MBA PROGRAMMES
2021

Top 100 MBA programme in the world
(The Economist’s ‘Which MBA?’ 2019 top 100 global ranking.)

Top 40 sports courses in the world
(2019 SportBusiness Postgraduate Course Ranking.)

UNIQUELY PLACED AT THE HEART OF THE LIVERPOOL BUSINESS COMMUNITY
THE MBA learning experience is greatly enhanced by the sheer diversity of our students. Full-time and part-time students are taught together and come from a range of sectors, industries, backgrounds, countries and cultures. Their unique experiences can help you to develop an understanding of business on a global scale.

Students join our MBA programmes to achieve a number of professional goals. They may plan to start a new business, move into a more senior strategic role, or improve the performance of their current company. Students may also plan to change their job function, sector, or move to another country. Typically, our students will have a minimum of three years of substantive experience managing budgets, people or projects.
MESSAGE FROM THE ASSOCIATE DEAN

Studying an MBA is a transformational career move.
At the University of Liverpool, we accelerate this transformation.

At the University of Liverpool Management School, our world-class MBA programmes will enable you to develop and excel as leaders and managers, and to make an extraordinary impact in your career. In whatever setting you aspire to make a positive difference as a leader, our MBA programmes will build on your foundation expertise and skills, and extend them to give you the capabilities, confidence and tools you will need.

You will develop as an effective strategic leader, with the understanding to manage and address key challenges of the contemporary world of work, for example how to deal with complex competing priorities, ambiguous information, uncertain outcomes and difficult decision making. Our MBA programmes also focus on your personal development, allowing you to understand your individual potential to inspire and lead with passion and integrity. This means that whether your ambition and motivation drive you to be an entrepreneur, to lead in business and commerce, or in elite sports, to transform public services, or make a positive social impact in the third sector, our MBA programmes will support you in realising and achieving your goals.

We believe that optimum learning occurs when you are exposed to multiple opportunities to experiment and test new concepts — not just in a classroom debate, but when you experience being at the centre of real-world applied contexts and scenarios. That’s why a key element of our programme design is action learning. Our MBAs encompass a mix of ‘hands-on’ activities that provide you with the opportunity to apply and master your learning. We collaborate with industry and business leaders to provide you with experiential site visits, technology-based decision simulations, peer-to-peer collaboration and case consultancies.

We are constantly innovating in our programmes to enhance learning outcomes and the student experience. For example, we have developed new and exciting career development elements to our programmes, and enhanced our blended learning and online platforms. Part of what we are able to achieve is through our worldwide community of students and alumni, a network you will join when you study with us.

We will be your partners in learning throughout the programme and throughout your career, committed to, and proud of your success. Join us at the University of Liverpool and begin a journey of transformation.

PROFESSOR STEPHEN WOODS
ASSOCIATE DEAN, MBA PROGRAMMES
HOW YOU CAN MAKE THE CHANGE WITH THE LIVERPOOL MBA

Your MBA
We offer three unique programmes:

- the Liverpool MBA, to accelerate your strategic leadership capabilities
- the Football Industries MBA, the original, world-leading programme tailored to the challenges of the global football industry
- the Thoroughbred Horseracing Industries MBA, delivered exclusively in partnership with the British Horseracing Authority, the Racing Foundation and Horseracing Betting Levy Board (HBLB).

Globally ranked
The MBA programme is ranked amongst the top 100 MBA programmes in the world. It is ranked in The Economist’s ‘Which MBA?’ 2019 top 100 global ranking. The programme achieved Tier 1 Status in CEO Magazine’s 2020 Global MBA rankings.

The Football Industries MBA is named as one of the top 40 sports courses in the world, and features in the 2019 SportBusiness Postgraduate Course Ranking.

A holistic approach to your development
Our focus is on developing the whole person – as a learner and a leader.

The programme will expose you to core management challenges including:

- Designing and implementing strategy
- Using the power of data analysis to anticipate rather than follow
- Building and investing in teams and allocating organisational resources
- Innovating in processes, platforms and culture
- Leading with presence and authenticity.

To help you become the manager, leader or entrepreneur you want to be, we will help you to develop the self-awareness, emotional intelligence and interpersonal skills which enable you to understand, inspire, motivate and influence others.

Connect with industry
We collaborate with industry and business partners to provide you with hands-on learning opportunities, simulations, site visits and work based projects to accelerate learning and collaboration.

Study at a leading Management School
The University of Liverpool is part of the Russell Group of Universities – acknowledged as the UK’s leading establishments for excellence in teaching and research.

