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The Times Higher Education in 2020



# 100% ONLINE MBA International Healthcare Management

Offered by the Robert Kennedy College, Zürich  
in exclusive partnership with University of Cumbria

WORLDWIDE RECOGNISED DEGREE

# The Robert Kennedy College and University of Cumbria Masters

The University of Cumbria has been providing superlative education in its campuses in England since 1822. Now, wherever in the world you are, thanks to an exclusive partnership with the highly respected Swiss higher-education institution Robert Kennedy College, you too can benefit from its 195 years of experience of providing an outstanding British learning experience.

Robert Kennedy College offers unique MBA and MSc programmes, through its exclusive partnership with the University of Cumbria Business School. For the last seven years this partnership has existed to deliver

online postgraduate qualifications for managers worldwide.

As in business, personal success starts from the right decisions. Designed for your success, an MBA creates distinctive managers with a comprehensive knowledge of the latest business practices; however, with dozens of MBA programmes available throughout the world, it is increasingly difficult to choose the one which best matches not just your current needs but also your future career aspirations.

The MBA is the global gold standard management qualification providing a

rigorous and challenging postgraduate business and management experience, and our online blended learning MBAs are designed for those working in a wide variety of managerial, technical and professional roles. Our students develop alongside other experienced international managers and business professionals, facilitating their transition to more effective managers or professionals.

You will enjoy the benefits of a dedicated and experienced teaching team, superb student support and affordable tuition fees with interest-free payment plans. You will learn at Switzerland's premier private college,



and graduate with students from over 150 different countries with an MBA that is recognised worldwide, from a traditional British University, the University of Cumbria. Today's business is increasingly international, and the overall learning experience is designed to allow you to think and compete globally. Each MBA consists of six taught modules, one of which takes place during a week at one of the University of Cumbria's UK campuses. Students develop a thorough understanding of key management and leadership skills relevant to their future careers.

Our eleven unique courses are:

- 100% Online Master of Business Administration
- 100% Online MBA Leadership and Sustainability
- 100% Online MBA International

