

# WESTMINSTER BUSINESS SCHOOL POSTGRADUATE COURSES

UNIVERSITY OF  
WESTMINSTER 冊







# UNIVERSITY OF WESTMINSTER

## WESTMINSTER BUSINESS SCHOOL

FULL-TIME AND PART-TIME  
POSTGRADUATE COURSES

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PROSPECTIVE  
POSTGRADUATE STUDENTS  
For open events dates and  
times visit our website  
[westminster.ac.uk/wbs](http://westminster.ac.uk/wbs)

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# WELCOME

## Why study at Westminster Business School?

At Westminster Business School you will enrol on a programme of study which not only provides the opportunity to acquire knowledge and develop skills but also enables you to broaden your horizons, which will prove invaluable as you journey through your chosen career. All of our degrees are professionally focused, and alongside the high-quality courses, students have opportunities to enhance their experience and their CV through internships, professional placements and residential visits.

The Business School is located in the heart of London, with access to a wide range of professional networks and organisations. Our strong links with the London business and government communities enable us to bring practitioners and experts into the classroom on a regular basis. In turn we help to arrange student placements, internships and mentoring which give our students an important involvement with the professional world.

Westminster Business School is one of the UK's largest providers of high-quality university business education. The School has a diverse student community of nearly 5,000 students with around 1,000 registered at postgraduate level. We have around 200 full-time academic staff and a further 150 visiting lecturers drawn from many countries. Every year we welcome visiting scholars and researchers from all over the world. This provides all of our students with great opportunities to develop their inter-cultural awareness, as well as form new friendships and networks.

As well as a strong international outlook, we draw on a long history of providing part-time courses for busy professionals and business people living or working in London, enabling them to continue working while studying with us.



The School is engaged in conducting applied research relevant to many business sectors – much of which has gained an international reputation – and has a growing research and consultancy strength in a range of areas including employment research, financial services and international finance, leadership, and business strategy.

We host conferences, workshops, seminars and other events in addition to your formal study which enhance your experience.

We are ambitious, both for ourselves and our students. Our vision is to gain worldwide recognition as an internationally-facing, professional, and research-engaged business school.



**Dr David Hitchcock**

Acting Dean, Westminster Business School







# POSTGRADUATE STUDIES AT WESTMINSTER BUSINESS SCHOOL

Westminster Business School is one of the largest business schools situated in the heart of London, offering a wide range of courses for both full-time and part-time students.

Our Masters programmes are innovative and cutting edge and equip you with the resources you need in today's challenging economy. We work collaboratively with major businesses in the area and this includes the design, delivery and quality assurance of our courses.

We use a multitude of teaching and learning methods, combining theory and practical application to give you a rich and varied experience thereby enabling you to reach your full potential. Students are at the centre of everything we do, so your future employability is paramount to us. With all our full-time postgraduate courses we offer students an option of a specialised internship for two to three months.

The UK has a strong reputation for high-quality education and for welcoming international students. At Westminster Business School we lead the way in attracting a cosmopolitan body of students who love living and learning in the centre of London. Westminster Business School has the dual benefit of being a large school where academic and administrative staff provide extensive support to our students, so you will never feel alone. Join us and enhance your life and your career.



**Dr Spinder Dhaliwal**  
Director of Postgraduate Programmes



An aerial photograph of the London skyline at dusk. The city is illuminated with warm lights from buildings and streets, contrasting with the cool blue tones of the twilight sky. Prominent landmarks like the Gherkin and St. Paul's Cathedral are visible.

# VISION AND MISSION OF WESTMINSTER BUSINESS SCHOOL

Our vision is to gain worldwide recognition as an internationally facing, professional, and research-engaged business school.

Our mission is to facilitate the development of the business and management careers of our students in a complex and uncertain professional world.

We do this by drawing on our applied research, practitioner expertise and management development experience to offer a wide range of business and management programmes. Designed for the global marketplace and based in central London, our courses enable a diverse community of students, staff and other stakeholders to engage with academic, professional and research communities.



# BUSINESS INFORMATION MANAGEMENT AND OPERATIONS

The Department of Business Information Management and Operations offers expertise in three interlinked subject areas: information management, operations and supply chain management, and project management. They share the common aim of improving organisational performance through the application of new technologies and techniques.

The information management subject area focuses on the application of information and communication technology in organisational settings, particularly the emerging forms of digital technologies now used in social media, e-business and knowledge management.

The operations and supply chain management subject area also encompasses the study of purchasing and logistics. Our areas of expertise include the use of Enterprise Resource Planning (ERP) systems, green supply chain management and service operations design.

The project management subject area is concerned with all aspects of project management, including the management of project risk, the management of programmes and international projects. We are an Accredited Training Organization (ATO) for PRINCE2® project management courses and Agile Project Management.

Members of the Department have wide-ranging expertise in both theoretical and practical aspects of these constantly changing areas. Many are actively engaged in research in their specialist areas, publishing in high-ranked academic journals and other outlets. We are fortunate in being able to supplement the permanent teaching team with a group of visiting lecturers which includes experienced practitioners, trainers and consultants. The Department has strong links with a number of professional bodies, including the British Computer Society, the Chartered Institute of Purchasing and Supply, and the Association of Project Managers.



# PROJECT MANAGEMENT MSc

## Length of course

One year full-time or two years part-time, starting in September

## Location

Central London (Marylebone)

## Course fees and funding

See [westminster.ac.uk/fees](http://westminster.ac.uk/fees)

## Course Leader

Dr Nicholas Lambrou

In today's business environment effective project management (PM) is an integral influencer of success. Additionally, PM-associated skills such as planning, risk management, quality management and communication management are essential to control the increasingly complex projects that allow top organisations to remain competitive in the global market. Having a qualification in PM is now a requirement in many organisations, both in the public and the private sector.

Effective PM requires a body of knowledge and a set of tested skills including planning, delegation and monitoring that the Project Management MSc is designed to deliver. The course is suitable for business, computing, engineering or other graduates with an affinity for organising, running or participating in projects.

Westminster Business School is one of just a handful of universities that is eligible to offer accredited PRINCE2 certification.

So in addition to this postgraduate qualification, students get an opportunity to also obtain the much sought after PRINCE2 certificates.



## COURSE CONTENT

This course involves both theoretical and practical content. It offers you the chance to build on your first degree or work experience with a range of knowledge and skills, enabling you to successfully manage the increasing number of projects instigated by organisations seeking to improve their value proposition.

In addition to providing you with an opportunity to attain the much sought after PRINCE2 Foundation and PRINCE2 Practitioner certifications, the course will provide you with an understanding and an evaluation of a number of other popular professional qualifications, such as M\_o\_R<sup>®</sup>, MSP<sup>\*</sup> and DSDM Atern.

This course covers and critically evaluates the prevailing project management bodies of knowledge.

\* M\_o\_R<sup>®</sup> and MSP are registered trademarks of Axelos Ltd.



## CORE MODULES

- Project Management Foundations
- Project Management in Practice
- Management of Risk and Scheduling
- Project Finance and Procurement
- Project Management Project
- Programme and Strategic Management

The first two modules follow on from one another. In Foundations we lay the foundations of project management, like planning, monitoring and controlling, focussing on the more technical skills of the profession. In the Practice module we concentrate more on the behavioural aspects of projects, such as leadership and team work. The two modules together provide a critical overview of the project management world.

The other core modules discuss other aspects of project management such as risk management, scheduling, project finance, strategic alignment and procurement. To complete their studies, all students complete a practical or a research project.

## OPTION MODULES

- Managing International Projects
- Project Management for IT

## INTERNSHIP OPPORTUNITY

All students on our full-time business Masters courses can apply to undertake an internship for up to three months, and gain invaluable work experience. The internships, which are with London-based organisations, take place during the summer period. To apply, students must submit a completed application form and a copy of their updated CV to the Business Experience Team; the Team then shortlist from the applications and conduct group meetings with the applicants.

## ASSOCIATED CAREERS

The majority of graduates start their career as project team members with a few, depending on their background, becoming project programme managers. Many work for large UK or international organisations as consultants or project managers.

## ENTRY REQUIREMENTS

Applicants should normally hold a first degree from a recognised institution (minimum Lower Second Class Honours or international equivalent) and demonstrate interest and motivation in the subject area. Alternative professional qualifications with at least three years' relevant professional experience will also be considered. Directly relevant degree disciplines include business studies, economics, events management, and operations research. However, students with qualifications in other disciplines such as, engineering, IT, environmental sciences, the humanities and languages are also encouraged to apply.

If English is not your first language, you will need an IELTS score of 6.5, with a minimum score of 6 in each element.

## RELATED COURSES

- PRINCE2
- Purchasing and Supply Chain Management MSc

# PURCHASING AND SUPPLY CHAIN MANAGEMENT MSc

## Length of course

One year full-time or two years part-time, starting in September

## Location

Central London (Marylebone)

## Course fees and funding

See [westminster.ac.uk/fees](http://westminster.ac.uk/fees)

## Course Leader

Rachel Lander

Through an advanced programme of study and research, this course equips you with the specialist knowledge and skills to identify problems and develop solutions within both purchasing and the wider supply chain.