We hold the gold standard of ‘triple-crown’ accreditation from the AACSB, AMBA and EQUIS, and live by our mission “to be a globally connected Management School, whose transformative research and teaching places us at the forefront of influential knowledge leadership.” This brings us together with students, business and society in “learning to make a difference.”

Thrive in a city where talent is recognised and nurtured
A city that’s become famous for its commercial influence and cultural impact worldwide, its openness to new ideas means that Liverpool is the perfect setting for your transformational journey. We can help with each stage of your career plan – from deciding which career direction is best for you, to getting ready for interview.
As a globally connected School, we are able to offer you a wealth of opportunities to work with local, national and international business leaders.

The School is uniquely placed at the heart of the Liverpool business community with industries including digital and creative services, wealth management, biotechnology, pharmaceuticals, shipping and logistics, and automotive.

Work Based Projects
Work based projects and consultancy opportunities provide the chance to apply your knowledge and leadership skills, and to gain experience in a different sector and/or job function.

You can compete for these opportunities through the extensive networking opportunities provided on the MBA.

Work based projects take place during the summer and take around three months to complete. You may even be able to undertake your project outside the UK. Students have undertaken work based projects in Colombia, China and Japan, among many other countries.

MBA students have completed projects across a wide range of sectors including engineering, healthcare, logistics, manufacturing, professional services, renewable energy and retail.

Football Industries MBA students have worked at football clubs, leagues, associations and federations.

Within the fulcrum of real decisions in fast-changing contexts, projects have focused on key business functions such as finance, human resources, IT and marketing. Others have informed strategic decision making. Recent examples include the development of an app for a digital marketing company, the rebranding of a family business following diversification, the market research and business planning for a new start-up venture, and the development of a football academy.

Work based project providers have included:
- Barclays
- Bibby Distribution
- BlackRock
- British Horseracing Authority
- Celtic FC
- Ceratium Limited
- Coca Cola Ltd
- CS Consulting
- Everton FC
- Getrag Ford
- IDM Engineering
- Jaguar Land Rover
- Jockey Club Racecourses
- Liverpool FC
- Manchester City FC.
- PriceWaterhouseCoopers (PWC)
- Racehorse Owners Association
- Santander
- Suttons Group
- The Football Association
- The Very Group
- TUI Travel
- UEFA
- Wasserman
- YFM Equity Funds.
Guest Lecture Series

Be inspired by the MBA Masterclass Series delivered by a diverse set of guest speakers from industry. Improve your understanding of the key business issues and career development strategies as senior executives and managers from the private, public and third sector, venture capitalists, engineers and philanthropists share their own management philosophies. Take the opportunity to connect with speakers at the informal networking event which follows every masterclass session.

Regular themed guest speaker events are also held in partnership with industry bodies to extend your opportunities to network with professional groups.

Recent speakers have included:

- **Sir Michael Bibby**
  Managing Director, Bibby Line Group

- **Alan Switzer**
  Director, Sports Business Group, Deloitte

- **Ana Botín**
  CEO, Santander

- **Ed Fishwick**
  Managing Director, BlackRock

- **Mehmood Kahn**
  Vice Chairman and Chief Scientific Officer, PepsiCo

- **Keith Weed**
  Chief Marketing and Communications Officer, Unilever

- **Chris Tovey**
  Chief Operating Officer, GW Pharmaceuticals

- **Dr Naseem Naqvi**
  Co-founder, British Blockchain Association

- **Simon Goodson**
  Senior Vice President, Rolls-Royce

- **Adrian Bevington**
  Former Club England Managing Director at the Football Association

- **Jane Purdon**
  CEO, Women in Football

- **Peter Moore**
  CEO, Liverpool FC

- **Paul Barber**
  CEO, Brighton and Hove Albion FC

- **Claire Sheppard**
  CEO, Thoroughbred Breeders’ Association

- **William Derby**
  CEO & Clerk of the Course, York Racecourse

- **Nick Rust**
  CEO, British Horseracing Authority

- **Alex Phillips**
  Head of Governance & Compliance, UEFA

The Business Interface

We’ll take you through the doors to see first-hand how businesses operate in very different contexts. Visits have included hands-on learning at Bloomberg’s London office, the San Miguel plant in Madrid, Google’s EU headquarters in Dublin and the Jaguar Land Rover plant in Liverpool. Football Industry students also visit a number of football clubs throughout the year – including Manchester City, Celtic, Everton and Liverpool. Thoroughbred Horseracing Industries students have learned about industry broadcast media, race day management and thoroughbred breeding during visits to MediaCityUK, Haydock Park and the National Stud at Newmarket.

