

Transform how you lead.

Kent
Business School

THE KENT MBA

Lead meaningful
change with an
MBA from a
triple-accredited
business school.



University of **Kent**

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LEADERSHIP FOR WHAT COMES NEXT

For ambition that can take you anywhere, get your start at Kent.

The Kent MBA develops future-focused leaders with the confidence, strategic insight and global perspective to navigate complexity and create meaningful impact.

Through real-world business challenges, international experiences and a diverse professional network, you will strengthen your leadership capability while learning to drive responsible innovation and organisational change.

Our MBA is accredited by the Chartered Management Institute (CMI), giving you the opportunity to gain, alongside your MBA, the Level 7 Diploma in Strategic Management and Leadership - a highly sought after qualification by employers.

Study at a triple-accredited business school and transform how you lead.



WELCOME

The world is changing rapidly. Organisations are navigating technological disruption, global uncertainty and increasingly complex societal challenges. More than ever, they need leaders who can think strategically, act responsibly and inspire positive change.

The Kent MBA is designed for ambitious professionals who are ready to broaden their impact and develop their leadership capability.

Each year, we welcome experienced managers, entrepreneurs and aspiring leaders from Kent and around the world. Our students come from diverse sectors and backgrounds—from healthcare and finance to technology, engineering and agriculture—but they share a common ambition: to grow personally and professionally, and to make a greater contribution within their organisations and communities.

Through practical business challenges, international experiences and a collaborative learning environment, the Kent MBA combines academic rigour with real-world application. You will learn alongside experienced professionals, gaining fresh perspectives, valuable networks and the confidence to lead through complexity and change.

As a Triple Accredited Business School, recognised by AACSB, EQUIS and AMBA, we are committed to delivering a world-class MBA experience that prepares leaders for the opportunities and challenges of a rapidly evolving world.

I am particularly excited about the future of our MBA under the leadership of Programme Director Dr Maria Balta, whose passion for innovation, responsible leadership and student experience continues to strengthen our MBA community.

If you are ready to invest in your future and transform how you lead, I look forward to welcoming you to Kent Business School.

Vicky Knight
Dean, Kent Business School



KENT'S AMBA-AWARD-WINNING YEAR – 2025



AMBA Student of the Year

New MBA graduate Miarizaka Fabien Randriamanananjara won the AMBA Student of the Year Award at this year's AMBA & BGA Excellence Awards.

The AMBA Student of the Year award recognises students who have shown exceptional career potential and who AMBA believes can act as ambassadors for the high quality of accredited MBAs and the opportunities these programmes provide for students.

Highly Commended

Kent MBA student and dedicated NHS professional, Caroline Knott, was 'Highly Commended' for the AMBA Student of the Year Award.

Caroline is a Queens Nurse with 29 years' experience of clinical work. After 21 years as a Bladder and Bowel Specialist Nurse, she was seconded to lead the operations involved in the implementation of a new electronic patient record in 2020. With ambitions to progress into other strategic roles in the NHS, she chose to study an MBA at Kent to develop her strategic skills further. Caroline is the latest in a long line of MBA Alumni who work in the local and national NHS and have chosen to study with us.

Postgraduate Leadership Award

Kent's Acting Vice-Chancellor and President, Professor Georgina Randsley De Moura, also attended the awards ceremony as she was shortlisted for the Postgraduate Leadership Award in honour of her contribution to higher education following her graduation from Kent Business School's MBA programme in 2016.

Best Lifelong Learning Initiative 2025

Kent Business School's innovative Alumni Summer School has been awarded 'Best Lifelong Learning Initiative 2025' by the Association of MBAs (AMBA) and the Business Graduates Association (BGA).

The award showcases the impact and success of lifelong learning initiatives and their transformative effect on students, alumni and the business school. It celebrates initiatives that address skills gaps in local and global markets.

Launched in 2023, Kent's hybrid Summer School programme provides KBS alumni with the opportunity to reconnect with the Business School and join the latest discussions around current business issues.

DEVELOP LEADERSHIP FOR A CHANGING WORLD



The Kent MBA is designed for ambitious professionals who want to broaden their impact, navigate complexity and lead with confidence in a rapidly changing world.

Combining rigorous business education with practical experience, the MBA develops responsible, globally minded leaders with the strategic insight, resilience and leadership capability to tackle today's most pressing business and societal challenges.

Whether you study full-time in one year or part-time alongside your career, you will learn alongside experienced professionals from a wide range of sectors, expanding your perspective and building a powerful professional network.

Gain real-world experience

The Kent MBA combines academic rigour with opportunities to apply your learning immediately through live business challenges, consultancy projects and global case studies.

Our distinctive MBA Challenge includes an international field trip, helping you develop consultancy skills, global business awareness and the confidence to lead in diverse environments.

Transform how you lead

Designed to support both personal and professional development, the programme encourages reflection, builds resilience and develops the confidence to lead through uncertainty and change.

Through executive coaching, mentoring and collaborative learning, you will challenge assumptions, strengthen your leadership style and unlock your potential.

Build a global perspective

Work alongside professionals from diverse industries and cultures while exploring business challenges in an international context.

Develop the global mindset, cultural awareness and strategic perspective required to lead across borders and navigate an interconnected world.

Drive responsible innovation

Explore how organisations can innovate responsibly and sustainably in response to technological, environmental and societal change.

Develop the skills to evaluate complex challenges, make informed decisions and create meaningful impact within your organisation and community.

Accelerate your career

Benefit from one-to-one executive coaching, dedicated careers support, entrepreneurial guidance through our ASPIRE programme and a wide range of networking opportunities, guest speakers and industry engagement activities.

Graduate with the confidence, capability and connections to progress your career, lead change and create lasting value.