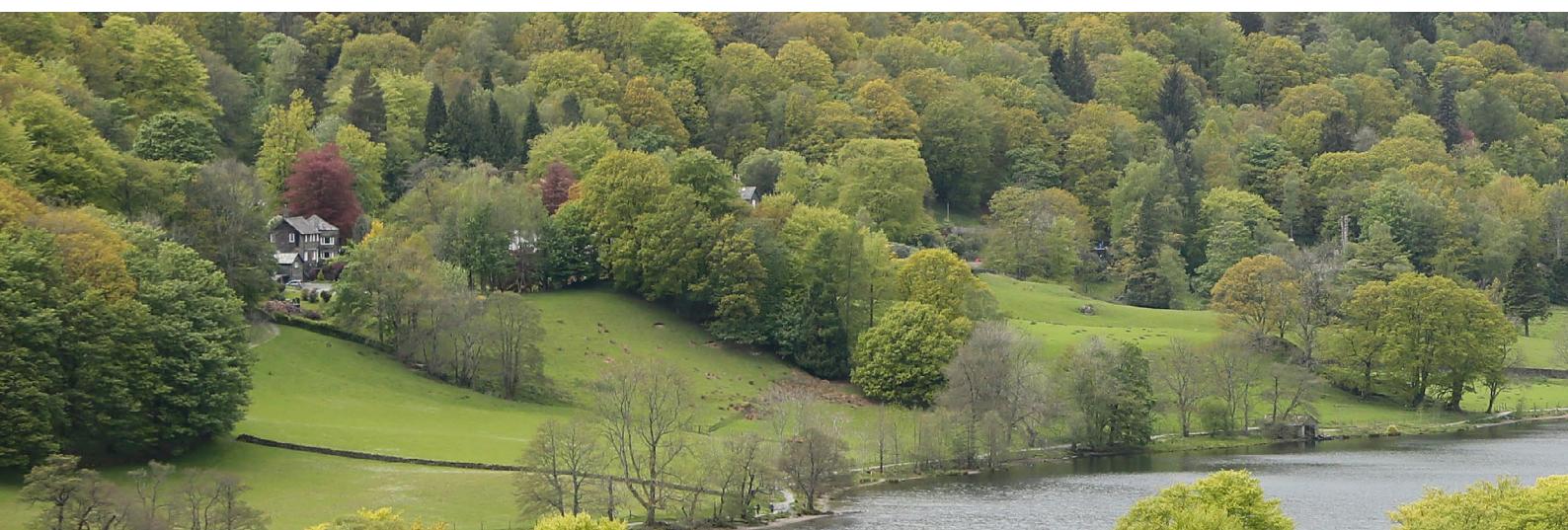
#### Business

- 100% Online MBA Energy and Sustainability
- 100% Online MBA Media Leadership
- 100% Online MBA Finance and Sustainability
- 100% Online MBA International Healthcare Management
- 100% Online MBA Public Health Management
- 100% Online MBA Educational Leadership
- 100% Online MBA Tourism
- 100% Online MBA Risk Management
- 100% Online MBA Artificial Intelligence
- 100% Online MBA Digital Marketing

- 100% Online MBA Information Technology
- 100% Online MSc Computer Science and International Business
- 100% Online MSc Data Analytics

#### 100% Online Master of Business Administration

The MBA is the prime management qualification for managers. Designed for your success, the MBA creates distinctive managers with a comprehensive knowledge of the latest business practices. This MBA gives you a great overview of the business world and further enhances your knowledge and skills. It provides a much deeper understanding of the business environment and helps you to become a more able manager.



## **100% Online MBA Leadership and Sustainability**

In a changing world, leadership is the ability to influence a group towards goals and values which are sustainable and contain a vision for the future. Designed for tomorrow's leader, the MBA in Leadership and Sustainability creates distinctive managers with a unique leadership-oriented career opportunity. This programme in Leadership and Sustainability creates individuals who have the ability to be far-sighted and actively engage with their environment to responsibly transform ideas into reality.

## **100% Online MBA International Business**

This MBA is designed to help you meet the challenges of the complex environment in which organisations today must increasingly operate, with

global markets no longer the sole remit of multinational corporations. The programme includes a module on the International Marketing and Business Environment, while in the core module you will join with fellow students from a multinational environment to develop the skills needed to tackle global-local challenges in ethics, responsibility and sustainability.

## **100% Online MBA Energy and Sustainability**

The aim of this MBA programme is to provide you with the opportunity to engage in an experience that will enhance your ability to develop and lead, within a sustainability agenda that focuses on the rapid changes in the evolving energy sector. It can act as a catalyst to develop your knowledge and infuse new perspectives to your professional

goals.

Along with the principal modules it also includes general management modules that will lead to the acquisition of new skills and knowledge.

## **100% Online MBA Media Leadership**

The MBA Media Leadership equips you with the knowledge and understanding required to analyse, direct and develop business operations in the increasingly important modern media environment, involving journalism, marketing and public relations. It critically explores key issues and forces that shape the development of media in a global context, particularly convergence of activities, interactivity with audiences and entrepreneurship. You can complete the online MBA in Media Leadership offered in exclusive



partnership with the Robert Kennedy College at a pace, place and location which suits you, while continuing to work.

## **100% Online MBA Finance and Sustainability**

The MBA in Finance and Sustainability qualification provides a comprehensive introduction to the field of sustainable finance with an analysis of the social, ethical and governance dimensions of different financial service sectors, and evaluates related initiatives from both private and public-benefit perspectives.

## **100% Online MBA International Healthcare Management**

The MBA International Healthcare Management is designed to provide healthcare managers with the tools

to analyse, direct and develop administrative activities more effectively, in an environment where growing demand is being continually faced with financial constraints.

## **100% Online MBA Public Health Management**

Effective public health policy is an increasingly important means of developing a more holistic approach to healthcare, and this MBA programme will equip managers with the tools to analyse, direct and develop activities designed to improve the public health environment of their region.

## **100% Online MBA Educational Leadership**

This specialised MBA in Educational Leadership explores the nature of leadership from both the individual

and the collective or depersonalised perspective, and apply them to their own professional context. In addition, students will critically analyse the relationship between leadership, educational purpose, pupil outcomes and tensions created in attempting to measure public value in a service characterized by complexity. Although there may be some bias towards UK practice in particular with respect to case study discussions, the programme should be considered global in terms of its coverage of leadership and education.