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THE  
CHARTERED INSTITUTE OF  
PURCHASING & SUPPLY®



ACCREDITED DEGREE



## COURSE CONTENT

The course addresses the strategic role of purchasing and supply chain management. It also examines the impact of changes in the regulatory and policy environment, and the effect of new technologies and techniques on current and future problems within the supply chain. The course will develop your knowledge of best practice in this field, and enhance your understanding of the importance of business process and activity integration.

## CORE MODULES

### Business Process Integration with SAP

You will consider the role of information and process integration within organisations, focusing on enterprise-wide software and business process integration. Opportunities to study for SAP-accredited courses are offered in association with this module.

### Financial Analysis for Managers

This module aims to develop your analytical skills and understanding of corporate financial reports.

### Logistics and the External Environment

With this module you will increase your awareness of the external influences that companies must take into account in the design and operation of their logistics systems.

### Purchasing Management

You will develop a range of knowledge about purchasing management, including the purchasing management process, negotiation techniques, supplier appraisal and the buyer's role.

### Research Methods and Project Preparation

These modules will increase your knowledge and competence of the research process and the application of research methods.

### Retail Supply Chain Management

By examining retail markets (by country and sector), this module investigates developments in the control of the supply chain between retailers and manufacturers.

### Sustainable Supply and Procurement

You will examine topics related to green logistics, procurement and supply chain management.





## OPTION MODULES

### **International Aspects of Business Law**

You will gain a greater understanding of different aspects of international law, and be able to apply them to business.

### **Project Management**

You will examine the importance of projects in modern organisations, with particular reference to managing projects.

## ASSOCIATED CAREERS

Past students of the course have developed successful careers in both supply chain management and procurement. Course graduates work in both large and small to medium companies all over the world. Examples include Unilever, Puma, and Sony. In today's complex and demanding environment where sound judgement, personal responsibility and initiative are sought, this course will help you to acquire the qualities to either advance in your current role, or gain new employment. Areas of work you could consider include purchasing and contract management, supply chain management, operations/logistics management and supply chain planning and development. Alternatively, you might want to continue onto research or further study. On successful completion of the course, if you have three years' relevant work experience you may be awarded Member of Chartered Institute of Purchasing and Supply (MCIPS) status. Alternatively, you can apply to CIPS for MCIPS status at a later date, once you have acquired the necessary work experience.



## ENTRY REQUIREMENTS

Applicants should normally hold a first degree from a recognised institution (minimum Lower Second Class Honours or international equivalent) and demonstrate interest and motivation in the subject area. Alternative professional qualifications with at least three years' relevant professional experience will also be considered. Directly relevant degree disciplines include business studies, economics, geography, management, and operations research. However, students with qualifications in other disciplines such as engineering, environmental sciences, the humanities and languages are also encouraged to apply.

If English is not your first language, you will need an IELTS score of 6.5, with a minimum score of 6 in each element.

## RELATED COURSE

- Logistics and Supply Chain Management MSc

## INTERNSHIP OPPORTUNITY

All students on our full-time business Masters courses can apply to undertake an internship for up to three months, and gain invaluable work experience. The internships, which are with London-based organisations, take place during the summer period. To apply, students must submit a completed application form and a copy of their updated CV to the Business Experience Team; the Team then shortlist from the applications and conduct group meetings with the applicants.



# AGILE PROJECT MANAGEMENT SHORT COURSE

## Length of course

Foundation – three days  
Practitioner – two days

## Location

Central London (Marylebone)

## Course fees and funding

See [westminster.ac.uk/agilepm](http://westminster.ac.uk/agilepm)

The Agile Project Management (AgilePM®) certification aims to address the needs of those working in a project-focused environment who want to be Agile. The course covers an approach to project management that sits alongside PRINCE2®.

Based on the proven fundamentals within DSDM Atern\*, the certification provides the ability to deliver Agile Projects in organisations requiring standards, rigour and visibility around project management.

\* DSDM, Atern and AgilePM are registered trade marks of Dyracm Systems Development Method Limited.



The APMG-International Agile Project Management and Swirl Device logo is a trade mark of The APM Group Limited



## FOUNDATION COURSE CONTENT

The course is a non-residential four-day course with the Agile Project Management Foundation exam at the end of the fourth day.

The Foundation AgilePM certification lives up to its name by providing the users with the core principles needed to facilitate a successful project, while allowing a degree of scope and agility that not many other methodologies provide. With a clear, concise and detailed perspective on project productivity, the AgilePM certification is useful to all candidates and competency levels ranging from highly experienced project managers to those new to the industry. The course has a balance of theory and practical experience of the techniques of agile project management.

The course will cover:

- the fundamentals and the philosophy
- the principles
- preparation
- the lifecycle and products
- roles and responsibilities
- team structures
- communication MoSCoW and timeboxing
- estimation and measurement
- lifecycle configuration
- quality and maintainability
- planning, control and risk
- implementing Agile Project Management.

Foundation Exam Format:

- multiple choice questions
- 30 marks required to pass (out of 60 available) – 50 per cent
- one hour duration
- the exam is closed book, no material allowed.

See page 18 for learning outcomes.

## PRACTITIONER COURSE CONTENT

The practitioner level empowers, encourages and equips you with an in-depth knowledge of not just the certification, but also how to apply and implement these principles into the life of a project manager on a daily basis.

This course runs for one day with the Agile Project Management™ Practitioner exam at the end of the day.

The course will cover:

- revision of Agile material based on the manual
- practitioner exam preparation and the specimen exam paper practice
- practitioner exam.

### Practitioner Exam Format

- 'objective testing' format of scenario, question and answer booklet
- two hours duration
- four questions
- 15 marks per question, 60 marks available
- 30 marks (50 per cent) or more are required to pass
- open-book (restricted to the handbook only) examination.





## LEARNING OUTCOMES

On completion of the course you should be able to:

- apply the underpinning philosophy and principles of Agile DSDM Atern in a project situation
- appropriately configure the lifecycle of an Agile project to a given scenario
- produce and evaluate the content of Agile products produced during an Agile project in a given scenario
- apply the following Agile techniques in a project situation: Facilitated Workshops; MoSCoW prioritisation; Iterative Development; Modelling; Timeboxing
- identify the Agile techniques to be used for a given situation within a scenario
- understand the roles and responsibilities within an Agile project and correctly determine the appropriate personnel to fulfil these roles within a given scenario
- understand the mechanisms for control of an Agile Project which are specific to an Agile project

- understand in outline how to test, estimate and measure progress in an Agile project
- describe the Agile approach to managing requirements and identify action to rectify problems with requirements within an Agile project from a given scenario.

## ENTRY REQUIREMENTS

The course will suit project managers who want to add to their knowledge of traditional approaches and who work in a fast paced, changing environment and are embracing empowerment provided by Agile methods. The qualification is aimed at both practising project managers and Agile team members who wish to become Agile project managers.

The AgilePM Foundation certificate is required before embarking on the Practitioner course. The pre-requisites for taking the Practitioner exam is that you must have already passed the:

- Agile Project Management Foundation certificate, or
- DSDM Atern Foundation certificate, or
- DSDM Advanced Practitioner certificate.





# PRINCE2 SHORT COURSES

## Length of course

Foundation – three days

Practitioner – two days

## Location

Central London (Marylebone)

## Course fees and funding

See [westminster.ac.uk/prince2](http://westminster.ac.uk/prince2)

We are proud to be one of just a handful of universities that is eligible to provide PRINCE2 short courses. Developed by the UK Office of Government Commerce (OGC), PRINCE2 is the popular and effective project management method used in more than 150 countries around the world.

AXELOS are a new joint venture company, created by the Cabinet Office on behalf of Her Majesty's Government (HMG) in the UK and Capita plc to run the Best Management Practice portfolio, including the ITIL® and PRINCE2® professional standards.

There are two PRINCE2 courses, the PRINCE2 Foundation and the PRINCE2 Practitioner certificates. Both certificates are based on the method's manual, *Managing Successful Projects with PRINCE2*.

You can obtain the PRINCE2 Foundation certificate after a one-hour test devised to demonstrate your understanding of the basic terms of the method. The test takes place at the end of a three-day course.



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To obtain the PRINCE2 Practitioner certificate you'll need to successfully complete a two and a half hour test devised to demonstrate your understanding of how the method is used in practice. You take the test at the end of a two-day course. The Practitioner course follows on from the Foundation course, and only holders of the PRINCE2 Foundation certificate are allowed to sit the PRINCE2 Practitioner test.

## FOUNDATION COURSE CONTENT

The course introduces you to the basics behind the method. It begins by exploring the increasing importance of projects in today's world, before discussing what a project is, why projects fail and the role of the project manager. You will then examine the structure of PRINCE2 – its principles, themes, processes and how to tailor the method to its environment – before each one of these elements is expanded and explained in turn.