MEET OUR MBA COMMUNITY



// The MBA has been more impactful than I ever imagined. It sharpened my ability to approach complex problems strategically and gave me the confidence to make thoughtful decisions. Along the way, I discovered opportunities I hadn't considered before, like exploring partnerships and diving into AI-driven innovations. //

Himabindu Borra,
MBA Alum, Manager, Accenture



// It's allowed me to grow into a leadership position and to support the directors of the business better. We recently won a couple of awards, and the ability to write for those awards came from my time in the MBA. It really allowed me to grow as a person, grow my network, and continue to give back to the business. //

John Benfield,
MBA Alum, MBA Advisory Board Member, Business Development Manager, Horizonscan.

CHANGING LIVES. CHALLENGING ACCESSIBILITY



MBA alum Kush Kanodia is a social entrepreneur and very effective disability rights campaigner, who has helped to bring about systemic change in organisations including NHS England and the Premier League.

Kush completed his MBA in 2006 and went on to a successful career in merchant banking. In 2009, following the financial crash, Kush re-evaluated his options and decided to embark on a career in social entrepreneurship. His MBA had proved pivotal in his professional development; now as he sought to change direction, he once again reflected on what he'd learnt at Kent: 'The MBA had opened my eyes to the difference social entrepreneurship can make to individuals and communities. My thinking was that with 1.85 billion disabled people worldwide and the purple pound valued at \$13 trillion, I would be able to make a clear business case for systems change for disability inclusion.'

Kush has Multiple Epiphyseal Dysplasia and has used his own experiences to great effect in his campaigning. In 2009, with the support of Kent Business School, Kush set up Choice International to empower disabled people across the world. He worked with Level Playing Field and later with the Centre for Access to Football in Europe (CAFE), UEFA and FIFA to improve access to football in the

// The knowledge and wisdom gained from my studies at Kent and the connections I made enabled me to help transform major institutions such as the Premier League and NHS England; I also have wonderful memories of university life and many lifelong friends. //

Premier League and globally. He also led successful campaigns to end parking charges for disabled people at all NHS hospitals in England and gained further reasonable adjustments for disabled people for the Ultra-Low Emission Zone (ULEZ) in Greater London.

Ranked as one of the top 10 most influential BAME leaders in technology in 2018 and in 2019 as the second most influential disabled person in the UK, Kush was awarded an honorary degree by the University of Kent in 2022.

The University recognised the social impact of Dr Kanodia's systems leadership of NHS England, describing it as 'by some margin the single largest and most impactful change in the treatment of disabled people in the history of the NHS.'

BREAKING BARRIERS IN ENGINEERING AND CYBER SECURITY



Dr Fauzia Idrees Abro knows what it means to be a pioneer. Growing up in rural Pakistan, she was encouraged by her visionary parents to pursue an education and became the only woman among 200 students studying engineering at college.

Fauzia went on to forge a remarkable career in Pakistan's armed forces, becoming the first female PhD student to serve in the Air Force. Specialising in Information Security, she spent 22 years working in communications, networking and cyber security before embarking on a new challenge.

Determined to create opportunities for other women in technology, she founded her own cyber security consultancy, Cynosure Technologies, with the ambition of building a workforce that was predominantly female. Long before hybrid working became commonplace, Fauzia introduced a flexible working model to help women balance professional and personal responsibilities while building rewarding careers.

While her technical expertise and management experience provided a strong foundation, Fauzia wanted to strengthen her skills in entrepreneurship, leadership and business strategy. This led her to the Kent MBA.

// The programme shifted my perspective, broadening the way I think about strategy, leadership and entrepreneurship. It sharpened my entrepreneurial mindset and deepened my leadership capabilities in ways I had not anticipated. //

Alongside running her business, Fauzia is Associate Professor, Director of Distance Learning and Deputy Director of the Academic Centre of Excellence in Cyber Security Education at Royal Holloway, University of London. She also serves as a Global Ambassador for the Global Council for Responsible AI and advises on cyber security policy and research.

Reflecting on her MBA experience, Fauzia highlights the balance of academic rigour and practical application, as well as the diverse network of peers and professionals she built during her studies.

Today, she continues to champion women in STEM, responsible innovation and cyber security leadership. Her achievements have recently been recognised through her inclusion in the UK's prestigious Top 50 Women in Engineering (WE50), celebrating her influence as one of the country's leading female engineers.

LEADING SUSTAINABLE CHANGE

Creating change with an MBA: How Fabien Randriamanananjara plans to improve the agricultural sector worldwide.

New MBA graduate Miarizaka Fabien Randriamanananjara has won the AMBA Student of the Year Award, recognising exceptional career potential and global impact.

Fabien stood out for academic excellence, leadership, and social impact. Originally from Madagascar, he co-founded a non-profit supporting farming communities, securing UNDP funding and improving livelihoods for 200 families. His work led to a Mandela Washington Fellowship and a consultancy role with the World Bank.

At Kent, he built confidence and resilience, applying business analytics to real-world challenges. His future focus is sustainable agriculture, with research on cocoa supply chains aligned to UN development goals.

“My MBA strengthened my confidence, resilience, and global perspective, enabling me to apply analytical thinking to real-world challenges and create sustainable impact for vulnerable communities worldwide.”



TRANSFORMING LEADERSHIP STYLES



Barry O'Donoghue, Head of Business for Barretts Jaguar Land Rover (JLR) in Canterbury, Kent, describes his AMBA-accredited MBA at Kent Business School as a turning point from experience-led success to strategic leadership development.

After more than 20 years in one organisation, he recognised a ceiling where industry expertise alone was no longer enough. Choosing an AMBA-accredited part-time MBA provided credibility and marked a deliberate investment in his future.

Initially expecting structure and frameworks, Barry instead faced discomfort and self-doubt, which became central to his growth. Through reflection, diverse group work, and new perspectives, he shifted from directing to facilitating, embracing inclusion as a strategic advantage.