## **100% Online MBA Tourism**

This specialised MBA in Tourism explores the range of concepts of the functions of management within the tourism industry, evaluating how tourism is structured and organised as a business, and how it can be



sustainably operated as a destination in the global context. Although there may be some bias towards UK practice in particular with respect to case study discussions, the programme should be considered global in terms of its coverage of tourism.

## 100% Online MBA Risk Management

This specialised MBA in Risk Management explores the range of concepts and functions of risk management and associated practices within the business sector, evaluating how effective risk management processes and practices are and how risk can be addressed and minimised in business in the global context (although there may be some bias towards UK practice in particular with respect to case study discussions, the programme should

be considered global in terms of its coverage of risk).

## 100% Online MBA Artificial Intelligence

Artificial Intelligence and Machine Learning have become mainstream tools in driving business, as they are being applied across industries for a variety of goals such as reducing costs, enhancing customer experience, increasing profits - in short, spending less to do more. Artificial Intelligence and Machine Learning have already started revolutionising the business world, as many businesses are already using such technologies to achieve a competitive advantage. The MBA Artificial Intelligence is devised to equip you with the skills and knowledge required to manage the intricacies that stem from an artificial

intelligence driven world. You are presented with an opportunity to study the key issues that stem from deploying AI technologies, the impact that AI has in management and business strategy, and the actions executives ought to take while creating a strategy for their company, through modules on Information Management, Artificial Intelligence and Data Analytics.

## 100% Online MBA Digital Marketing

The rapid emergence of digital media over the last few years has revolutionised the way that companies can undertake their marketing with an ability to almost target customers on an individual basis. This has contributed to changing the landscape of jobs and how work is done today, encouraging businesses



and business schools alike to evolve the way that marketing is viewed as an independent function. In keeping with this ever-evolving nature, schools are revising their curricula to keep pace with these changes; digital, technology, and data-driven or analytics-based approaches are becoming the new game. The MBA Digital Marketing will prepare students with the skills needed to engage with customers via digital media and effectively market businesses across digital networks, by enhancing the classic MBA with modules on Digital Marketing, Information Management and Data Analytics.

### **100% Online MBA Information Technology**

Managers, and even more so IT managers, have nowadays to deal with the interconnected business and technology worlds. While all these leaders usually have a deep background in information systems management, either acquired practically, or through previous tech-related studies, they are usually also accountable for leading a highly qualified team and overseeing key projects and assets. Long gone are the days when one could casually ignore business matters to focus on improving IT technologies and services. It is common knowledge that managers, be they in IT or not, who do not fully recognise and support their enterprise's business goals put their own job at risk. This is a key driver for managers, who want to gain exposure

to how technology intertwines with business, seeking to gain an MBA. The MBA Information Technology answers this demand, providing students with the skills required to manage both IT systems and people, blending the established business knowledge of an MBA with specialised courses on Information Management and Internet of Things.

### **100% Online MSc Computer Science and International Business**

Today's world is dominated by technology and the shift towards connecting objects, processes and people is at an all-time high. The key drivers for these changes have been the wide adoption of computing systems and the wide spread of the Internet. As prices for technology have gone down with the spread of adoption, computers and networks have crept into all aspects of everyday life, be it at home or at work, creating a high demand of people that possess skills and knowledge required to drive businesses into the future. At the same time the Internet has opened global markets to even the smallest companies. The MSc Computer Science and International Business seeks to provide students with the opportunity to gain a deeper understanding on how business merges with technology, offering a blend of computer science subjects and core business topics. Digital Marketing, Leadership and Sustainability and International

Marketing and Business Environment modules offer insights into the core business areas of running a business while Information Management, Advanced Databases and Internet of Things provide students with exposure to computer systems' fundamentals.

### **100% Online MSc Data Analytics**

Computers and the advent of the Internet have brought upon the world the age of information and big data, and organisations want to retain as much information as possible about their business as they appreciate the role of data in gaining insights and out-thinking competitors. As a result, there is an increasing demand for people who nurture analytical skills and can make educated decisions to promote organisational success. The MSc Data Analytics is designed to accommodate a broad audience of learners whose particular pursuits in data analytics might be either technical or business focused. The programme makes use of academic research, industry-defined practical problems, and case studies, to offer an approach that will genuinely foster a deeper knowledge of the subject area.