Leadership e-Mentoring

Our extensive alumni network means you can be mentored by a graduate in a position you aspire to, or in a sector you want to join. Our alumni hold senior executive roles all over the world, so you can be paired with a graduate best suited to helping achieve your specific career goals. Your mentor can help you develop your leadership skills and expand your professional network.

Networking

You’ll meet regularly with local business leaders and professional bodies at a range of events including the London-based ‘Alumni Up Close’ series and the Professional Liverpool and Liverpool Finance networking dinners where you can meet prestigious alumni and invited guests.

Trips

Field trips in previous years have included:

- Leuven Institute, Belgium
- Mahou Factory (The San Miguel factory), Spain
- Stock Exchange and Heineken Headquarters, Amsterdam
- UEFA Headquarters, Nyon, Switzerland
- World Football summit, Bilbao, Spain
- Celtic FC
- Manchester City FC
- Haydock Park (behind the scenes of a raceday)
- Newmarket Training Yards
- British Racing School
- Media City.
ALUMNI COMMUNITY

The University of Liverpool Management School has more than 27,000 graduates spread across the world, allowing MBA students and alumni to develop links with like-minded professionals.

The School’s dedicated Alumni Relations Manager can help you to maximise the value of your degree once you graduate by offering you access to exclusive developmental webinars, events both in the UK and overseas, and free access to the University libraries and online journals.

Several leading figures in the horseracing industry. Guest speakers, cohort members and alumni. All sharing a common theme of a love of horseracing and ambition to make it better.

John Vincent
Thoroughbred Horseracing MBA

27,000 Management School graduates spread across the world
CAREERS SUPPORT

Throughout your MBA programme, you can access careers advice in a way that suits you best. From one-to-one interviews and exclusive online resources to our Catalyst Programme, which covers topics including team building, conflict management, how to start your own business, negotiation and personal branding.

Our wide range of careers resources includes:
- The Harvard-developed ‘CareerLeader’ package which provides an assessment of your business-relevant interests, motivators and skills
- The MBA Exchange vacancy website to hunt for jobs
- Workmaze MBA Recruitment Guides which provide an insight into MBA recruitment by top companies.

Careers support doesn’t end when you graduate from your MBA programme. You’ll still have access to a wide range of benefits including one-to-one careers interviews, careers webinars and continuing professional development courses up to five years after you’ve graduated.

The Catalyst Programme sessions are great for our career development. For example, the Improvisation Class helped me feel more comfortable in situations where I am put on the spot.

The MBA helps your professional and personal development a lot. It is an invaluable experience that I would not want to miss.

Clemens Hinterdorfer
Football Industries MBA

GREAT BENEFITS INCLUDING: ONE-TO-ONE CAREERS INTERVIEWS, CAREERS WEBINARS AND CONTINUING PROFESSIONAL DEVELOPMENT COURSES
TEACHING AND LEARNING SUPPORT

We encourage you to discuss and debate contemporary business issues and to draw on your own experience.

Explore how business challenges can be addressed by considering real case studies of international organisations. Virtual business simulation exercises will ask you to make strategic financial, marketing and HR decisions as a team. You will interpret the stock market and other relevant information, and assess the real-time impact of your choices on business performance.

You’ll also have the opportunity to tackle real crisis management scenarios, through participation in action learning sets, formulating new business proposals and presenting solutions to senior business leaders.

You will have access to personalised learning support which covers study skills and English language skills. Academic advice and mentoring is provided by your Academic Advisor and the alumni network.

Balancing work and study has greatly improved my organisation and prioritisation skills, which will benefit me as I develop in my career.

Fiona Dowling
Thoroughbred Horseracing MBA
THE LIVERPOOL MBA

Programme Overview
The Liverpool MBA is designed to extend your existing expertise and build strategic leadership capabilities.

You’ll build a deeper understanding of core business and management disciplines, and learn how they link together strategically and operationally.

Through core and elective modules, the programme will expose you to core management and leadership challenges, including:

- Designing and implementing strategy
- Using the power of data analysis to anticipate, rather than follow
- Building and investing in teams and allocating organisational resources
- Innovating in processes, platforms and culture
- Navigating the politics of power
- Leading with presence and authenticity.

We focus on enhancing your understanding of the interplay of organisation dynamics – people, power, politics and systems – and on gaining new analytical skills to identify, dissect and solve complex business problems. We also focus on you as a leader and the development of your personal capabilities to lead and drive change.

Where It Takes You
Our alumni have transformed their careers, working in a range of senior functional and general management positions across a wide spectrum of business sectors around the world – from consultancy to construction, and from engineering to retail.

Many of our graduates have started their own businesses, realising their passion for new technologies that provide safe drinking water to communities, driving better outcomes in health solutions, and many other life transforming initiatives.