Balancing study with organisational change reshaped his leadership, emphasising adaptability, trust, and navigating complexity over authority.

“The MBA challenged my assumptions, pushed me beyond my comfort zone, and reshaped how I lead—focusing less on authority and more on adaptability, inclusion, and navigating complexity in uncertain environments.”



READ ABOUT BARRY'S MBA JOURNEY.



Caroline Knott, a Queen's Nurse with 35 years' experience in the NHS, began the Kent MBA questioning whether she belonged in a business school environment. Balancing work and study was challenging, but the programme quickly broadened her perspective and built her confidence.

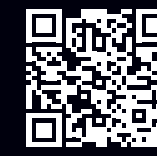
While modules such as Strategic HRM and Financial Analysis strengthened her leadership and business skills, the Delivering Innovation module inspired a new passion for digital healthcare solutions and their potential to transform patient care.

Through executive coaching and practical learning, Caroline secured new roles as Clinical Safety Officer and Digital Transformation Lead, applying her MBA knowledge to improve patient safety, reduce technostress and support NHS sustainability.

Her growing confidence led to research on community nursing, presentations at Digital Health Rewired 2025, and a Highly Commended recognition in the AMBA Student of the Year Awards.

Today, Caroline is focused on driving sustainable innovation in healthcare and developing future healthcare leaders.

READ CAROLINE'S MBA STORY



ALUMNI IMPACT

MBA alumni success

Our alumni include directors, founders, senior managers, consultants and healthcare leaders working across the UK and around the world.

Our graduates go on to lead teams, organisations and entrepreneurial ventures across the globe, supported by a lifelong professional network of alumni.

Kent MBA graduate employers include:

- Accenture
- Barretts Jaguar Land Rover
- CISCO
- Cummins
- ExxonMobil
- NHS
- Porsche
- Price Waterhouse Coopers (PWC)
- Royal Holloway, University of London
- Tavistock Investments
- Thermo Fisher Scientific
- United Nations
- UK Parliament
- University of Kent
- World Bank



MBA graduates earn 69% more on average than Level 7 postgraduates. (LEO Graduate and Postgraduate Outcomes).

Top 10 industry sectors

	Healthcare
	Finance and Banking
	Education
	Manufacturing
	Technology / IT / Telecoms
	Hospitality and Food
	Consultancy
	Public and Non-profit
	Engineering
	Construction
	Misc

Top 10 professional roles

19%		Executive Leadership	24%
10%		Management and Operations	22%
10%		Sales, Marketing and Business Development	15%
8%		Healthcare Professionals	8%
8%		Project and Operations Management	8%
6%		Engineering and Technical Roles	7%
5%		Finance and Accounting	6%
5%		Specialist Professional Roles	4%
4%		Academic and Research	2%
4%		Consulting and Advisory	1%
21%		Misc	21%

*Cohort data based on various sources, 2021- 2025

KEY INSIGHTS



A truly international cohort with 63% international students coming from 25 countries.



Mid-career professionals and leaders, with an average of 11 years' experience.



Healthcare is our largest sector, providing a strong foundation for sector partnerships.



Almost half of students are in management or executive leadership roles.



Gender balance is strong, with opportunity to increase female representation.



63%
International students



37%
UK students



58% / 42%
Male / Female



11
Average work experience (years)

A GLOBAL PERSPECTIVE. A TRANSFORMATIONAL JOURNEY



Leadership today requires more than business knowledge alone. It demands the ability to understand different perspectives, work across cultures, and respond confidently to complex challenges.

Throughout the Kent MBA, you will learn alongside experienced professionals from a wide range of industries and backgrounds, creating a rich environment for collaboration, debate and shared learning. Guided by internationally recognised academics and business practitioners, you will explore contemporary business issues through multiple lenses, broadening your perspective and strengthening your decision-making.

Experiential learning is embedded throughout the programme. Through live business challenges, consultancy projects and the MBA Challenge, you will apply theory to practice while developing your leadership capability in real-world settings.

The programme combines academic rigour with practical application, encouraging critical thinking, reflection and innovation. Alongside taught modules, you will benefit from executive coaching, business engagement opportunities and access to a powerful professional network.

You will complete your MBA by undertaking the MBA Business Report, applying your knowledge and experience to a significant organisational challenge with the support of an expert supervisor.

Full-time students complete the programme in one year, while part-time students study over two years, allowing them to balance professional commitments alongside their MBA journey.

The MBA course builds on 3 pillars.

- 1 Responsible Leadership**
Lead ethically, sustainably and with impact.
- 2 Transformational Learning**
Develop the confidence and capability to lead through complexity.
- 3 Globally Connected Innovation**
Lead across cultures, technologies and rapidly changing business environments.

THE MBA LEARNING JOURNEY

The Kent MBA combines academic rigour with practical application, developing the knowledge, perspectives and leadership capabilities needed to navigate complexity, drive innovation and create meaningful impact.

Orientation and induction week:

Welcome event including workshops and team-building activities.

Operations and Project Management:

Gain an advanced understanding of operations and project management through process analysis and design, capacity planning, inventory control and supply chain management. You'll critically examine how operations strategies support innovation, new ventures, and ethical and sustainable performance. You'll develop the skills to navigate complex business environments locally and globally.

Responsible Leadership and Ethics:

Develop your understanding of leadership theories, perspectives and debates within contemporary organisations. Through interactive lectures, activities and case studies, you'll gain practical insight into responsible and ethical leadership. You'll learn how to communicate vision, inspire others, build trust, and develop future leaders. You'll gain the skills to make a positive difference in today's business world.

Strategic and Digital Marketing:

Develop the strategic insight and digital skills needed to navigate today's marketing landscape. Explore how strategic marketing helps organisations understand consumers and global markets. And develop the ability to formulate and implement effective marketing strategies. Topics include market analysis, brand management, marketing mix optimisation, digital marketing and the ethical dimensions of marketing in a rapidly evolving digital era.