### Topics covered include:

- understanding project management
- examining PRINCE2 principles and themes
- initiating, planning and starting up a project
- developing the business case
- improving project organisation
- understanding risks and quality
- controlling a stage
- managing product delivery
- responding to change and progress
- directing a project
- closing a project.

## PRACTITIONER COURSE CONTENT

The Practitioner course begins where the Foundation course left off. It goes into greater detail on the themes and processes behind the method and shows you how to put the PRINCE2 concepts into practice. By the end, the all-important fourth element of the method, which demands that the method is always tailored to fit the project's environment, is explained and demonstrated.

### Topics covered include:

- an overview of PRINCE2
- the seven PRINCE2 themes
- the seven PRINCE2 processes
- tailoring PRINCE2.

## TEACHING AND ASSESSMENT

The course requires a first pass of all the material in the official manual, so it's important that you do some reading before you begin. You'll be provided with pre-course material explaining what reading is expected before the course starts. Teaching consists of a series of interleaved lectures and seminars. The lectures are designed to introduce you to the PRINCE2 terminology, while seminars focus on discussion and exercises based on case studies to explain how to use the method in practice. You'll be given a comprehensive handbook at the start of the course, containing all the course slides. At the end of each day multiple choice questions are used to consolidate your learning, and prepare you for the certificate examination.

## ASSOCIATED CAREERS

Project management is a modern career that's applicable to every business sector. This qualification can be a career-changing opportunity, leading to project management or consultancy work for UK and international organisations. Additionally, PRINCE2 certification is now a minimum requirement for many CVs, and will enhance your skills in product-based planning and risk management.

## ENTRY REQUIREMENTS

Applicants should normally hold a first degree from a recognised institution (minimum Lower Second Class Honours or international equivalent) and demonstrate interest and motivation in the subject area. Alternative professional qualifications with at least three years' relevant professional experience will also be considered. Directly relevant degree disciplines include business studies, economics, geography, management, and operations research. However students with qualifications in other disciplines such as engineering, environmental sciences, the humanities and languages are also encouraged to apply. If English is not your first language, you will need an IELTS score of 6.5, with a minimum score of 6 in each element.



# MANAGEMENT OF RISK (M\_o\_R®) SHORT COURSE

## Length of course

Foundation – three days

Practitioner – two days

## Location

Central London (Marylebone)

## Course fees

Foundation – £765

Practitioner – £645

Foundation and Practitioner – £1,295

The Management of Risk (M\_o\_R®) Certification considers risk from different perspectives within an organisation: strategic, programme, project and operational.

M\_o\_R® is part of the Global Best Practice Portfolio run by AXELOS, a joint venture company, created by the Cabinet Office on behalf of Her Majesty's Government (HMG) in the United Kingdom and Capita plc. While it links to other best practice, it respects the roles, responsibilities and terminologies used outside the disciplines of programme and project management.

A risk consists of a combination of the probability of a perceived threat or opportunity occurring and the magnitude of its impact on objectives. With this definition, 'threat' is used to describe an uncertain event that could have a negative impact on objectives or benefits, and 'opportunity' is used to describe an uncertain event that could have a favourable impact on objectives or benefits. The course will present a comprehensive approach to managing risks.

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The Foundation is the first of two levels available, the second being the Practitioner. The three day Foundation course will conclude with a one hour multiple choice exam (closed book) and lead to the M\_o\_R® Foundation certification. The two day Practitioner course will conclude with a 2.5 hour multiple choice exam (open book), which leads to the official Registered M\_o\_R® Practitioner certificate.

## FOUNDATION COURSE CONTENT

The course consists of a series of interleaved lectures and seminars. Lectures are designed to explain how the method operates, while the seminars take on the principles and apply them to a relevant case study. The comprehensive course handbook, containing all the course slides, is used along with the case study. By assuming familiarisation with the method, the course can proceed at a pace that helps the visualisation of the method's concepts. Each seminar ends with sample multiple choice questions that prepares candidates for the examination.

## PRACTITIONER COURSE CONTENT

The Practitioner course follows on from the Foundation course, where the method, its philosophy and its terminology are introduced. The Practitioner course focuses on the more intricate aspects of the method. Based on a case study, the method is put into practice through a series of challenging questions that mirror the questions of the formal test.





# ECONOMICS

Economics, as a discipline, is more relevant than ever as a means of understanding contemporary events in the global economy. It provides the tools and techniques for businesses and governments to analyse and interpret the issues and problems they face. The increased use of economic analysis by private, public and third sector organisations over the past 20 years has led to a greater requirement for economists. Against this background of increasing demand, the supply of economics graduates from UK universities has remained static, resulting in higher salaries and expanding opportunities for those looking to develop careers as professional economists, or for managers, business analysts and consultants with practically focused knowledge of economics.

The Department of Economics and Quantitative Methods (EQM) has a strong research profile. It is particularly respected in the area of applied research in labour and education economics; much of this conducted under the auspices of the Centre for Employment Research, the largest research group in Westminster Business School. Other areas of research strength include macroeconomics, financial econometrics, international economics and development economics. The Department prides itself on innovative approaches to student learning and research-informed teaching.

# INTERNATIONAL ECONOMIC POLICY AND ANALYSIS MSc/MA

## Length of course

One year full-time study, starting in September or January

## Location

Central London (Marylebone)

## Course fees and funding

See [westminster.ac.uk/fees](http://westminster.ac.uk/fees)

## Course Leader

Philip Hedges

This innovative course offers both MSc and MA streams. It has been designed to develop your ability to apply economic analysis to policy issues and business problems, which are often ambiguous and multi-faceted. Although there is a strong theoretical core, the course focus is very much on the practical application of economic techniques to problems, and on developing the ability to communicate the insights that economic analysis can provide. It has been created in conjunction with the Government Economic Service (GES), the major employer of economics graduates in the UK. Indeed, the University of Westminster is the only English university to have secured GES recommended status for a postgraduate course in economics. The course aims to provide you with an in-depth knowledge and understanding of the latest developments in economics, together with a focus on the practical skills needed by a working economist. It is specifically aimed at those with a genuine interest in the application of economics to real-world situations.



As well as enhancing your ability to apply relevant economic principles in the support of policy and strategy development, the course aims to develop your ability to communicate complex issues to wide audiences; your awareness of significant sources of economic and financial data; the problems faced when carrying out policy evaluation; and your capability for self-awareness and group working.

## COURSE CONTENT (MSc/MA)

You will gain an understanding of the key concepts in economics that underpin public sector policy and business decision making. This includes the various scenarios where we explore opportunity cost, equilibrium and disequilibrium, strategic interaction, market failure, and the related concept of externalities. You'll develop your analytical skills by applying these concepts to current challenges that face the profession, at both macro and micro levels, and in both private and public sectors. This will provide you with the latest insights drawn from both the academic and practitioner arenas. Around a common core of modules covering key theoretical and practical elements, the MSc stream offers the possibility of pursuing a course of study in economics with a greater quantitative focus, while the MA stream has a stronger international emphasis.

## COMMON CORE MODULES (MSc AND MA STREAMS)

### Economic Evaluation Project

This module provides you with the framework within which to develop your full project dissertation from the proposal submitted as part of the Research Methods module. The majority of projects undertaken by MSc students would be expected to involve an empirical component and appropriate quantitative analysis. Projects undertaken by MA students are likely to be of a more applied nature, possibly issue or problem based.

### Macroeconomic Analysis and Policy

This module reviews the historical evolution of macroeconomic policy and, through a review of the theoretical and empirical literature, develops the analytical framework of macroeconomics underpinning contemporary macroeconomic policy.

### Microeconomic Analysis and Policy

You will review theoretical and empirical microeconomic approaches in order to shed light on business decision making and microeconomic policy in mixed economies.

### Research Methods

This module aims to enhance your knowledge and competence of the research process, and the application of research methods in the area of applied economics.

### Strategy and Appraisal in Economics

This module applies the theoretical tools, concepts and methodology of economics to private and public sector scenarios, with an emphasis on communicating and appraising policy and strategy options.

## CORE MODULES (MSc)

### Data Analysis

Through this module you will cover a range of data analysis methods and concepts.

### Economic Policy Perspectives

This module analyses economic policy issues regarding inflation, monetary and fiscal policy, European Monetary Union, unemployment, the causes and effects of changes in income distribution, growth, financial stability, and crisis, in particular the great recession of 2008–2012.

## OPTION MODULES (MSc)

### Innovation Economics

This module reviews the theoretical literature in this field and examines the central role that knowledge, entrepreneurship, technology and innovation play in supporting business expansion and shaping government economic policies.





### Labour Economics

Providing you with the techniques and critical insights needed to effectively analyse topics in labour economics, this module uses practical applications to explore the value and limitations of theory and empirics in the field.

### CORE MODULES (MA)

#### International Economics

This module offers a critical, theoretically informed, issue-based approach to the study of international trade and investment, finance, economic institutions, globalisation and economic integration.