Some of our most recent graduates are now working in:

- Airtel
- Arab Bank
- Barclays
- Capita
- Capgemini
- CitiusTech
- Cummins
- Deloitte
- Deutsche Bank
- Dubai Cable Company
- Goldman Sachs
- Hewlett-Packard
- KPMG
- Lloyds TSB/Capita groups
- Oracle
- PriceWaterhouseCoopers (PwC)
- Saudi Aramco
- Skye Bank PLC.

Programme contact:
Programme Coordinator
E: ulmsmba@liverpool.ac.uk

Full-time
Programme Code: MBA/HS
Major Code: BLBA
Programme Length: 12 months (1 year)

Part-time
Programme Code: MBA/HS/P
Major Code: BLBA
Programme Length: 24 months (2 years)

WE FOCUS ON YOU AS A LEADER AND THE DEVELOPMENT OF YOUR PERSONAL CAPABILITIES

liverpool.ac.uk/management/study/mba
THE LIVERPOOL MBA (continued)

Programme Structure
The 12-month full-time programme consists of ten compulsory modules and two elective modules, followed by a work based project or a dissertation.

A dissertation enables you to undertake an in-depth study of a sector, an industry, a subject area, or a company.

Semester 1 Compulsory Modules
Leadership, Management and Organisation
(ULMS847) (10 credits)
Discover how individuals, groups, and organisations interact to impact culture, ethics and performance. This module helps you develop as a reflective manager and leader.

Managerial Economics
(ULMS848) (10 credits)
What motivations sit behind the various stakeholders’ actions in the commercial environment? This module uncovers the theories at play which help to explain how markets work and how corporate governance mechanisms control these interactions.

Managing Financial Resources
(ULMS701) (10 credits)
What are the financial responsibilities of organisations to their various stakeholders? This module explores how financial resources can be managed to add value and optimise shareholder wealth.

Marketing and Supply Chain Management
(ULMS846) (10 credits)
Supply chains can be designed to build, develop, and sustain competitive advantage. Through numerous case examples, learn how marketing strategies and supply chains interact and impact products and services.

Strategy and Organisation
(ULMS822) (10 credits)
Organisational strategy is at the heart of understanding managerial decision making. This module explores how different environments have affected a range of organisations, and their strategies.

Strategic Management Simulation
(ULMS774) (10 credits)
Competing in teams, students learn how to deal with complex, often incomplete information, in fast paced environments. The module demonstrates how the decisions they make across finance, strategy, and resourcing has tangible impacts on the performance of their organisation.

Semester 2 Compulsory Modules
Developing as a Manager and a Leader
(ULMS821) (10 credits)
Through a range of diagnostics, expert feedback, masterclasses, practice, and practical exercises, students gain a deep understanding of themselves as individuals, team members, potential leaders, managers and learners. Students benefit from coaching and 1:1 mentoring from senior practitioners across a range of sectors and industries.

Innovation and Entrepreneurship
(ULMS704) (10 credits)
Through guided sessions and guest speakers, students are exposed to the issues and dilemmas in ‘doing’ innovation and entrepreneurship in practice.

International Business and the Global Environment
(ULMS849) (10 credits)
In today’s global economy understanding issues around location and international strategy is critical. This module helps students assess the implications of internationalisation of business activities.

Management Consulting in Practice
(ULMS850) (10 credits)
Gain first hand practical experience in management consulting. Student teams work on live projects for a client organisation to develop practical skills in project management, teamwork, data analysis, and oral and visual communication.
Semester 2 Elective Modules*

- Project Design and Evaluation (10 credits)
- Advanced Corporate Finance and Financial Management (10 credits)
- Local Entrepreneurship and Enterprise (10 credits)
- Managing and Communicating the Brand (10 credits)
- Operations and Supply Chain Management (10 credits)
- Advanced Analytics for Business (10 credits)

*Elective modules will be run dependent upon viability/student numbers and resources.

Summer Compulsory

Work Based Project or Dissertation (60 credits)

In the summer term students work on either a dissertation or work based project.

Work Based Project (ULMS823)

The work based project allows students to work on a live problem for an organisation. Pulling together the latest research in the field, students will use these findings to develop solutions and strategies for the client organisation.

Or

Dissertation (ULMS706)

The dissertation allows students to delve into an area of their choice to gather and synthesize the state-of-the-art research and contemporary issues in the field. For details of the part-time programme structure please contact us. Programme structures are subject to review. For the most up-to-date information visit the website.