### **LLM International Business Law**

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respected Swiss higher-education institution Robert Kennedy College, you can benefit from its 190 years of experience of providing an outstanding British learning experience.

The LL.M is the prime legal qualification for lawyers and managers wishing to strengthen their legal knowledge; research indicates that the LL.M is a catalyst for individuals with strong career aspirations. The University of Cumbria now offers students the opportunity to complete an LL.M by blended learning, enabling them to study while continuing to work. The University of Cumbria has received 100% student satisfaction in the 2018 National Student Survey.

The University of Cumbria LL.M qualification continues to be the gold standard for career development not only within the Legal sector, including those practising law in commercial and business fields, but also in the Business and Management field. It is often a vehicle for gaining promotion to middle and senior management, by demonstrating a broader capability and knowledge than in business alone. As global business law development continues to grow and evolve, this programme offers the opportunity to those who want to develop their careers to gain the qualification in just one year.

A dedicated and experienced teaching team, superb student

support, affordable tuition fees with interest-free payment plans, and the possibility to fast track and complete the programme in 12 months are among several elements that set this programme apart.

Tutors teaching on the programme are legal professionals with a wealth of experience in both academic theory and the practical application of those theories.

The introductory module “Advanced Legal Skills” and the residential module “International Alternative Dispute Resolution” are taught by the University of Cumbria programme leader, Ann Thanaraj, Barrister and Senior Lecturer in Law, and other senior academics from the University of Cumbria. Dr. David Costa, Dean of Robert Kennedy College, who leads the “Transnational Business Law” module, has extensive experience in Investment Law, including doctoral studies at the University of Basel, Switzerland, post-graduate studies in U.S. Law at the Washington University in St. Louis School of Law, and the University of Northumbria at Newcastle Law School. Additionally, Dr. Costa is a regular guest as a market strategist on international TV networks such as CNBC and Bloomberg television.

Learn at Switzerland’s premier private college and graduate with students from 150 different countries with an LL.M in International Business Law,

recognised worldwide, from a traditional British University.

## Duration

Minimum 12 months

Maximum 5 years

## Delivery Method

100% online via OnlineCampus (an interactive online learning environment) with intensive class discussion and collaboration.

## Places

The number of places per term is strictly limited to 90

## Tuition Fees

12,000 CHF (Swiss Francs)

This fee includes online library access (including ebooks), OnlineCampus

access, graduation fees, and University matriculation fees. Fees are payable in interest free instalments, however, the programme is not eligible for UK Postgraduate Loans for Master's Study. The fees are for the entire programme, and include all the courses as well as supervision for the final dissertation.

If you decide to take an optional residential week, travel expenses and accommodation are not included in these fees.

## Accreditation and Worldwide Recognition

The University of Cumbria MBA programmes, offered online in exclusive partnership with Robert

Kennedy College, are recognised worldwide. Once you complete your studies at Robert Kennedy College, you will receive a degree from the University of Cumbria.

The University of Cumbria received the University title, and degree awarding powers, from Her Majesty's Most Honourable Privy Council. It is fully recognised by the British Government and duly listed on the United Kingdom's Department for Education list of recognised UK awarding institutions.



# About the University of Cumbria

The University of Cumbria has roots extending back to the Society for the Encouragement of Fine Arts, established in 1822. It was created formally on 1st August 2007 from an amalgamation of St Martin's College, Cumbria Institute of the Arts, and the Cumbria campuses of the University of Central Lancashire. The University has campuses in Carlisle, Ambleside, and Lancaster and a specialist teacher education centre in London. The University also has strong links and a close working partnership with the four FE (Further Education) Colleges in Cumbria (Lakes College, Furness College, Carlisle College, and Kendal College) to enable HE (Higher Education) delivery locally across the county.

The University offers a high-quality learning experience in a supportive environment which enables students to achieve their personal and professional potential wherever they study. It is committed to a learning approach which is innovative, flexible, and student-centred, and which utilises the latest technology. The University also works closely with employers, schools, colleges,

and agencies in the region to offer research, scholarship, and knowledge transfer, excellence shaping and supporting social, cultural, and economic development in support of the inclusion sustainable communities' agenda. In so doing, the University of Cumbria recognises that its students are a mix of full and part-time, young and mature, vocational and scholastic, who access higher and knowledge education for a variety of reasons, while it celebrates that its graduates will be creative, enterprising, and resourceful;

equipped to lead in their fields and in their communities.