#### Managing Data

The ability to access, manipulate and interpret data from a range of sources, both primary and secondary, is an essential skill for economists and business professionals. This module offers a practical introduction to relevant data sources and to the tools necessary to critically explore these sources.

### OPTION MODULES (MA)

#### Development Economics and Policy

By exploring the concepts and theories that have been developed and applied by economists to the study of the problems of developing countries, this module explores the implications for the framing of development policy.

#### Global Financial Markets

This module provides you with an in-depth understanding of the structure and operation of foreign exchange markets, financial instruments used in global markets, and the operation of financial institutions such as banks and insurance companies expanding across a number of financial markets. Students on the MA stream may take another Westminster Business School postgraduate module, with the permission of the Course Leader.

### INTERNSHIP OPPORTUNITY

All students on our full-time business Masters courses can apply to undertake an internship for up to three months, and gain invaluable work experience. The internships, which are with London-based organisations, take place during the summer period. To apply, students must submit a completed application form and a copy of their updated CV to the Business Experience Team; the Team then shortlist from the applications and conduct group meetings with the applicants.

### ASSOCIATED CAREERS

As an economics postgraduate, you can look forward to excellent career prospects. Our students have gone on to successful careers in government and consultancy as economic analysts, regulatory economists and market analysts. The strong international focus of the course provides an excellent opportunity to develop the knowledge and skills to pursue a career in multinational companies or international organisations. Many graduates return to their countries of origin and are employed in developing international business opportunities or government institutions, while other graduates develop their careers with international charities or other non-governmental organisations.

While this vocationally oriented course develops skills for devising and evaluating policies and strategies, rather than simply training academic economists, several of our recent graduates have also found that it has opened up opportunities for PhD study.

### RELATED COURSES

- Global Finance MSc
- International Business and Management MA
- International Development Management MSc
- Investment and Risk Finance MSc

"I am currently working at the IMF as a country economist after working with UN agencies on economic development for almost four years. The course offered a great transfer of knowledge and empowerment which the course team have installed in all of us. The programme was really worth it and great value for money. I have used so many of the techniques I learned to get my career to the best level. I have advised governments, institutions and international organisations to contribute effectively to policies. I want to thank you for giving me the tools to do that. I would recommend young economists to this course."

#### Ahmed A Mohamed

International Economic Policy and Analysis MA/MSc, graduated 2012

"I've been offered a job as an economist at the homeless charity Shelter. This is exactly the type of role I wanted when I embarked on my career change from physics and my time at Westminster has of course been completely central to achieving my goal. So, thank you for all your hard work on the course and for the support over the past year."

#### Sara Mahmoud

International Economic Policy and Analysis MA/MSc, graduated 2015



# EDUCATIONAL LEADERSHIP

Westminster Business School hosts the University's educational development and research activity within the Department of Leadership and Professional Development. As part of that work, we offer a Postgraduate Certificate and MA in Higher Education. The course includes Higher Education Academy (HEA) accreditation as Fellow or Senior Fellow for participants with appropriate teaching experience. We also work closely with the further education and lifelong learning sectors through our established Consortium of Further Education (FE) colleges and the Westminster Partnership Centre for Excellence in Teacher Training (CETT). The Department has led a number of research projects for the Learning and Skills Improvement Service (LSIS), one outcome of which is a teacher education programme for deaf participants, working with the City Literary Institute. The Department also offers consultancy and short courses in learning and teaching, and educational development for our international partners to support their academic staff, and to prepare their students for study in the UK.

Our focus is professional practice and leadership within higher education and the lifelong learning sector. Our courses are practice-based and self-directed in terms of the areas of your work and the professional development priorities you choose to focus on. Taking your practice as a starting point, the curriculum builds on your practice to integrate and critique relevant theoretical perspectives. We offer a wide range of opportunities to advance your professional practice within a supportive and research-engaged environment.



# HIGHER EDUCATION MA/POSTGRADUATE CERTIFICATE

## Length of course

MA: two to three years, starting in September  
Postgraduate Certificate: 12-18 months, starting in September

## Location

Central London (Marylebone)

## Course fees and funding

See [westminster.ac.uk/fees](http://westminster.ac.uk/fees)

## Course Leader

Dr Steven Cranfield

The Higher Education MA/Postgraduate Certificate is a practice-based flexible learning course designed for people teaching in a higher education setting. The course is delivered online through significant guided interaction with flexible ways of accessing and contributing to activities. It is also supported by a range of professional development activities and face-to-face workshops across the University. However, it is possible to complete the course without attendance at these events.

The aim of the courses is to develop and expand your practice as a teacher and, in continuing from the Postgraduate Certificate to the MA stage, to conduct educational research related to your discipline and interests.

The course develops your learning and teaching practice set against the wider context of policy, research/knowledge and societal developments. It is designed to support those who wish to take a lead in the development of learning, teaching and assessment in their own context and to contribute to the wider field of research and developments in learning and teaching. The Postgraduate Certificate includes a recognised programme of professional development in learning and teaching for staff in higher education that is accredited by the Higher Education Academy (HEA) as a Fellow or Senior Fellow.



## COURSE CONTENT

The Higher Education MA (HE MA) is designed to help you explore conceptual underpinnings of educational practice and pedagogy. The core modules support your understanding of research practice in higher education and the option modules offer opportunities to focus on specific interests. You will bring this together through your own scholarly practitioner research in your dissertation.

This MA takes as its starting point the disciplinary context within which you are working and the challenges posed by teaching in an increasingly complex and diverse sector. All modules provide opportunities for you to extend your own teaching practice informed by debate, key concepts, current developments, insights from your peers in similar or different disciplines, and the research literature. In the first module of the course you will arrange two observations of your teaching by experienced staff in your institution, and observe others' sessions. We will provide guidance for you and your observers as to how to get the most out of these experiences. You are also encouraged to take a proactive role in the development of learning and teaching practice within your own subject. Optional modules allow you to focus on your own specific interests in areas of learning and teaching practice. You can exit with a Postgraduate Certificate having completed 60 credits or continue to the MA. You can also re-apply to complete the MA with your credits at a later date.

To gain an HEA-accredited Postgraduate Certificate participants will take Supporting Student Learning and Curriculum Design, Assessment and Feedback, plus one option module. Participants wishing to gain the MA in Higher Education will take in addition Developing Educational Research Practices, plus one option, and carry out a substantive research project into an agreed area of higher education practice.

## CORE MODULES

MA students take all five core modules; Postgraduate Certificate students take two core modules: Supporting Learning and Curriculum Development, Assessment and Feedback.

### Curriculum Development, Assessment and Feedback

This module examines the role that assessment plays within the overall learning process. It covers two main areas: firstly, assessment and quality assurance and secondly, the role of assessment and feedback as an integral part of the learning and teaching process. It considers assessment from the perspective of learning communities exploring issues that arise from assessment practice including designing authentic assessment, the use of assessment criteria, designing feedback, equality of opportunity and understanding plagiarism.

### Developing Educational Research Practices

In this 40-credit module you will be introduced to a range of concepts, frameworks and debates in which educational literature is positioned, and will familiarise yourself with the distinctive 'ways of knowing' and scholarly conventions that characterise educational discourses. You will explore the application of these concepts and frameworks within educational research, reviewing a range of approaches for capturing and analysing evidence – drawing on quantitative and qualitative traditions – so that you may both read research literature critically and make critical and informed decisions when designing educational inquiries. Each main stage in the inquiry process will be critically examined, so that you will be supported in the preparation of a project plan for an educational inquiry related to your work. It is anticipated that this plan will form the basis of the Dissertation module of the MA in Higher Education.



### Dissertation

The Dissertation provides you with the opportunity for sustained inquiry, in an area of personal and professional interest. It is anticipated that the project will be work-based and contribute to educational development in your area of work. Although the work needs to be individual, you are encouraged to work collaboratively with your teams or department in planning your work. The Dissertation is intended to be the culmination of a programme of study.

### Supporting Learning

This module provides the opportunity for participants to develop their professional practice in teaching and/or Supporting Learning in HE. It provides the opportunity to explore key concepts, challenges and the application of evidence-informed practice in teaching and supporting learning. The module includes peer observations of teaching, the opportunity for personal inquiry into practice in your own context, and mentoring support.

## OPTION MODULES

### Blended Learning: Engaging Students and Transforming Curricula

The aim of this course is to enable participants to develop an informed personal view of the issues involved in preparing for the online aspects of blended learning, chiefly designing curricula, organising activities and managing online participants. The approach is practical, aimed at enabling you to develop your own blended learning teaching practice.

### Digital and Mobile Learning

This module will examine how technology can impact on the major teaching/learning activities on a taught course. Module delivery will draw on your experience, either as a teacher or a learner, to determine and evaluate opportunities for the use of technology in face-to-face or blended environment.