Business Analytics:

Gain an intensive grounding in applied business modelling and hands-on experience using industry-standard software to structure, analyse and solve business problems. Develop sophisticated modelling skills to support evidence-based decision-making.

Business Strategy in the Global Economy:

Develop your understanding of the global economic environment and the strategic rationale for business growth. Learn to evaluate different growth options, assess trade-offs and apply strategic principles to business decision-making.

Entrepreneurship and Innovation:

Explore the creation and growth of business ventures in a global environment while discovering the importance of entrepreneurship to economic development. Through case studies, workshops and real-world simulations, you'll combine creativity with strategic thinking. You'll explore start-up culture and disruptive technologies, and develop the skills to navigate entrepreneurial challenges and turn ideas into opportunities.

Sustainable Financial Management:

Advance your understanding of accounting, finance and corporate governance. Investigate financial analysis for decision-making with a focus on environmental, social and governance (ESG) issues. You'll explore ethical decision-making, and learn to interpret financial information and communicate recommendations in a business context.

MBA CHALLENGE MODULE

Undertake five practical challenges and complete a business report that brings together your MBA learning. See the next page for details.

THE 5 MBA CHALLENGES

The MBA Challenge is a unique part of your course. An opportunity to test yourself in key areas and to further develop your leadership and entrepreneurial skills.

The MBA Challenge module runs alongside your other modules. It consists of five challenges and a final report; an opportunity to reflect, consult and act.

Personal Development Challenge

This challenge runs throughout your time on the MBA course. It allows you to step back from your busy life and reflect on your current skills, learning preferences and leadership styles. It supports your MBA learning journey with the following activities:

- induction leadership workshop
- one-to-one executive coaching
- knowledge transfer and networking opportunities via the MBA Lecture Series and Business Summit events
- academic mentorship
- self-reflection report to conclude your MBA journey and consider your future career direction and life choices.

// This challenge shattered the limitations I had placed on myself and boosted my confidence, empowering me to embrace new opportunities and possibilities with enthusiasm. //

Nene Oiwoh,
full-time MBA alum 2023

TechGenius Challenge

Created to empower business and community leaders with the insights and tools necessary to navigate the evolving AI landscape. The aim is not just to educate, but to inspire a mindset of innovation and strategic agility, ensuring that you are equipped to turn disruptive technologies into real-world competitive advantages.

// The TechGenius Challenge is our newest initiative, reinforcing how the Kent Business School MBA brings the world to a leader. This hands-on module introduces AI leadership and AI-facilitated business decision-making, equipping you with the strategic mindset and practical tools to turn technological disruption into opportunity. //

Consultancy Challenge

A week-long programme where you develop consultancy skills and apply these to a live company brief. You work in a team to provide a solution to a business issue and present recommendations to the organisation. Your involvement and commitment add value to local business owners and you benefit from the opportunity to apply academic and practical skills to real-world situations.

// An excellent week and a great opportunity to use some of the many MBA learnings in the real world. Working with a local charity allowed us to provide real value to an organisation that makes a real difference in the local community. //

Lewis Winch,
part-time MBA student 2023-2026

Business Start-Up Challenge

Spend a week exploring your creative and entrepreneurial side. Supported by our ASPIRE team and external entrepreneurs, you develop a business plan for a new business or a new business development within a current role/industry. The approach is hands-on and practical; you put the theory of design thinking into practice, using proven approaches from the real world, including ideation, user research and MVP creation.

// The Business Start-up Challenge was an excellent week where we got to put the theory into practice. The energy and enthusiasm within the room when building and then pitching our business ideas was matched by the inspiring and insightful team leading the challenge. An extremely enjoyable week. //

Chris Nash,
part-time MBA student 2023-26

International Challenge

Here, you work with our European business connections, exploring the practicalities of doing business in Europe and working with international organisations. The week involves workshops and seminars, cultural visits and an international consultancy project to further develop your consultancy skills.

// One of the standout experiences was the International Consultancy Challenge in Greece, where my team worked on a real-life consultancy project for an NGO focused on food waste management. It was incredibly fulfilling to contribute to an organisation making a tangible social impact. //

Dr Thet Htar Nyein,
full-time MBA alum 2024

MBA report

In this final report, you pull together all your MBA learning. You diagnose and investigate a complex issue related to your interests, locate your work within the body of contemporary knowledge, collect and analyse data, derive supportable conclusions and make practical and actionable recommendations.

To reflect your learning journey and align with your career ambitions, you produce your report in one of three formats:

- consultancy report (addressing a current problem)
- analyst report (company or sector overview)
- entrepreneur's report (business plan).

// Research skills and identifying opportunities for improvement in a company or community are important leadership skills. We support you with workshops and a dedicated academic supervisor to support this final piece of work to complete your MBA qualification. //

Professor Tom Chen,
MBA Director

THE CONSULTANCY CHALLENGE

Real organisations. Real challenges. Real impact.

The Consultancy Challenge is one of the most distinctive elements of the Kent MBA, giving students the opportunity to work directly with organisations on live business challenges.

Working in multidisciplinary teams, students partner with businesses to investigate strategic issues, analyse opportunities and develop practical recommendations.

Working with local businesses

Recent Consultancy Challenge projects have included:

Royal Temple Yacht Club, Ramsgate

Exploring how to attract and retain a new generation of members through membership innovation, brand development and new approaches to community engagement.

The Night Yard, Highland Court Estate

Developing growth opportunities for an established hospitality business through customer experience, digital engagement and new commercial offerings.

'Zoe for Soil'

Assessing the commercial potential of an innovative soil microbiome platform, exploring market opportunities, sustainability impacts and routes to growth.