Meeting executives and leaders of the industry, who made a difference in their own career, greatly helped in bringing about more motivation and inspiration for us to go on and pursue our own journey. The Catalyst and Masterclasses I found to be very useful as they served as a platform both for networking and meeting real inspirational people. Since I am completing my MBA alongside my job, I didn’t get to attend all the sessions but hearing the speakers talk about their experience, their challenges and how they managed to achieve what they did, are just some of the golden moments in my MBA stint.

Annabel Viar
The Liverpool MBA
THE FOOTBALL INDUSTRIES MBA

Programme Overview
The Football Industries MBA (FIMBA) programme is the original, and still the only, Football Industries MBA. As an MBA programme, it has the real business focus that management positions in modern sport demand. Focusing on the professionalism and business of the beautiful game, if you want to work in the global football industry – with clubs, governing bodies or related marketing, media and sponsorship companies – this is the MBA programme for you.

The Football Industries MBA is named as one of the top 40 sports courses in the world, and features in the 2019 SportBusiness Postgraduate Course Ranking. The core elements of the programme – leadership, strategy, organisations, innovation, international business and the global environment, entrepreneurship and managing financial resources – are delivered in concentrated blocks to encourage a deeper understanding, with a strong emphasis on interactive teaching and learning. The specialist football modules apply business concepts to modern football. You’ll gain a critical awareness of issues in football management, finance and law. Crucially, you’ll receive vocational training for the industry, including the Becoming a Football Executive module and a Sports Operations Management module.

The broader skills you’ll acquire include analysis, problem solving, creativity and decision-making. The Becoming a Football Executive module will also strengthen your career management skills and hone your interpersonal, communication abilities. Based in Liverpool, the football hotbed of the North-West of England, English clubs are accessible as laboratories for students to put theory into practice.

Where It Takes You
FIMBA is at the centre of one of the best existing global networks in the football industry with alumni working for the top football and sports clubs, governing bodies, media and commercial organisations in Europe, Asia, the Americas and Africa.

Some of our most recent graduates are now working in the following football clubs and related organisations:

- UEFA
- AEG Europe
- Asian Football Confederation
- The [English] Football League
- Scottish Professional Football League
- Chinese Football Association
- Manchester City FC
- Celtic FC
- Liverpool FC
- Santos Laguna [Mexico]
- BATE Borisov [Belarus]
- FC Bayern Munich
- FC Seoul [South Korea]
- FC Colo-Colo [Chile]
- Gremio FBPA [Brazil]
- Nike
- Adidas
- Octagon
- European Broadcasting Union
- Rugby Football Union
- England Netball
- NBA.
THE FOOTBALL INDUSTRIES MBA (continued)

Programme Structure
The 12-month programme consists of twelve compulsory modules followed by a work based project or a dissertation. A dissertation enables you to undertake an in-depth study of a sector, an industry, a subject area, or a company.

Semester 1 Compulsory Modules

Becoming a Football Executive (ULMS824) (Part 1) (10 credits)
This module is key to the MBA Programme in its focus on the development of the whole person. As well as an emphasis on the football job market, the module involves a football management simulation that enables students to critically reflect on their performance in a high-pressure situation.

Football Economics and Analytics (ULMS804) (10 credits)
Students will explore the economics of a range of core issues including the football players’ and managerial labour markets, the economic design of leagues and the demand for and supply of football across different media.

International Football Industry (ULMS763) (10 credits)
The module develops a critical understanding of the structure and organisation of football across different international settings. It examines the role and influences of major stakeholders including federations, leagues, clubs, players and their agents, and consumers. The supply of and the demand for football form part of the module’s analysis.

Leadership, Management and Organisation (ULMS847) (10 credits)
Discover how individuals, groups, and organisations interact to impact culture, ethics and performance. This module helps you develop as a reflective manager and leader.

Marketing and Supply Chain Management (ULMS846) (10 credits)
Supply chains can be designed to build, develop, and sustain competitive advantage. Through numerous case examples, learn how marketing strategies and supply chains interact and impact products and services.

Managing Financial Resources (ULMS701) (10 credits)
What are the financial responsibilities of organisations to their various stakeholders? This module explores how financial resources can be managed to add value and optimise shareholder wealth.

Strategy and Organisation (ULMS822) (10 credits)
Organisational strategy is at the heart of understanding managerial decision making. This module explores how different environments have affected a range of organisations, and their strategies.

For me, the game-changing guest speaker experience was a double session delivered by James Worrall, Founder of Leaders, and Paul Barber, CEO of Brighton FC. This masterclass helped me believe in my ambitions and provided real insight into the factors that govern the strategy of a club/company.