### Leadership in an Academic Context

The aim of this module is to encourage participants to demonstrate and develop their practice in leading the development of effective approaches to teaching and learning. They will do this through critical reflection on theory, research, and practice relevant to academic leadership, through development of an e-portfolio of their professional experience, and through participation in online mentoring activities as part of a collaborative learning community. Successful completion of the module confers Senior Fellowship of the HEA.

### Negotiated Learning

This module is a vehicle for an individually negotiated project that builds on work that you are engaged with, but that is contextualised through higher level (Masters level) intellectual skills and practice. This module can be used to gain either 20 or 40 credits, depending on the negotiated project.

### Supervising Student Research

This module provides a framework within which you may evaluate and develop your practice of research supervision – at any level of higher education, but with a particular focus upon your current and/or future supervision of students researching at Doctoral level. For this module you will need to be supervising at least one project student as the module requires you to reflect on your supervisory experiences as you develop your practice.

Not all options modules will necessarily be offered in any one year. The module Supporting Learning can be taken for the award of a Postgraduate Certificate of Special Study in Supporting Learning. This award is particularly appropriate for staff for whom teaching is not their main role, such as part-time lecturers, PhD students who support teaching, librarians etc. For further details please email [course-enquiries@westminster.ac.uk](mailto:course-enquiries@westminster.ac.uk)



## ENTRY REQUIREMENTS

Applicants should normally hold a first degree from a recognised institution (minimum Lower Second Class Honours or international equivalent) and demonstrate interest and motivation in the subject area. Alternative professional qualifications with at least three years' relevant professional experience will also be considered.

If English is not your first language, you will need an IELTS score of 6.5, with a minimum score of 6 in each element.



Bloomberg

# EXPERTISE BEYOND EXPECTATION



## FINANCE AND ACCOUNTING

The Accounting, Finance and Governance (AFG) Department of Westminster Business School hosts a range of Masters courses covering a number of key subject areas. All of our postgraduate courses are taught by staff who are actively involved in research and have industrial experience.

If you are studying for the Investment and Risk Finance MSc (MScIRF), you would be automatically registered for the student membership of the Chartered Institute for Securities and Investment (CISI) – a financial services professional body. The CISI has recognised Westminster Business School as a Centre of Excellence.

As a postgraduate finance student you'll have access to the Financial Markets Suite, which uses the Bloomberg system and its extensive economics and capital markets database to monitor real-time economics news, data and financial market movements and trends – a resource available to very few UK universities. Our virtual dealing room is one of the biggest in the European Union, and provides a modern and progressive teaching environment that combines finance theory with practice. This will enable you to study the latest developments in your subject, and provide you with a firm grounding in an array of specialist careers, including accounting, banking, finance, insurance, financial risk management, financial services and trading.

# FINANCE AND ACCOUNTING MSc

## Length of course

One year full-time starting in September or January

## Location

Central London (Marylebone)

## Course fees and funding

See [westminster.ac.uk/fees](http://westminster.ac.uk/fees)

## Course Leader

Declan McDonald

The Finance and Accounting MSc has been designed to develop the knowledge, skills, research interests and career prospects of those who work, or wish to work, in finance and financial services, treasury management or accountancy. This course is especially useful if you're a graduate with little or no accounting experience as it offers the opportunity to study modules which will cover this shortfall.

If you are a graduate member of a UK accountancy body, or an overseas equivalent, you may claim up to four exemptions from this Masters by applying for Accreditation of Prior Certificated Learning. This would enable you to complete the taught part of the course in one semester.

Graduates of the course qualify for seven exemptions from the exams of the Association of Chartered Certified Accountants (ACCA). Westminster Business School is a Gold approved learning partner and one of just three UK institutions where students qualify for so many ACCA exemptions on completion of a one-year course.

Graduates may also apply to take the Gateway Route of the Chartered Institute of Management Accountants (CIMA). By passing CIMA's Gateway exam, you will qualify for 12 exemptions from CIMA's exams.



## COURSE CONTENT

As a postgraduate finance student you will have access to the Financial Markets Suite, which uses the Bloomberg computer system to monitor real-time financial market movements and trends. It's a resource available to very few UK universities, and one which provides a modern and progressive teaching environment combining finance theory with practice.

## CORE MODULES

### Financial Accounting Policy and Practice

You will be able to prepare financial statements up to consolidation with consideration of some of the main accounting standards underlying international financial reports. This module also explores the issues, principles and theories underlying current developments in financial accounting and reporting.

### International Risk Management

This module provides you with the fundamental ideas and tools for thinking about international risk management.

### Managerial Accounting

Through the exploration of practical applications, critical appraisal, contemporary approaches and international perspectives, this module explores the role of accounting in the management of organisations, and the development and application of managerial accounting concepts and techniques.

### Modern Finance

You will gain an overview of fundamental topics in the field of finance, including capital structure, corporate value, cost of capital, dividend policy, financial instruments, investment and modern portfolio theory.

### Project

An 8,000–10,000-word dissertation in the area of either accounting or finance.

### Research Methods in Finance and Accounting

This module aims to develop your knowledge and competence of the research process, and the application of research methods in the area of accounting and finance.

## Taxation

The focus of this module is on the UK Tax System including Personal, Corporation, Inheritance, Capital Gains and Sales taxes. The impact of International Tax Laws and Tax Avoidance will also be studied.

## OPTION MODULES

You will choose two option modules. You can either choose both from the following list or one from this list and a second may be chosen from anywhere within the University, subject to the Course Leader's approval.

### Corporate Governance and Business Ethics

You will examine the theoretical and practical issues involved in the direction and control of companies operating in the UK and internationally.

### Data Analysis

Through this module you will cover a range of data analysis methods and concepts.

### Financial Derivatives

This module develops your theoretical understanding of financial derivatives markets. You will price and value financial derivatives from first principles and explore how financial derivative products can be used effectively in risk and investment management applications.

### Financial Information Systems

You will develop an understanding of the fundamental concepts and practical skills required by finance professionals as users, evaluators, designers and managers of computer-based financial information systems.

### Financial Markets and Institutions

This module offers detailed coverage and analysis of global financial markets and institutions.

### Fixed Income Analysis and Trading

This module provides the fundamental ideas and tools for thinking about traditional income securities.





### International Financial Reporting

This module will develop your systematic understanding of the principles underlying, and policy issues inherent in, the study of international financial reporting, with particular reference to multinational groups.

### Modern Portfolio Management

Develop your understanding of contemporary portfolio theory and investment management principles in order to actively manage a range of investment funds used by professional institutional investors and the private wealth management industry.

### INTERNSHIP OPPORTUNITY

All students on our full-time business Masters courses can apply to undertake an internship for up to three months, and gain invaluable work experience. The internships, which are with London-based organisations, take place during the summer period. To apply, students must submit a completed application form and a copy of their updated CV to the Business Experience Team; the Team then shortlist from the applications and conduct group meetings with the applicants.

### ASSOCIATED CAREERS

The majority of our graduates go on to successful careers in accounting, with some having secured employment in a 'Big 4' accountancy firm. Other graduates have achieved employment in the fields of finance, banking or general management.

### ENTRY REQUIREMENTS

Applicants should normally hold a first degree from a recognised institution (minimum Lower Second Class Honours or international equivalent) and demonstrate interest and motivation in the subject area. Alternative professional qualifications with at least three years' relevant professional experience will also be considered. Directly relevant degree disciplines include business studies, economics, geography, management, and operations research. However, students with qualifications in other disciplines such as engineering, environmental sciences, the humanities and languages are also encouraged to apply.

If English is not your first language, you will need an IELTS score of 6.5, with a minimum score of 6 in each element.



"Studying for the MSc in Finance and Accounting was challenging, to say the least, as I came from a different background. I had already completed an MBA which gave me an

overview of different aspects of business, but this MSc taught me about the financial side of things which I did not learn doing the MBA. The vast amount of knowledge I gained in both finance and accounting has not only brought me a promotion at work, but has also made me feel much more confident in everyday life. This degree was absolutely worth every penny and every minute of my time."

**Mirjana Popovic**  
Finance and Accounting MSc

### RELATED COURSES

- Finance, Banking and Insurance MSc
- Global Finance MSc
- Investment and Risk Finance MSc

# FINANCE AND FINANCIAL LAW MSc\*

## Length of course

One year full-time starting in September or January

## Location

Central London (Marylebone)

## Course fees and funding

See [westminster.ac.uk/fees](http://westminster.ac.uk/fees)

## Course Leaders

Dr Julie Ayton and Dr Charanjit Singh

This Masters programme is an engaging and challenging course that is delivered by an experienced inter-faculty teaching team drawn from Westminster Business School and Westminster Law School. It is designed to integrate learning in financial theory, markets and institutions, combined with legal study in complementary and specialist areas of financial law. You will gain a deeper understanding of the legal issues and an ability to apply knowledge and skills in professional capacities in a variety of roles in the global financial services industry.

The course has an international dimension – you will study in the heart of the capital at our Marylebone campus, minutes away from the major global financial and legal centres of the world.