Blastocystis

Working alongside University of Kent researchers to develop strategies for increasing awareness, engagement and commercial opportunities around a pioneering scientific research project.

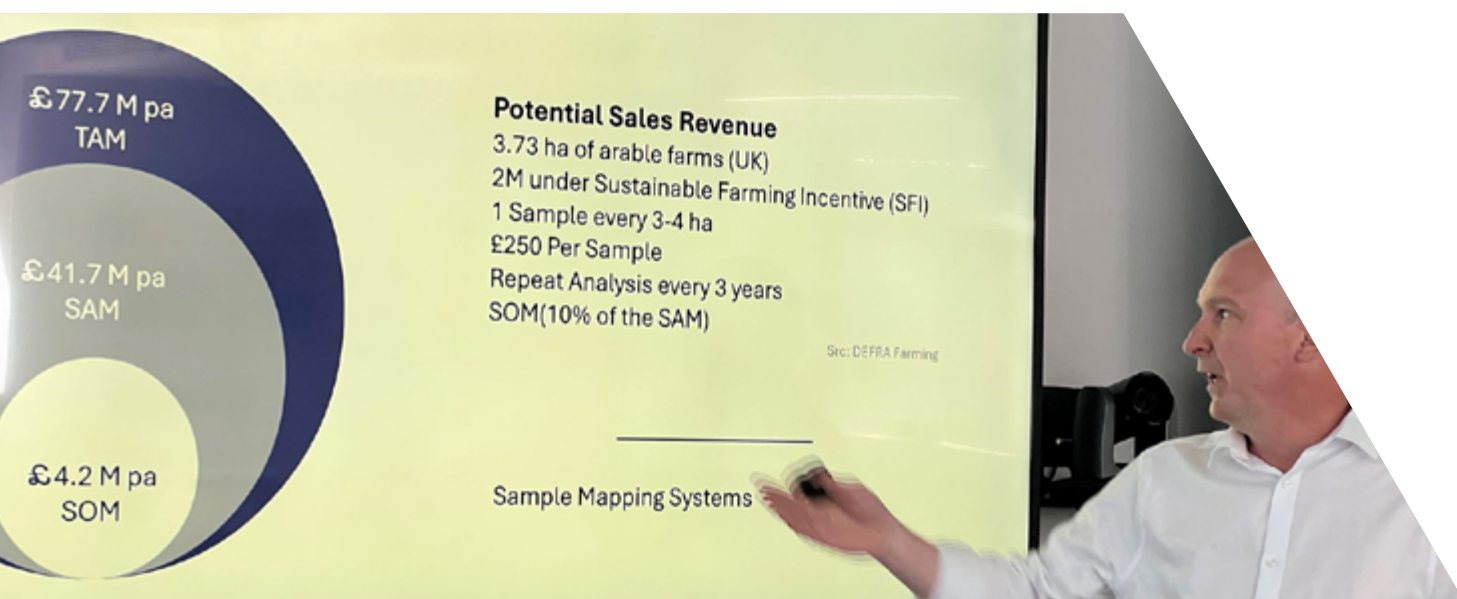


Developing leaders through experience

The experience develops many of the capabilities expected of contemporary leaders, including strategic thinking, consultancy skills, communication, problem-solving and the ability to create impact in unfamiliar environments.

Learning that goes beyond the classroom

The Kent MBA is designed to help experienced professionals broaden their perspective, strengthen their leadership capability and develop the confidence to lead through complexity.



INTERNATIONAL CONSULTANCY



Learning without borders

The International Consultancy Challenge is one of the defining experiences of the Kent MBA, giving students the opportunity to work on live strategic challenges for international organisations while experiencing business in a different cultural and economic context.

In 2025, Kent MBA students travelled to Athens, Greece, to undertake a consultancy challenge with Loulis Mills, one of Southeast Europe's leading flour and food ingredients companies with more than 240 years of history. Hosted by Alba Graduate Business School, part of The American College of Greece, the experience combined academic insight, consultancy practice and international business engagement.

Tackling real business challenges

Working in consultancy teams, students were asked to address two strategic questions facing the organisation:

How can a leading food producer improve transparency and nutritional responsibility across its brand portfolio?

How can circular and regenerative packaging solutions be scaled across both consumer and business markets?

Drawing on design thinking, stakeholder analysis, emerging technologies and sustainability frameworks, students developed practical recommendations designed to balance commercial priorities with long-term organisational value.

Their proposals explored themes including supply chain transparency, ethical sourcing, AI-enabled product innovation, personalised nutrition, circular packaging systems and consumer engagement.

Consultancy in action

Alongside the challenge, students participated in a Design Thinking Sprint led by Professor Nikos Mylonopoulos and explored the business case for Environmental, Social and Governance (ESG) investment with Professor Pavlos Vlachos.

The experience culminated in professional presentations delivered to senior leaders from Loulis Mills, who praised the creativity, insight and professionalism of the student teams.

Developing leadership through experience

The International Consultancy Challenge provides an opportunity to apply MBA learning in a complex business environment while strengthening consultancy, communication and strategic decision-making skills.

By working with international organisations on contemporary business issues, students gain practical experience of solving real-world challenges, preparing them to lead effectively in an increasingly interconnected and rapidly changing world.

AI FOR BUSINESS LEADERS



Artificial intelligence is transforming how organisations operate, innovate and make decisions. The Kent MBA prepares leaders not only to understand these changes, but to respond to them strategically, responsibly and with confidence.

Through practical challenges, business engagement and access to leading AI tools, you will develop the skills needed to evaluate emerging technologies, lead digital transformation and create value in an increasingly complex and technology-enabled world.

AI for Business Accelerator

Kent Business School's AI for Business Accelerator programme brings together students from the Business School and the School of Computing to tackle real-world business challenges using artificial intelligence.