The University of Cumbria MBA programme offered online in exclusive partnership by the Robert Kennedy College is recognised worldwide. The University of Cumbria received the University title, and degree awarding powers, from Her Majesty's Most Honourable Privy Council. It is fully recognised by the British Government and duly listed on the United Kingdom's Department for Education list of recognised UK Universities.



# About Robert Kennedy College

Robert Kennedy College is a private educational institution in Zürich, Switzerland that was founded in 1998. The College pioneered Swiss quality online learning; we offer rigorous but flexible learning programmes, enhanced by state of the art online e-learning technology that has been developed entirely in-house. The Robert Kennedy College online Masters level programmes are in an exclusive partnership with the University of Cumbria, and recognised worldwide.

Our instructors are graduates from some of the best universities worldwide, and with over 7,000

students from 130 different countries, we are a truly international establishment.

Our students benefit from our proprietary state of the art online delivery platform OnlineCampus: an all-encompassing interactive and easy-to-use software which makes studying online a truly satisfying experience. RKC employs highly qualified instructors who are graduates from leading universities such as the Harvard Business School, Stanford University, Oxford University, University of Basel, Washington University just to name a few.

By studying at Robert Kennedy College you are sure that your qualification will be recognised anywhere. University of Cumbria degrees are recognised worldwide.



# Admission Requirements

We welcome applications from students who may not meet the formal entry criteria but who have relevant experience or the ability to pursue the course successfully.

The formal entry requirements are:

- An honours degree at 2:2 or above.
- At least 2 years' relevant work experience.
- English language at IELTS 6.5 (minimum of 5.5 in each component).

Applications are considered from candidates who do not meet the

formal entry requirements but can provide evidence of equivalence.

Examples of equivalence are:

- A wide range of professional qualifications and/or work experience.
- Working or studying in English or an English-speaking environment.

Applications will be considered from candidates who do not meet the formal entry requirements but who can demonstrate by interview the commitment to complete the programme successfully.



# Programme Rationale and Philosophy

The MBAs have been shaped to form what the programme team believes to be a unique curriculum.

They allow students to:

- Gain a UK Higher Education Institution accredited MBA.
- Study in their own time (in whichever time-zone they live).
- Study at their own pace (within the current period of University of Cumbria regulations for part-time study).
- Continue to live in their own country/location without disrupting family life.
- Continue to pursue their existing career without a break.

The Master of Business Administration, MBA Leadership and Sustainability, MBA International Business, MBA Energy and Sustainability, MBA Media Leadership, MBA Finance and Sustainability, MBA International Healthcare, MBA Public Health Management, MBA Educational Leadership, MBA Tourism and MBA Risk Management all aim to develop an understanding and

critical appreciation of the theories, tools and techniques of leadership and management that will enable graduates to participate more effectively in leading organisational change. In doing so, the programmes seek to improve the quality of management as a profession. In particular, the overarching purpose is, in the context of the specific award, to provide students with:

- An advanced understanding of the management of organisations and the changing external context in which they operate;
- Opportunities for the systematic development of the skills of objective analysis, evaluation, and presentation to enable students to develop confidence in appraising and implementing management strategies effectively;
- An ability to apply knowledge and understanding of business and management to complex issues, both systematically and creatively, and to have a critical understanding of how business and management practice may be improved;
- A stimulating academic

environment which is based upon the values of academic openness and critical appraisal.

The MBAs consist of the standard 180 Level-7 credits that constitute an NQF (UK National Qualifications Framework) Masters award, the content being informed by QAA (UK Quality Assurance Agency) benchmark statements for Business and Management programmes. 60 credits of the programme are provided by a dissertation.

## Programme Outline of the MBAs

There are no average courses within our MBA programmes. We are bound to provide an exceptional learning experience, and there is no better way to achieve this aim than with outstanding courses. They have been carefully crafted by experienced professors and are all meant to make you a more successful and efficient manager.

There are no old-fashioned exams. Instead you are given real-life case studies and essays, which allow you to think critically about your company



and your own career. All this might seem too glossy but there is one catch: we do not accept average candidates. Only individuals as outstanding as our values can find their way toward admission at the Robert Kennedy College.