Study will cover a range of contemporary topics, namely: financial markets and institutions, financial products, regulation and compliance, financial and legal risk management and financial crime.

In addition, the focus on policy matters related to financial regulation will equip you with the skills required to conduct deeper analyses and to undertake research in this multi-disciplinary area of study.



\*Subject to approval

To enable students to build the common key core skills and knowledge base, all students are expected to undergo the Westminster Business School's pre-course induction process, covering the fundamentals of finance and commercial law.

## CORE MODULES

### Financial Markets and Institutions

This module offers detailed coverage and analysis of global financial markets and institutions. Theory delivered in class is underpinned by real-life examples. Students will gain hands-on training and exposure to the Bloomberg system in our Financial Markets Suite.

### Financial Services Regulation, Risk and Law

In this module you will learn about the contemporary legal issues that pervade the financial services markets in the UK, EU and Internationally. Topics include the creation and sale of financial products, regulatory supervision of financial services, regulatory compliance and consumer and investor protection. We explore the practical impact of policy and regulation using real and fictional case studies.

### Global Banking

This module evaluates the role and function of domestic and global banks and their structure and operations. This is accompanied by a thorough examination of the financial risks that banks are exposed to, and the various ways to manage them.

### Investment Banking Legal Practice

The purpose of this module is to help students familiarise themselves with the main elements of capital markets law and the relevant regulatory provisions governing capital markets activities (e.g. business valuation, stock exchange listing and public offers, brokerage, mergers and acquisitions). It also gives an insight into the practical aspects of their application in a financial services commercial context. The learning process relies heavily on the use of case studies and practical examples of recent transactions.

## Project

An 8–10,000-word dissertation in the area of financial law, regulation or compliance.

## Regulatory Risk Management

This module focuses on the management of regulatory risk and covers the detection, investigation and prosecution of financial crime in a business, financial services and commercial context given the global financial crisis. We also explore cybercrime and how the risks it poses to the financial services industry are evaluated and managed and the development of solutions (security) that seek to detect, mitigate and prevent cyber-attacks as well as their prosecution. Topics include the nature and extent of information security, cybercrime and financial crime in the financial services industry, the legislative environment, fraud and anti-money laundering.

## Research Methods in Finance and Law

This module aims to develop your knowledge and competence of the research process, and the application of research methods in the area of finance and financial law.

## OPTION MODULES

You can choose a total of two option modules. Choose one or two from the following list; one may be chosen from anywhere within the University, subject to the Course Leader's approval.

### Banking Risk and Operations

This module provides you with an understanding of banking risks and operations. This includes business lines, investment banking services, operational risk, credit risk, interest rate risk management, asset liability management, capital allocation and ethical issues in banking. It will provide a level of conceptual understanding that will allow you to critically evaluate research and methodologies and alternative approaches in banking risk and operations.



### **Compliance and Law in Banking and Insurance**

This module offers a detailed examination of the law, legal principles, regulation, compliance and supervision that applies to domestic and international banks and insurance companies. The module also focuses on relevant reforms to the banking and insurance industries.

### **Contemporary International Financial Management**

The study is grounded in the case study method and provides the basic numerical toolkit required to analyse a range of listed companies that are pursuing value-based growth strategies. Thus, students will be able to apply a range of equity valuation methods to contemporary stocks, including those companies where growth is focused on mergers, acquisitions and restructuring events.

### **Corporate Governance and Business Ethics**

This module examines the theoretical and practical issues involved in the direction and control of companies, which operate in the UK and internationally. It begins by considering the theories upon which corporate governance and corporate social responsibility models are based, particularly agency theory, transaction cost economics, and stakeholder theory. It then reviews some of the most spectacular failures of governance mechanisms in recent years, which led to the development of codes of best practice in different national settings. Subsequent sessions examine ethical issues and corporate governance, social responsibility, environmental sustainability, and corporate citizenship.

### **Derivatives and Structured Finance: Law and Practice**

This module offers a detailed examination of the law and practice relating to structuring, documenting and executing structured derivative products, capital markets, and finance transactions; and in particular, the management of legal risk associated with the same.

## **ASSOCIATED CAREERS**

Participants graduating from this programme will be able to apply skills in a broad range of challenging and rewarding careers in the financial services industry, government departments, commercial law firms, regulatory bodies and related specialist practices or businesses.

## **ENTRY REQUIREMENTS**

Applicants should normally hold a first degree from a recognised institution (minimum Lower Second Class Honours or international equivalent) and demonstrate interest and motivation in the subject area. Alternative professional qualifications with at least three years' relevant professional experience will also be considered. Directly relevant degree disciplines include business studies, law, economics, management, and operations research. However, students with qualifications in other disciplines such as engineering, environmental sciences, geography, the humanities and languages are also encouraged to apply.

If English is not your first language, you will need an IELTS score of 6.5, with a minimum score of 6 in each element.



# GLOBAL FINANCE MSc

## Length of course

One year full-time starting in September

## Location

Central London (Marylebone)

## Course fees and funding

See [westminster.ac.uk/fees](http://westminster.ac.uk/fees)

## Course Leader

Mark Pilkington

This course provides you with expertise in global finance and enables you to pursue a career within the finance profession. As well as a strong disciplinary base in global finance, it draws on other cognate disciplines including behavioural finance, quantitative methods and economics. This will equip you with the skills and knowledge including behavioural finance, quantitative methods and economics, to be able to work with specialists in other areas and present findings and analysis to non-specialists. The course is open to people with no detailed prior knowledge of global finance, although this is desirable.

As a postgraduate finance student you will have access to the Financial Markets Suite, which uses the Bloomberg computer system to monitor real-time financial market movements and trends. It's a resource available to very few UK universities, and one which provides a modern and progressive teaching environment combining finance theory with practice.



## CORE MODULES

### Behavioural Finance

This is a relatively new and increasingly popular field which provides explanations for people's economic decisions by combining behavioural and cognitive psychology theory with conventional economics and finance.

### Data Analysis

Through this module you will cover a range of data analysis methods and concepts.

### Financial Markets and Institutions

This module offers detailed coverage and analysis of global financial markets and institutions.

### Global Financial Markets

This module enhances your understanding of the practical and theoretical issues related to international financial markets.

### International Risk Management

This module provides you with the fundamental ideas and tools for thinking about international risk management.

### Modern Finance

You will gain an overview of fundamental topics in the field of finance, including capital structure, corporate value, cost of capital, dividend policy, financial instruments, investment, and modern portfolio theory.

### Project

An 8,000–10,000-word dissertation in the area of international finance.

### Research Methods in Finance and Accounting

This module aims to develop your knowledge and competence of the research process, and the application of research methods in the area of international finance.

## OPTION MODULES

Choose one from the following:

### Corporate Governance and Business Ethics

You will examine the theoretical and practical issues involved in the direction and control of companies operating in the UK and internationally.

### Fixed Income Analysis and Trading

This module provides the fundamental ideas and tools for thinking about traditional fixed income securities.

### Forecasting Markets and Risk Modelling

This module explores advanced ideas and applications of econometrics in forecasting financial markets and risk modelling.

### International Aspects of Business Law

You will gain a greater understanding of different aspects of international law, and be able to apply them to business and management problems arising in a global economy.

### International Financial Reporting

This module will develop your systematic understanding of the principles underlying, and policy issues inherent in, the study of international financial reporting, with particular reference to multinational groups.

### Managerial Accounting

The module explores the role of accounting in the management of organisations, and the development and application of managerial accounting concepts and techniques. The emphasis is on practical applications, critical appraisal, contemporary approaches and international perspectives.

### Modern Portfolio Management

You will develop your understanding of contemporary portfolio theory and investment management principles in order to actively manage a range of investment funds used by professional institutional investors and the private wealth management industry.





## INTERNSHIP OPPORTUNITY

All students on our full-time business Masters courses can apply to undertake an internship for up to three months, and gain invaluable work experience. The internships, which are with London-based organisations, take place during the summer period. To apply, students must submit a completed application form and a copy of their updated CV to the Business Experience Team; the Team then shortlist from the applications and conduct group meetings with the applicants.

## ASSOCIATED CAREERS

This course will develop your knowledge and management skills to enable you to pursue a career in multinational companies, overseas trade and any international organisation. Our graduates achieve success in general management, in relevant aspects of the economics of international business, or as international finance specialists. Many return to their countries of origin and are employed in developing international business opportunities, or government institutions, while other graduates pursue careers with international charities and other non-governmental organisations.



"I work as an Investor Relations Associate in an event-driven hedge fund in Mayfair that has approximately \$1bn AUM. Basically I deal with any client enquiries and work closely with the Head of Marketing in order to raise capital. I think the modules which helped me most were definitely Modern Portfolio Management and Data Analysis. Modern Portfolio Management covered a lot of the practices which are actually used in the office, while Data Analysis also helped on the numerical side. I think most hedge funds want to know that you are capable of handling a lot of data and interpreting it, so getting a good mark in Data Analysis proved my capabilities in this area. I think modules like Financial Markets and Institutions also helped as you need to keep updated with what is happening in the markets all the time, and I think this module really helped with that."