This innovative, team-based competition combines hands-on lab sessions with practical business application, enabling students to develop AI-driven solutions to contemporary organisational challenges. In April 2026, winning teams travelled to the headquarters of BMW Motorrad in Munich and Europ Assistance in Brussels to present their solutions to senior executives, gaining invaluable experience of applying AI in an international business environment.

The TechGenius Challenge

The TechGenius Challenge reflects the Kent MBA's commitment to developing future-focused leaders for an increasingly AI-driven world.

Through this innovative module, you will explore how emerging technologies are reshaping organisations, leadership and decision-making. Combining practical application with strategic thinking, the challenge develops your understanding of AI-enabled business decision-making, responsible innovation and digital transformation—equipping you to turn disruption into opportunity and lead confidently in a rapidly changing environment.

Consultancy Challenges

Experiential learning is central to the Kent MBA. Through consultancy projects and business challenges, students apply their knowledge to live organisational issues while developing strategic thinking, collaboration and problem-solving skills.

During Consultancy Challenge Week in 2024, MBA students explored the role of AI in transforming the travel, retail and non-profit sectors. Working with Kent-based organisations including Holiday Extras, Macknade and Whitstable Maritime, students researched and developed solutions to real business challenges, demonstrating the growing impact of AI across industries.

ChatGPT Edu

All Kent MBA students receive access to ChatGPT Edu, powered by OpenAI's flagship GPT-5.2 model.

The University of Kent is among only a small number of organisations globally providing AI capability at this scale across its entire community. Through access to advanced AI tools, students develop practical experience using AI responsibly, critically and effectively, building the digital capabilities increasingly demanded by employers and organisations worldwide.

GET CONNECTED. STAY CONNECTED

Whatever your personal ambitions, being able to call on a broad business network is often key to achieving success. Studying for your MBA, you'll build lasting relationships with your fellow students, while our extensive connections become yours, helping you to extend that network.

A powerful professional network

The Kent MBA connects you with business leaders, entrepreneurs, academics and fellow professionals, helping you build relationships that continue long after graduation.

Business engagement

Throughout the programme, you will work with organisations on live business challenges and engage with a wide range of industry partners, including AstraZeneca, Barclays, IBM, KPMG, Holiday Extras, Kent County Council and Shepherd Neame.

Learning from leaders

Guest lectures, seminars and networking events provide opportunities to hear directly from business practitioners, alumni and academic experts, bringing fresh perspectives and real-world insight into the classroom.

Kent and Medway Business Summit

As an MBA student, you will receive an invitation to the annual Kent and Medway Business Summit, where business leaders, policymakers and industry experts come together to discuss emerging opportunities and challenges shaping the future of business.

A global alumni community

When you graduate, you will join Kent Business School's network of more than 25,000 alumni, as well as the Association of MBAs' global alumni community of over 60,000 professionals worldwide.

Connections that last

Your fellow students will become an important part of your professional network. Through collaborative projects, business challenges and shared experiences, you will build relationships that often extend far beyond your MBA and throughout your career.



ACCELERATE YOUR IMPACT

From the outset, we help you identify the professional and leadership skills to develop alongside your academic studies through an extensive skills development programme.

- 1 Specialist workshops, seminars and guest talks support your career progression throughout the year.
- 2 One-to-one executive coaching helps you maximise opportunities aligned with your career ambitions.
- 3 Our graduates become progressive business leaders. You will hear their stories and join a global alumni network.
- 4 Networking, group projects, live case studies and the Consultancy Challenge enrich your MBA experience. You will explore innovative approaches to developing organisations and people, becoming a more effective leader able to drive and respond to change.

Careers and Employability Service

Our award-winning Careers and Employability Service provides one-to-one guidance throughout your studies, helping you plan your future career, navigate career change, strengthen applications and prepare for interviews.

In addition, Kent Business School's qualified careers practitioners support MBA students for up to three years after graduation.

Supporting entrepreneurship

ASPIRE (Accelerator Space for Innovation and Responsible Enterprise) is Kent Business School's hub for entrepreneurship, innovation and business start-up support. It provides a collaborative environment where students can develop ideas, explore new opportunities and build entrepreneurial skills.

Students benefit from:

- The Business Start-Up Journey, alongside workshops, networking events, seminars and masterclasses
- One-to-one support from experienced mentors, entrepreneurs and investors
- Practical workshops focused on developing and testing new business ideas using design thinking and agile approaches
- Opportunities to mentor undergraduate students and share professional expertise

Whether you are launching a business, developing an idea or looking to strengthen your entrepreneurial mindset, ASPIRE provides the support, guidance and connections to help you succeed.

Further information

kent.ac.uk/ces
kent.ac.uk/employability
kent.ac.uk/kbs/facilities/aspire



MEET OUR MBA DIRECTOR

Dr Maria Elisavet Balta

Dr Maria Elisavet Balta is MBA Director and Senior Lecturer in Human Resource Management at Kent Business School.

Maria's research explores how digital technologies support organisational resilience, business model innovation and effective responses to disruption and change.

Research project: Helping women farmers adapt to climate change

Dr Maria Balta is a co-investigator on a new international research project that aims to help smallholder women farmers in Brazil and Nigeria adapt to climate change. The project focuses on conservation agriculture, an accessible and sustainable farming method, as a key strategy to improve climate resilience and economic stability. Over three years, 2024-27, the team will deliver research, training and policy recommendations to improve outcomes.

What excites you about leading the Kent MBA?

"The Kent MBA is a transformative learning experience. It brings together talented professionals from diverse sectors and backgrounds, creating an environment where people can challenge assumptions, broaden their perspectives and develop as leaders.

Our role is to combine practical business insight with the latest research, helping students understand organisations holistically, think strategically and lead responsibly. What I enjoy most is seeing students grow in confidence, embrace new ways of thinking and discover what they are truly capable of achieving."