Agrim Aggarwal
Football Industries MBA

liverpool.ac.uk/management/study/mba
THE FOOTBALL INDUSTRIES MBA (continued)

Semester 2 Compulsory Modules
Becoming a Football Executive (ULMS824) (Part 2)
Part two of the key module which focuses on the development of the whole person.

Football and Finance (ULMS724) (10 credits)
How do you solve football’s finance? This module provides students with an understanding of club and league finance; current regulations and licensing; ownership structures and development finance; and the importance of sound financial management to the successful implementation of strategy.

Innovation and Entrepreneurship (ULMS704) (10 credits)
Through guided sessions and guest speakers, students are exposed to the issues and dilemmas in ‘doing’ innovation and entrepreneurship in practice.

International Business and the Global Environment (ULMS849) (10 credits)
In today’s global economy understanding issues around location and international strategy is critical. This module helps students assess the implications of internationalisation of business activities.

Sport and the Law (ULMS721) (10 credits)
This module introduces students to the ways in which domestic, European and international law affect the sports industries. It considers how the law is a fundamental force in driving the development of regulation in sport internationally and how long-standing practices can be challenged in the courts.

Semester 2 Optional Modules
Sports Operations Management (ULMS829) (10 credits)
This module focuses on the theory, principles and practice of managing sports operations and events. Guest speakers and visits to clubs allow students to develop an awareness of the practical, regulatory and legal issues involved in running major sporting events.

Advanced Analytics for Business (ULMS885) (10 credits)
Critically evaluate reports and data analysis produced by different functional and operational specialists. Identify how data and analytics can be used to support decision making, and learn how to effectively articulate and explain results.

Summer Compulsory
Work Based Project or Dissertation (60 credits)
In the summer term students work on either a dissertation or work based project.

Work Based Project (ULMS823)
The work based project allows students to work on a live problem for an organisation. Pulling together the latest research in the field, students will use these findings to develop solutions and strategies for the client organisation.

Dissertation (ULMS706)
The dissertation allows students to delve into an area of their choice to gather and synthesize the state-of-the-art research and contemporary issues in the field.

If you already hold an MBA or have good experience in the industry and would like to study the football specific modules only, we offer a Certificate in Business Administration (Football Industries).

Programme structures are subject to review.

For the most up-to-date information visit the website.

Apart from invaluable academic theories, my MBA study gave me the opportunity to learn from successful industry practitioners such as Neil Doncaster, Rick Parry, Jo Tongue, Peter Moore, Paul Barber and David Dein.

I have already gained a lot of experience building a network, maintaining and leveraging connections in the UK sports circles, which undoubtedly will provide more benefits in my professional life.

Thankfully, the industry has been moving toward diversity and gender equality. Women have won their place on and off the pitch becoming reporters, referees, board members and CEOs of football clubs.

Elena Okaemova
Football Industries MBA
THE THOROUGHBRED HORSE RACING INDUSTRIES MBA

Full-time
Programme Code: MBA/THI
Programme Length: 12 months (1 year)

Part-time
Programme Code: MBA/THI/P
Programme Length: 12 months (2 years)

Programme contact:
Programme Coordinator
E: ulmsmba@liverpool.ac.uk

Programme Overview
This unique Thoroughbred Horseracing Industries MBA is the only masters-level qualification in the world to be delivered through an exclusive partnership with the British Horseracing Authority, the Horseracing Betting Levy Board and The Racing Foundation. The programme combines the Management School’s expertise in sports industry management, with the specialist equine knowledge of the University’s Institute of Veterinary Science. As an MBA programme it has the real business focus that management positions in modern horseracing demand. This is based on links with key sectors of the industry — from racecourses, horseracing governance and administration, trainers, owners and breeders, to the gambling industry and the media.

If you’re looking to develop your skills as an effective manager and potential leader in the global horseracing industry, this is the MBA for you.

Where It Takes You
Graduates from this programme can expect to access a range of senior functional and general management positions in horseracing and associated industries.

A number of our MBA graduates already hold positions in the industry including:
- Arena Racing Company
- Ascot Racecourse
- British Horseracing Authority
- Bwin
- Injured Jockeys Fund
- Racecourse Media Group Limited
- The Jockey Club.

International Horseracing Industries (ULMS618) (10 credits)
Develop an understanding of horseracing and its associated industries; identify, understand and analyse the distinct stakeholders in horseracing; assess critically the range of business models that exist across different horseracing jurisdictions and review critically the current state of horseracing, applying lessons from other sport and leisure industries.

International Business and the Global Environment (ULMS619) (10 credits)
In today’s global economy understanding issues around location and international strategy is critical. This module helps students assess the implications of internationalisation of business activities.