**Sarah Micallef**  
MSc graduate, 2012

## ENTRY REQUIREMENTS

Applicants should normally hold a first degree from a recognised institution (minimum Lower Second Class Honours or international equivalent) and demonstrate interest and motivation in the subject area. Alternative professional qualifications with at least three years' relevant professional experience will also be considered. Directly relevant degree disciplines include business studies, economics, geography, management, and operations research. However, students with qualifications in other disciplines such as engineering, environmental sciences, the humanities and languages are also encouraged to apply.

If English is not your first language, you will need an IELTS score of 6.5, with a minimum score of 6 in each element.

## RELATED COURSES

- Finance and Accounting MSc
- Finance, Banking and Insurance MSc
- Investment and Risk Finance MSc

# INVESTMENT AND RISK FINANCE MSc

## Length of course

One year full-time starting in September or January

## Location

Central London (Marylebone)

## Course fees and funding

See [westminster.ac.uk/fees](http://westminster.ac.uk/fees)

## Course Leader

Dr Sheeja Sivaprasad

## Deputy Course Leader

Dr Ka Kei Chan

This course provides a thorough theoretical and practical grounding in the key aspects of investment and risk finance, delivered in an intensive learning environment. You will learn how to apply the knowledge and theory you have gained in class to real-world problems facing the international financial services industry and the corporate financial management community. This practical application of investment and risk principles is one of the main strengths of this programme. The learning and skills development is integrated with resources available in our Financial Markets Suite (FMS), a state-of-the-art virtual trading room environment. The FMS is interfaced with the Bloomberg system, a leading source of economics and capital markets information available to the global professional financial community. Provision of this Bloomberg resource, along with the academic and professional career development opportunities are the main reasons why our students prefer to select this programme.



Students on the Investment and Risk Finance MSc would be automatically registered for the student membership of the Chartered Institute for Securities and Investment (CISI) – a financial services professional body. Some of the benefits include free attendance at CPD events, accessibility to industry news and online resources.

## COURSE CONTENT

The course has been in existence since 1999 and has continued to evolve to meet the changing educational needs of the investment and risk finance professional. It's delivered by qualified academics and professionals who have worked for many years in the industry and are actively engaged in research and consultancy. The course consists of core modules which help you acquire the ability to perform quantitative investment and risk analysis on a variety of financial instruments and structured products. You'll also learn how to use capital market products in both investment and risk finance applications. As a result you will develop good transferable skills and solve financial problems in a group setting. Integrated within the course is a research module and a project that provides skills for development in research, creating opportunities for students to explore finance subject areas of their own interest in more depth. This study will enable you to apply the analytical and technical management skills you will encounter to real-life situations.



## CORE MODULES

### Data Analysis

Through this module you will cover a range of data analysis methods and concepts.

### Financial Derivatives

This module develops your theoretical understanding of financial derivatives markets. You will price and value financial derivatives from first principles and explore how financial derivative products can be used effectively in risk and investment management applications.

### Modern Portfolio Management

You will develop your understanding of contemporary portfolio theory and investment management principles in order to actively manage a range of investment funds used by professional institutional investors and the private wealth management industry.

### Project

An 8,000–10,000-word dissertation in the area of finance.

### Research Methods in Finance and Accounting

This module aims to develop your knowledge and competence of the research process, and the application of research methods in the area of investment and risk finance.

### International Risk Management

This module provides you with the fundamental ideas and tools for thinking about risk management.

"A Distinction in my Masters at the University of Westminster gave me the knowledge and confidence to gain a coveted job in an investment bank. Having a solid grounding in theory combined with practice in my Westminster Business School degree enabled me to take on the added responsibilities I needed to advance my career."

### Owen Coughlan

Investment and Risk Finance MSc  
RBS Global Banking & Markets







## SUB-CORE MODULES

Choose two or three of the following:

### Contemporary International Financial Management

The study is grounded in the case study method and provides the basic numerical toolkit required to analyse a range of listed companies that are pursuing value-based growth strategies. Thus, students will be able to apply a range of equity valuation methods to contemporary stocks, including those companies where growth is focused on mergers, acquisitions and restructuring events.

### Financial Markets and Institutions

This module offers detailed coverage and analysis of global financial markets and institutions. Theory delivered in class is underpinned by real-life examples. Students will gain hands-on training and exposure to the Bloomberg system in the Financial Markets Suite.

### Fixed Income Analysis and Trading

This module provides the fundamental ideas and tools for thinking about traditional fixed-income securities.

### Forecasting Markets and Risk Modelling

This module explores advanced ideas and applications of econometrics in forecasting financial markets and risk modelling.

## OPTION MODULES

If you take two sub-core modules, you then need to choose one from the following:

### Financial Accounting Policy and Practice

You will be able to prepare financial statements up to consolidation with consideration of some of the main accounting standards underlying international financial reports. This module also explores the issues, principles and theories underlying current developments in financial accounting and reporting.

## Financial Information Systems

You will develop an understanding of the fundamental concepts and practical skills required by finance professionals as users, evaluators, designers and managers of computer-based financial information systems.

## International Financial Reporting

This module will develop your systematic understanding of the principles underlying, and policy issues inherent in, the study of international financial reporting, with particular reference to multinational groups.

## Managerial Accounting

Through the exploration of practical applications, critical appraisal, contemporary approaches and international perspectives, this module explores the role of accounting in the management of organisations, and the development and application of managerial accounting concepts and techniques.

## Modern Finance

You will gain an overview of fundamental topics in the field of finance, including capital structure, corporate value, cost of capital, dividend policy, financial instruments, investment and modern portfolio theory.

You may also take any another module from the Westminster Business School postgraduate portfolio, at the Course Leader's discretion.

## INTERNSHIP OPPORTUNITY

All students on our full-time business Masters courses can apply to undertake an internship for up to three months, and gain invaluable work experience. The internships, which are with London-based organisations, take place during the summer period. To apply, students must submit a completed application form and a copy of their updated CV to the Business Experience Team; the Team then shortlist from the applications and conduct group meetings with the applicants.

## ASSOCIATED CAREERS

This course is designed to prepare you for a variety of roles. Career choices include security and financial analysis, trading and fund management, capital market sales, and administration. The skills you will acquire through the teaching and learning experiences combined with a postgraduate qualification in this area of finance will allow you to expand your career in a dynamic and rapidly evolving global industry. Our graduates go on to develop careers in treasury and front office positions in investment banks and securities companies. They occupy management positions as financial analysts, finance and sales administrators, or similar jobs in the global financial services sector and the corporate finance world.

## ENTRY REQUIREMENTS

Applicants should normally hold a first degree from a recognised institution (minimum Lower Second Class Honours or international equivalent) and demonstrate interest and motivation in the subject area. Alternative professional qualifications with at least three years' relevant professional experience will also be considered. Directly relevant degree disciplines include business studies, economics, geography, management, and operations research. However, students with qualifications in other disciplines such as engineering, environmental sciences, the humanities and languages are also encouraged to apply.

If English is not your first language, you will need an IELTS score of 6.5, with a minimum score of 6 in each element.

## RELATED COURSES

- Finance and Accounting MSc
- Finance, Banking and Insurance MSc
- Global Finance MSc

# FINANCE, BANKING AND INSURANCE MSc

## Length of course

One year full-time plus a project, starting in September

## Location

Central London (Marylebone)

## Course fees and funding

See [westminster.ac.uk/fees](http://westminster.ac.uk/fees)

## Course Leader

Dr Stefan van Dellen

Email: [S.Vandellen@westminster.ac.uk](mailto:S.Vandellen@westminster.ac.uk)

In the aftermath of the 2007–2009 financial crisis, most organisations in finance, banking and insurance are undergoing major changes. These organisations are actively seeking postgraduates who are disciplined in these fields. Westminster Business School is one of just a handful of UK universities to offer a postgraduate degree in Finance, Banking and Insurance. This MSc will enable students to pursue a wide range of careers in the financial services industry and to study further for professional institute exams. This year-long full-time course is designed for students who want to work in the areas of finance, international finance, financial services, investment banking, retail banking, insurance, re-insurance and hedge funds, as private client advisors and financial analysts both in the public and private sectors.



## COURSE CONTENT

The course is designed to give you an essential understanding of the role and operations of the finance, banks and insurance companies. The course is delivered by highly qualified individuals with extensive research experience and strong industry links. The course includes a field trip to Lloyds of London, the world's largest insurance market, and guest lectures by practitioners from both the banking and insurance sectors are also provided. During your studies, you will acquire essential knowledge and skills that will set the foundations for a successful career in the financial services sector. Finally, you will gain access to our ever-growing alumni network which will support your career development.

## CORE MODULES

### Compliance and Law in Banking and Insurance

This module offers a detailed examination of the law, legal principles, regulation, compliance and supervision that applies to domestic and international banks and insurance companies. The module also focuses on relevant reforms to the banking and insurance industries.