The scheme has been designed to meet the aims of the online MBAs in a flexible manner and can be tailored to the individual preferences of each student.

Each MBA programme starts with an online Induction which is a Not for Credit module. It will be the starting point of the programme. The induction process is designed to familiarise you with the programme design, requirements and resources,

as well as with the way online interaction, learning and grading will take place. After the induction you should be familiar with academic life, including academic writing, library services and library access, OnlineCampus access, and academic support services.

The MBAs require you to complete six modules plus a final dissertation. The modules in the MBAs are:

# 100% Online MBA International Healthcare Management

## Stage 1

Six taught modules (120 credits)

- Organisational Behaviour
- Financial Management
- International Healthcare
- Tackling Global-Local Challenges in Ethics, Responsibility and Sustainability
- Strategic Management

Electives: (choose any one)

- Information Management
- Leadership and Sustainability

## Stage 2

Individual Dissertation (60 credits)

## Module Descriptions

### Organisational Behaviour

The aims of this module are to provide an introduction to core concepts of the way people are managed in organisations. To that end it will offer opportunities for study by prospective as well as experienced managers, to consider the history

and development of management thinking and theory, using modern ideas to assess and evaluate their own personal experiences of organisations and dynamics. The module will act as bedrock upon which other managerial ideas and processes can be developed later in the course.

With a variety of real-life case studies, you will be asked to make decisions, which will inevitably influence the (work) life of your employees. These are, of course, backed by the core taught concepts, which feature group dynamics, motivation and leadership, group behaviour, communication, power, conflict and prejudice in the workspace, organisational culture, and how to manage and understand change within an organisation.

### Financial Management

Business is about profit, and there can only be sustainability with a proper knowledge of effective financial management. Oxford and Harvard Business School graduate Prof. David Duffill will expand and reinforce your knowledge of financial accounting, management accounts, budgeting and financing.

Once again, the course leader is not just crunching numbers. He will link each topic to real financial situations where you, as the manager in chief, have to assess the financial performance of successful corporations, and develop sharp analytical skills with various tools.

Financial Management is about successful financial results. At the end of this course you will not only know the basics, but you will be in the position to master every component of superior financial management and analysis.

### International Healthcare

This module aims to help you develop a conceptual and comprehensive understanding of the manager's role in relation to the effective management and use of resources in a healthcare environment. You will be expected to bring your own experience and previous learning to bear on the learning process, and to participate fully with international fellow course students in the learning process. We will cover a wide variety of contemporary topics like challenges for healthcare management - international

perspectives, management and leadership in the context of health and social care.

## Tackling Global-Local Challenges in Ethics, Responsibility and Sustainability

This unique module aims to provide learners with the opportunity to conceptualise ethics, responsibility and sustainability in diverse global settings. It allows students to develop an insight into the expanding role of sustainable development, corporate governance, responsible business practice and the ethical dimensions of organisational policies and practices.

University of Cumbria faculty members will guide you in the daily classes, enriched by contemporary case studies and teamwork in this innovative and unique topic.

There will be an option to take this as a residential at University of Cumbria in the UK.

## Strategic Management

Do you really think strategically? Is your strategy sustainable and well formulated? How would you implement your newly formulated strategy?  
As you start on this course, you might just discover that you didn't really know the answers to these questions. Not only will you learn about strategy formulation context, content, and its effective implementation, you will also be studying the latest business strategies from Harvard Business School case studies like those of Facebook, Kellogg, and Google, as well as traditional analytical tools like Porter's Five Forces model, which will serve as a platform for your endeavours at innovative thinking.

## Information Management

*Elective module*

This module enables you to develop a conceptual and comprehensive understanding of the manager's role in relation to the leading of the effective management and use of

information, information technology and information systems and to apply these within both organisational and strategic context.

## Leadership and Sustainability

*Elective module*

The aim of this module is to examine the nature of leadership and in particular its role in the development of sustainable business and business practices. Among other activities you will analyse and evaluate the business case for sustainable practice in selected sectors and organisations, examine the potential for implementing sustainable business practices for selected sectors and organisations, analyse personal leadership practice and its development and evaluate the personal relevance of and implications for leading sustainable change in business.