Sport, the Law, Regulation and Integrity (ULMS608) (10 credits)
To detail the ways in which the thoroughbred horseracing industry is subject to legal regulation; to introduce the role of independent regulation and arbitration and to enable students to identify, understand and analyse the processes and forces of law in this area.

Marketing and Supply Chain Management (ULMS621) (10 credits)
Supply chains can be designed to build, develop, and sustain competitive advantage. Through numerous case examples, learn how marketing strategies and supply chains interact and impact products and services.

Semester 1 Compulsory Modules
Managing Financial Resources (ULMS616) (10 credits)
What are the financial responsibilities of organisations to their various stakeholders? This module explores how financial resources can be managed to add value and optimise shareholder wealth.

Strategy and Organisation (ULMS617) (10 credits)
Organisational strategy is at the heart of understanding managerial decision making. This module explores how different environments have affected a range of organisations, and their strategies.
THE THOROUGHBRED HORSERACING INDUSTRIES MBA (continued)

Semester 2 Compulsory Modules

Equine Welfare and Ethics in the Thoroughbred Horseracing Industries (VETS800) (10 credits)
To provide an insight into how thoroughbred horses are managed successfully in different environments and at different stages of their careers, in particular in relation to the public face of racing. To provide students with the knowledge required to understand and analyse challenges to thoroughbred racehorse welfare and ethics in various related context.

Racecourse and Event Management (ULMS607) (10 credits)
To introduce concepts within racecourse and event management; to enable students to identify, understand and analyse the distinct features of racecourse and event management and how these work successfully especially in the thoroughbred horseracing industries.

The Economics and Finance of the International Thoroughbred Horseracing Industry (ULMS609) (10 credits)
To introduce key concepts within the economics and finance of the international thoroughbred horseracing industry; to identify, understand and analyse the key economic and financial issues facing the international thoroughbred horseracing industry.

Leadership, Management and Organisation (ULMS620) (10 credits)
Discover how individuals, groups, and organisations interact to impact culture, ethics and performance. This module helps you develop as a reflective manager and leader.

Innovation and Entrepreneurship (ULMS622) (10 credits)
Through guided sessions and guest speakers, students are exposed to the issues and dilemmas in ‘doing’ innovation and entrepreneurship in practice.

Developing as a Horseracing Industries Executive (ULMS605) (10 credits)
Provides an understanding of the skills and capabilities needed to be an effective and competent executive in the thoroughbred horseracing industry; enables students to critically reflect on their own skills and knowledge in this area.

Summer Compulsory

Work Based Project or Dissertation (60 credits)
In the summer term students work on either a dissertation or work based project.

Work Based Project (ULMS823)
The work based project allows students to work on a live problem for an organisation. Pulling together the latest research in the field, students will use these findings to develop solutions and strategies for the client organisation.

Or

Dissertation (ULMS706)
The dissertation allows students to delve into an area of their choice to gather and synthesize the state-of-the-art research and contemporary issues in the field.

Hearing honest and forthright assessments from key industry stakeholders including Nick Rust and Charlie Liverton during the early stages of the programme was really inspiring.

John Vincent
Thoroughbred Horseracing MBA
YOUR LIFE IN LIVERPOOL

Live and study in a world class location

Join the Management School and you’ll find yourself living in a unique city full of character, with a global reputation for sport, music, architecture and a wealth of culture for you to explore. City life in Liverpool was voted the UK’s best in the 2018 Whatuni Student Choice Awards. Student reviews described the city as ‘really lively’, ‘friendly’ and an ‘amazing city, filled with amazing people’.

The University campus is located in the heart of the city of Liverpool, close to many major transport links.

Liverpool is also one of the most cost-effective student cities in the UK. For information about living costs visit liverpool.ac.uk/study/postgraduate-taught/finance/living-costs

For more information on life in the city visit liverpool.ac.uk/about

MBA Student Community

Each year our MBA students form lasting friendships and build a supportive global network. The MBA student community meets regularly, following a calendar of social events.

Our students take advantage of all that Liverpool has to offer – from eating out, to visiting bars, theatres and art galleries, to enjoying the lively music scene. Football Industries MBA students are also encouraged to play, as well as study, the beautiful game as part of FRUMBA FC.

Accommodation

In recent years the city has seen a boom in the building of student accommodation. With a wide range of University and private accommodation available, there are options to suit all budgets. International MBA students are guaranteed university accommodation on campus provided you apply no later than 31 July.

For more information about accommodation visit liverpool.ac.uk/study/postgraduate-taught/accommodation

THE NEARBY LIVERPOOL GEORGIAN QUARTER WAS VOTED ONE OF THE BEST PLACES TO LIVE IN THE UK BY THE TIMES IN 2018.
ENTRY REQUIREMENTS

Professional Experience
MBA candidates are normally expected to have a minimum of 3 years of substantive managerial experience in the private or public sector.