Why is an MBA important today?

"We are living through a period of profound change. Organisations need leaders who can navigate complexity, drive innovation and respond to emerging challenges with confidence and integrity.

The MBA develops the strategic thinking, leadership capability and global perspective needed to create opportunities for organisations, communities and society. It is a qualification that can transform careers, but more importantly, it can transform how people lead."

Maria holds a PhD in Management Studies and an MSc in Human Resources and Employment Relations from Brunel University London. She is a Senior Fellow of the Higher Education Academy, an Academic Member of the CIPD, and recipient of the University of Kent Graduate and Researcher College Prize for Programme Academic Lead.



LEARN WITH OUR EXPERTS

Our MBA faculty combine world-class research with practical business insight, helping students understand complex challenges, make better decisions and create meaningful impact.



Professor Paola Scaparra **Business Analytics and Decision-Making**

Professor Paola Scaparra is a leading expert in management science, business analytics and operational research. Her work has helped organisations including Eurostar, the Port of Dover and the NHS improve decision-making, resilience and operational performance.

Why is Business Analytics important for MBA students?

“Business leaders are increasingly required to make decisions in complex and uncertain environments. Through the Business Analytics module, students learn how analytical tools and data-driven thinking can be applied to real organisational challenges. Drawing on projects with organisations such as Eurostar, the Port of Dover and the NHS, we explore how business analytics can improve decision-making, strengthen resilience and create meaningful business impact.”

Research project: Bringing healthcare closer to communities in Ethiopia

Professor Paola Scaparra is leading a project to improve access to healthcare in refugee camps in Ethiopia's Gambella

region, home to over 380,000 refugees. Working with Doctors with Africa CUAMM, the Refugees and Returnees Service, the UN Refugee Agency and local health authorities, the project uses data and stakeholder participatory approaches to help identify where to locate health facilities, how to allocate limited health workers, and how to improve service coverage. By engaging policymakers, NGOs and refugee communities, the research helps improve access to care for some of the most vulnerable populations.

Research project: Unlocking hidden capacity in mental healthcare

What if the answer is not more staff, but better use of the staff we already have? Professors Paola Scaparra and Kathy Kotiadis worked with a PhD researcher and Kent and Medway NHS Trust to improve mental health services delivered through GP practices. Using participatory optimisation and facilitated workshops, they brought together clinicians, managers and policymakers to rethink how services operate. The approach revealed significant hidden capacity, improving efficiency and expanding access to care without increasing resources.



Professor Thanos Papadopoulos **Professor of Management**

Thanos has published over 150 articles in peer-reviewed journals and is on the editorial boards of a number of prestigious journals.

Thanos's research is focused on operations and information management; he was recently included for the fifth time as among the top 2% of researchers in the world in Business and Management by Stanford University, 2025.

“Supply chains are becoming unstable, driven by geopolitical tensions, protectionist policies, tariff regimes and trade disputes. Supply chain resilience underpinned by technology is key for organisations to impact their local, regional and international contexts.”



Professor Patricia Lewis **Professor of Management**

Patricia specialises in gender and entrepreneurship and gender and leadership, within organisational contexts. She is currently Editor of the International Small Business Journal: Researching Entrepreneurship. She was elected as a British Academy of Management Fellow in 2022.

“Today's leaders must lead organisations in ways that help to address some of the grand challenges of our time while also continuing to provide competitive and sustainable products and services in a complex, dynamic and uncertain world.”



Professor George Saridakis **Professor of Entrepreneurship and Small Business**

George has taught in the US and France as well as at Kent. An exceptional teacher, George has twice received awards for 'going above and beyond expectation' in entrepreneurship teaching from the students' union. His research interests include small firms and entrepreneurship, as well as social media, illicit behaviour and supply chain.

“Entrepreneurship is limited by neither firm size nor firm age. It is the individual who carries the entrepreneurial knowledge and spirit that would make a difference. Be one of them.”



Professor Jesse O'Hanley **Professor of Environmental Systems Management**

Professor O'Hanley has carried out advisory and consultancy work for various government agencies, NGOs, and businesses in the UK and internationally, including the Port of Dover, the US Fish and Wildlife Service, and The Nature Conservancy. He previously led two Knowledge Transfer Partnerships (KTPs) with the Port of Dover and Eurostar on the use of simulation and business analytics methods to reduce congestion, improve operational planning, and inform capital investment decisions.



Professor Desmond Doran **Professor of Practice in Management**

Professor Des Doran is a specialist in the areas of Operations and Supply Chain Management.

His research focuses on the impact of AI in service operations, investigating the operational efficiencies, customer experience enhancements, workforce evolution, and ethical considerations driven by AI adoption in service industries.



Dr Pushyarag Puthuserry **Senior Lecturer in Strategy & International Business**

Pushyarag's research focuses mainly on internationalisation of SMEs, specifically on internationalisation business models, and the potential relevance of psychic distance, network relationships, innovation and learning. He is currently involved in a six-nation project investigating the internationalisation of SMEs from China, Denmark, India, Poland, UAE and the UK.



Professor Jean Chen **Chair in Accounting and Financial Management**

Jean has significant managerial experience. Prior to joining the University of Kent, she had completed three deanships of business schools: at the University of Southampton in the UK; Xian-Jiaotong Liverpool University (XJTLU) in China; and the University of Macao. Her exemplary work includes leading several business schools from no accreditations to obtaining the TRIPLE CROWN (AACSB, EQUIS, AMBA) accreditations, and building business network and engagement to create industry and societal impact.

DEDICATED SPACE

Our dedicated MBA suite gives you a space where you can network with your fellow students, work on assignments and prepare for presentations. The suite is in our purpose-designed Sibson Building, which also houses our ASPIRE Lab, where you can further develop your entrepreneurial skills or progress a new business idea.

