management	Sociology
Divinity	International Relations	Spanish and Latin American Studies
	Italian	Theology

Postgraduate

Agribusiness for Development	Drugs and Alcohol: Policy and Intervention	International Primary Health Care
Agricultural Economics	Economic Principles	Law
Applied Educational Leadership and Management	Environmental Assessment	Livestock Health and Production
Applied Environmental Economics	Environmental Management	Managing Rural Development
Applied Geographic Information Systems	Epidemiology: Principles and Practice	Open, Distance and Flexible Learning
Biodiversity Conservation and Management	Finance and Financial Law	Organizational Psychology
Business Administration	Financial Economics	Public Health
Clinical Dentistry (Prosthodontics)	Financial Management	Public Policy and Management
Community Dental Practice	Food Chain Management	Sustainable Agriculture and Rural Development
Dental and Maxillofacial Radiology	Human Resource Management	Sustainable Development
Dental Public Health	Infectious Diseases	Veterinary Epidemiology and Public Health
	Information Security	
	International Management	

For details see our website or contact:

The Information Centre, University of London, Senate House,
Malet Street, London WC1E 7HU, United Kingdom.

Tel: +44 (0)20 7862 8360/1/2 Fax: +44 (0)20 7862 8358 Email: enquiries@lon.ac.uk

www.londonexternal.ac.uk

All programmes are developed, written and assessed by academics at the various Colleges of the University. Currently these include: Birkbeck, Goldsmiths College, Heythrop College, Imperial College London, Institute of Education, King's College London, The London School of Economics and Political Science, London School of Hygiene & Tropical Medicine, Queen Mary, Royal Holloway, Royal Veterinary College, School of Oriental and African Studies, University College London.