Relevant experience includes the management of budgets, projects or people.

Qualifications
Candidates will normally be expected to hold a 2:1 Honours degree (which may be in any discipline) from a UK university, or an equivalent professional qualification from a similar non-UK institution. Non-graduates who possess extensive professional experience (more than 5 years) and/or a postgraduate qualification are encouraged to apply.

Country specific information on entry requirements is listed on our website liverpool.ac.uk/study/international/countries

International qualifications will be evaluated in line with the National Academic Recognition Information Centre (NARIC) guidelines.

English Language Requirements
Applicants must meet the required level of English.

- GCSE
  Grade C

- IELTS
  6.5 (with a minimum of 6.0 in each band)

- International Baccalaureate
  Standard Level (Grade 5)

- Hong Kong use of English
  AS level C

- INDIA Standard XII
  70% or above from Central and Metro State Boards

- WAEC
  C6

- Cambridge Proficiency
  C

Please see liverpool.ac.uk/study/international/countries for a full list of qualifications we will accept as evidence of your English language ability.

GMAT Score
A GMAT score is not a mandatory requirement; however, we do encourage candidates who have undertaken the examination to submit their scores for consideration alongside other criteria during the admissions process. We look for a balanced score across all components of the GMAT and will only accept scores which are still valid (attained within the last 5 years) by the time of entry to the programme.

Our institution is listed as University of Liverpool, University of Liverpool Management School and the programme codes are:
- The Liverpool MBA (full and part-time) ZCC-MW-92
- Football Industries MBA (full and part-time) ZCC-MW-77
- Thoroughbred Horseracing Industries MBA (full and part-time) ZCC-MW-03.

Fees and Scholarships

Tuition Fees
Our fees are some of the most competitive in the Russell Group and amongst accredited business and management schools. In addition, Liverpool is one of the most cost-effective student cities in the UK.

For the most up-to-date details of our fees please visit our website.

Scholarships
We offer a number of generous scholarships and bursaries for our MBA programmes.

For the very latest information, visit liverpool.ac.uk/management/study/mba/scholarships

There are also a number of additional scholarships available through the University and external bodies.

For more information, visit liverpool.ac.uk/study/postgraduate/finance
APPLYING ONLINE

The easiest way to make an application is online:

liverpool.ac.uk/study/postgraduate-taught/applying/online

If you are unable to apply online, you can download a copy of the Postgraduate Application Form from the University’s website at liverpool.ac.uk/study/postgraduate-taught/applying/offline

Support with your Application

In some countries, the University works with local representatives who can provide more information and help you with the application process.

For further details, please visit liverpool.ac.uk/study/international/countries

Required Information

You will need to submit copies of the following documents with your application:

- University transcripts
- Degree certificate
- Evidence of English Language proficiency (EU and international applicants only)
- Personal statement
- One academic reference
- One current employment reference
- Current CV
- Official, authenticated translations of these documents if they are not in English.

Please note that photocopies and scanned documents are acceptable at application stage. However, originals will be required should your application be successful.

References should be provided by the applicant, and should be on University/Company letter headed paper, signed and dated. You will receive acknowledgement of the receipt of your application.

Deadlines

Although the University does not have an official deadline by which MBA applications should be received, we recommend that you submit your application before the end of July.

For further information about entry requirements and the application process, please contact the Programme Coordinator.

E: ulmsmba@liverpool.ac.uk
T: +44 (0)151 795 3718
If you have any questions about our MBA programmes our Programme Coordinator will be able to advise:

E: ulmsmba@liverpool.ac.uk
T: +44 (0)151 795 3718

Online
Attend our webinar series to learn more about the benefits of MBA study at Liverpool and meet staff and students. If you’d like the opportunity to email a student from your country, or a successful MBA graduate, please contact us.

Meet Us In-country
We have local representatives in a number of countries who can provide you with more information about our MBA programmes.

On Campus
Visit a Management School open evening to experience our innovative teaching techniques with a taster session, and meet academic staff, students and alumni.

Visit our events web page for more details liverpool.ac.uk/management/study/mba/meet-us

Like us: facebook.com/UniversityOfLiverpool/ManagementSchool
Follow us: twitter.com/UoLManSchool
Connect with us: linkedin.com/school/university-of-liverpool-management-school/

Online: liverpool.ac.uk/management/study/mba

All details are correct at time of going to press. For the most up-to-date information please visit our website.
LIVERPOOL CHANGES YOU.
SO YOU CAN CHANGE THE WORLD.