In addition to contemporary teaching and learning spaces and modern social and breakout areas, Sibson also has its own café, where you can relax and continue discussions begun in seminars, testing your ideas in an informal setting.

The Canterbury campus also houses the Templeman Library, a Sports Centre, Medical Centre and dedicated postgraduate facilities. Cafés, bars and bistros, a theatre, cinema and the Colyer-Fergusson Concert Hall give you plenty of options when you're looking to wind down with friends.



EXCELLENT LOCATION

You will be taught at the University's Canterbury campus. Canterbury's historic city centre is just a 25-minute walk or short bus ride away. It's a small but beautiful city with stunning medieval buildings, lively bars and pubs, restaurants and cafés and a wide range of shops. At the heart of the city is the world-famous Canterbury Cathedral, which is one of the venues for the University's degree ceremonies.

Canterbury also makes an ideal base from which to travel further afield. High-speed trains run regularly between Canterbury West and London St Pancras and take less than an hour. From St Pancras you can take the Eurostar to Paris or Brussels. You are also in close proximity to airports and the Channel ports.



FEES AND FUNDING

Tuition fees

The Kent MBA represents great value for money. As a triple-accredited business school, our aim is to ensure our MBA is as inclusive as possible. That's why our fees are competitively priced and include all the additional activities you undertake as part of the MBA Challenge module, including an international study trip. You're making an investment in your future and we're confident you'll get a good return on that investment.

The annual tuition fees for both full-time and part-time students on the MBA programme can be found at kent.ac.uk/finance-student/fees

Financial support

The University of Kent provides a variety of financial support opportunities for postgraduate students and funding specifically for overseas fee-paying students.

Kent Business School offers the following support for our MBA students.

The Kent Business School MBA Scholarship

This prestigious scholarship offers a 50% deduction off tuition fees and is open to all self-funded applicants in receipt of a formal offer to study onto the MBA for 2026 entry.

Successful candidates must demonstrate previous experience leading sustainable and social business causes and inspiring colleagues to develop and succeed in becoming sustainable business leaders of the future.

Awardees would need to continue to champion the areas of women in leadership, entrepreneurship, or sustainability whilst on the course. Once graduated, scholars would join the network of alumni ambassadors to support key alumni events and recruitment activities.

Find out more at kent.ac.uk/scholarships/search/FNADMBAKBS01

Payment of tuition fees

Fees must be paid in advance at the beginning of each academic year. There are two main ways of paying:

- in full
- in two instalments – 50% on or before registration, and 50% by 1 December. Part-time students would pay in four instalments (two in each year of study).



↙ FIND OUT MORE
ABOUT THE MBA
SCHOLARSHIP



YOUR APPLICATION

To apply for the MBA, you would normally have:

- a minimum of three years' full-time managerial work experience – this could be managing teams, projects or budgets
- an honours degree from a UK or other approved international university and/or an equivalent professional qualification.

Exceptions will be considered on a case-by-case basis for senior managers with more than ten years' managerial work experience who don't have an honours degree.

An individual online interview will form part of the selection process, if you meet our general entry criteria.

English language requirements

If your first language is not English, you will need to demonstrate you have reached a satisfactory standard in an approved English language test. The University recognises a wide range of English language tests, which are listed in full online: kent.ac.uk/courses/postgraduate/apply/english-language-requirements

The University offers pre-session courses for students who need to improve their English and study skills before joining a postgraduate programme. For more information, see kent.ac.uk/international-programmes/pre-sessional-courses



Application deadlines

As places are limited, we advise applicants to submit their application early to guarantee consideration of an offer. Applications for the MBA received after 31 August will be considered on a case-by-case basis, if places are available. The course starts towards the end of September.

Contact details

MBA Admissions Team, Kent Business School, Sibson,
University of Kent, Canterbury, Kent, CT2 7FS, UK
T: +44 (0)1227 764000
E: study@kent.ac.uk

HOW TO APPLY

You can apply for the MBA online at kent.ac.uk/courses/postgraduate/mba



CONNECT WITH US

Visit our campus,
book a call with our MBA
director or find out
more online.

Book a call with our MBA Director

If you'd like to discuss your MBA application,
please email our MBA Director, Dr Maria Balta -
M.Balta@kent.ac.uk.

Visit the campus

If you'd like to visit the campus:

Attend an Open Day – Book at
kent.ac.uk/courses/visit/open-days

Book a campus tour – Book at
kent.ac.uk/courses/visit/campus-tours

Campus tours

You are welcome to make an informal visit
to our campuses at any time. We run tours on
specified days or you can take a self-guided
tour at a time that suits you. Book at
kent.ac.uk/courses/visit/campus-tours

Virtual tours

You can explore Kent from anywhere in the
world by taking a virtual tour at [kent.ac.uk/
virtual-visit](https://kent.ac.uk/virtual-visit)

You can also take a virtual tour of our
accommodation at kent.ac.uk/accommodation

International students

The University has many local representatives
around the world. You can also meet our team
in-person or at virtual events. You can find
details about what's available in your country
at Kent at kent.ac.uk/international



FIND OUT MORE

Get all the latest information on our MBA webpage.



FIND OUT MORE.

Join us at an Open Event or take a tour of our campuses.



↪ EXPLORE



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This brochure was updated in May 2026. The University of Kent makes every effort to ensure that the information contained in its publicity materials is fair and accurate and to provide educational services as described. However, the courses, services and other matters may be subject to change. For the most up-to-date information, see kent.ac.uk and for full details of our terms and conditions, see kent.ac.uk/termsandconditions

For the University to operate efficiently, it needs to process information about you for administrative, academic and health and safety reasons. Any offer we make to you is subject to your consent to process such information and is a requirement in order for you to be registered as a student. All students must agree to abide by the University rules and regulations at: kent.ac.uk/regulations

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