# Core Course Team



## Prof. Dr. iur. David Costa

DEAN

ROBERT KENNEDY COLLEGE

LLB (ROBERT GORDON UNIVERSITY)

BA BUSINESS STUDIES (UNIVERSITY OF DERBY)

LLM (NORTHUMBRIA UNIVERSITY)

LLM (WASHINGTON UNIVERSITY IN ST. LOUIS)

MBA (QUEEN MARGARET UNIVERSITY)

DOCTOR OF LAWS (UNIVERSITY OF BASEL)

PHD (ESC LILLE)

Professor David Costa is one of the founders of Robert Kennedy College. In his current capacity as Dean of Faculty, he oversees the faculty review process and several of the college's academic programmes.

He holds a Dr. iur. (Doctor Iuris, Doctor of Laws) degree from the University of Basel, Switzerland, where he researched the law and regulations related to synthetic investment products. With further Law degrees from Scotland (Robert Gordon University, LL.B), England (University of Northumbria at Newcastle, LL.M International Trade Law) and the United States (Washington University

in St. Louis, Missouri, LL.M in U.S. Law), he has acquired extensive expertise in Comparative Law. In addition to his legal qualifications, Dr Costa holds a BA in Business Studies from the University of Derby, an MBA in eCommerce from Queen Margaret University in Edinburgh, and a PhD in Strategy, Programme and Project Management from the École Supérieure de Commerce de Lille for which his doctoral thesis was a study of index-based commodity investments.

He lectures at Robert Kennedy College in Contracts Law, Transnational Business Law, Investment Law and Money Management, and is a frequent guest on business TV channels such as CNBC Europe and Bloomberg Television. His recent research on risk-adjusted portfolios with both stocks and commodities has been used for the creation of a Swiss publicly traded investment certificate issued by the second largest German Bank, Commerzbank AG. He is the author of *The Portable Private Banker*.



### **Prof. David Duffill**

DEPUTY DEAN AND COLLEGiate  
PROFESSOR ROBERT KENNEDY COLLEGE  
MA Engineering Science  
(Pembroke College, Oxford University)  
MBA (Harvard Business School)

David Duffill has an MA in Engineering Science (First Class Honours) from Oxford University and an MBA from Harvard Business School. He was the Oades and Stafford Scholar (1967-1970) at Pembroke College, Oxford and in 1970 was awarded the Maurice Lubbock Prize for best performance in the Honour School of Engineering Science. In 1975 he won a Harkness Fellowship from the Commonwealth Fund to support his studies at Harvard.

He had been a professional consultant for almost 20 years when in 1997 the company in which he was a partner was sold to Renaissance Solutions in the USA. Two years later, he and three colleagues left Renaissance

to start TCI Consulting, a virtual consultancy specialising in helping clients by providing strategy inputs and business intelligence for their strategic planning process.

While Professor Duffill's recent focus industrially has been in the healthcare, automotive, and construction materials markets, his experience covers a broad range of industrial and service organisations. A substantial part of his current consulting activity is in competitive intelligence, including helping clients to benchmark their cost position against key competitors.



### **Dr. Alistair Benson**

BSc (University of Glasgow)

Ph.D. (Newcastle University)

MBA (University of Strathclyde)

Alistair Benson turned to Business Studies after 15 years of research in the medical field. After completing his MBA, he devoted himself to higher-education teaching and postgraduate research supervision at both Master and Doctoral levels, activities in which he has been deeply involved for the past 35 years. One of his major interests in teaching is leadership in organisations.

In his position as Academic Director at Robert Kennedy College, his responsibilities involve developing, monitoring, and assessing current teaching practice, as well as reviewing relevant materials and delivery channels.

### **Emeritus Professor Gabriel Jacobs**

BA (University of London)

Ph.D. (University of Wales)

Before retiring from his Chair of Business Information Technology at Swansea University, Professor Jacobs's primary teaching and research interests included multimedia applications, business telematics, and computer-assisted learning. In 1993, he helped found the Association for Learning Technology, and for nine years was Editor, then Executive Editor, of its journal ALT-J. Before that, he was Joint-Editor of the journal Interactive Multimedia.

Prof. Jacobs directed a number of major European-funded projects related to small businesses, multimedia, and e-learning. He has published extensively in the areas of IT and general business management and continues to research in these areas.



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