### Global Banking

The module evaluates the role and function of domestic and global banks and their structure and operations. This is accompanied by a thorough examination of the risks that banks are exposed to, and the various ways to manage them.



### Insurance Markets and Operations

The module examines the principles and practice of insurance and the operation of insurance companies in the life and non-life markets. It provides a solid understanding of all aspects of the nature and role of insurance, from basic principles through to industry practice.

### International Risk Management

This module provides you with the fundamental ideas and tools for thinking about international risk management.

### Modern Finance

You will gain an overview of fundamental topics in the field of finance, including capital structure, corporate value, cost of capital, dividend policy, financial instruments, investment and modern portfolio theory.

### Project

An 8–10,000-word dissertation in the area of finance, banking or insurance.

### Research Methods in Finance and Accounting

Develop your knowledge and competence of the research process, and the application of research methods in the area of finance, banking or insurance.

## OPTION MODULES

Students choose two option modules in their second semester:

### Advanced Topics in Insurance

This module offers an in-depth analysis of selected specialist areas of insurance. It also offers an interactive, computer-based learning experience exploring the fundamental statistical techniques used in risk analysis and risk management.

### Banking Risk and Operations

Acquire a thorough knowledge of domestic and global banks, structures and functions, and gain a sound understanding of the risks that banks are exposed to, and the different techniques applied to manage them.





#### **Financial Derivatives**

This module develops your theoretical understanding of financial derivatives markets. You will price and value financial derivatives from first principles and explore how financial derivative products can be used effectively in risk and investment management applications.

#### **Financial Markets and Institutions**

This module offers detailed coverage and analysis of global financial markets and institutions.

#### **Fixed Income Analysis and Trading**

This module provides the fundamental ideas and tools for thinking about traditional income securities.

#### **Forecasting Markets and Risk Modelling**

This module provides advanced ideas and applications of forecasting markets and risk modelling. These include forecasting, volatility forecasting, univariate and multivariate volatility modelling, risk measures, value at risk, and advance risk modelling methods, which are widely used on trading floors in the financial markets. The module includes extensive computer lab sessions to provide practical experience on using the different models on the trading floor.

#### **International Financial Reporting**

This module will develop your systematic understanding of the principles underlying, and policy issues inherent in, the study of international financial reporting, with particular reference to multinational groups.

#### **Modern Portfolio Management**

You will develop your understanding of contemporary portfolio theory and investment management principles in order to actively manage a range of investment funds used by professional institutional investors and the private wealth management industry.

## **INTERNSHIP OPPORTUNITY**

All students on our full-time business Masters courses can apply to undertake an internship for up to three months, and gain invaluable work experience. The internships, which are with London-based organisations, take place during the summer period. To apply, students must submit a completed application form and a copy of their updated CV to the Business Experience Team; the Team then shortlist from the applications and conduct group meetings with the applicants.

## **ASSOCIATED CAREERS**

The majority of graduates will go into successful careers in the areas of finance, international finance, financial services, investment banking, retail banking, insurance, re-insurance and hedged funds as private client advisors and financial analysts both in the public and private sectors.



## **ENTRY REQUIREMENTS**

Applicants should normally hold a first degree from a recognised institution (minimum Lower Second Class Honours or international equivalent) and demonstrate interest and motivation in the subject area. Alternative professional qualifications with at least three years' relevant professional experience will also be considered. Directly relevant degree disciplines include business studies, economics, geography, management, and operations research. However, students with qualifications in other disciplines such as engineering, environmental sciences, the humanities and languages are also encouraged to apply.

If English is not your first language, you will need an IELTS score of 6.5, with a minimum score of 6 in each element.

## **RELATED COURSES**

- Finance and Accounting MSc
- Global Finance MSc
- Investment and Risk Finance MSc
- Association of Chartered Certified Accountants (ACCA) courses

# THE ASSOCIATION OF CHARTERED CERTIFIED ACCOUNTANTS (ACCA) PAPERS PREPARATION

The Association of Chartered Certified Accountants (ACCA) exams are designed to meet the needs of those aiming for a career in accountancy, enhancing their knowledge, skills and professional competence.

Currently we teach nine of the 14 ACCA exams on part-time evening basis. We do not offer tuition for the five professional-level exams. The classes are designed to cover all material you need to sit the ACCA exams in either June or December.

The University of Westminster is a large institution with campuses around central London and in Harrow. All part-time students can access campuses, libraries and sports facilities. The University also belongs to a consortium of Universities that allow access to their libraries to our students.

## YOUR FUTURE

During your study and once you have passed your ACCA exams, you can look forward to excellent career prospects in a wide range of accountancy-based roles, including chief financial officer, partner in an accounting firm, government finance, forensic accountant, finance director, auditor and business advisor.



## COURSE CONTENT

### Knowledge-level modules

- Accountant in Business (F1)
- Management Accounting (F2/FMA)
- Financial Accounting (F3/FFA)

### Skills-level modules

- Corporate and Business Law (F4)
- Performance Management (F5)
- Taxation (F6)
- Financial Reporting (F7)
- Audit and Assurance (F8)
- Financial Management (F9)

## ENROLMENT

Once you have filled in our application form (online), you will be invited to an enrolment session at Marylebone Campus. Please contact the Westminster Business School registry for further details. Students need to bring with them ID (passport or driving licence) for enrolment. Ideally, they will need to be registered already with ACCA or have the registration process well under way.

"The people running the course won me instantly from the first contact. I enrolled for three modules of the ACCA course having doubts that it might have been too much. However all tutors have been very supportive, professional and knowledgeable and I never had a question not answered. Very modern and technologically equipped facilities in place. From library to classroom to common areas. Very happy with my choice and coming back for next semester."

**Mario Banas**  
ACCA

## ENTRY REQUIREMENTS

To apply for the ACCA, you will need one of the following:

- two A Levels (or overseas equivalent)
- an HND (or overseas equivalent).

If you do not have the correct exam qualifications, you can apply through the mature student entry route. You should contact the Student Education Officer at ACCA Connect for details of the mature entry route, of any exemptions available from previous qualifications and to register with ACCA.

### ACCA Connect

2 Central Quay  
89 Hyde Park Street  
Glasgow G3 8BW  
T: +44 (0)141 582 2000  
F: +44 (0)141 582 2222  
E: [info@accaglobal.com](mailto:info@accaglobal.com)

[accaglobal.com/uk/en.html](http://accaglobal.com/uk/en.html)

Please note that the University does not accept any responsibility for students who have not clarified these details with ACCA.

## INTERNATIONAL STUDENTS

If you are an international student, you can find out the latest information at [ukba.homeoffice.gov.uk/studyingintheuk/](http://ukba.homeoffice.gov.uk/studyingintheuk/)

At the University of Westminster we teach the ACCA on a part-time basis, which means students on this course are not eligible to apply for a Tier 4 (student category) visa. If you already have another category of visa, for example a Tier 2 (work) visa, or you are a dependent on someone else's visa, then you may be able to enrol on our ACCA course.

If you are unsure whether your visa will permit you to study on our ACCA course please contact [tier4visas@westminster.ac.uk](mailto:tier4visas@westminster.ac.uk) in advance and we will verify whether your visa will allow you to enrol. When you come to enrol on your course you will need to present your passport and visa as evidence of your right to study in the UK.

The University of Westminster is a gold standard approved learning partner for ACCA.





# HUMAN RESOURCE MANAGEMENT

Westminster Business School is one of the UK's leading Chartered Institute of Personnel and Development-approved centres. Courses are run for both postgraduates and post-experience students by two departments, the Department of Human Resource Management and the Department of Leadership and Professional Development. These departments cover a range of specialist areas including employee coaching, employment law, international HRM, management development, managing culture and change and reward management.

Currently we offer two courses, both of which lead to Chartered Institute of Personnel Development (CIPD) professional membership. The first is the Human Resource Management MA, delivered on a one-year full-time and two-year part-time basis, aimed at those who are practising human resource management (HRM) or are about to enter the sector. The second is the International Human Resource Management MA, which is a one-year, full-time course mainly – but not exclusively – for participants from outside the UK.

Approximately three-quarters of our students are studying part-time while working in business, consultancy, public sector or not-for-profit organisations. The emphasis in the classroom is on blending theory and practice, problem diagnosis and the selection of managerial tools to provide the best fit with the situation. Classes are often run on a workshop basis, giving the opportunity for participants to pool their experience, as well as drawing on the expertise of the tutors. Students also have the opportunity to develop essential HR practitioner skills by attending a series of practical workshops.

Among our academic staff there is a strong combination of specialist business experience as well as academic qualifications, appropriate for delivering learning outcomes in applied aspects of HRM.

# HUMAN RESOURCE MANAGEMENT MA

## Length of course

One year full-time, starting in September or January. Two years part-time starting in September or January

## Location

Central London (Marylebone)

## Course fees and funding

See [westminster.ac.uk/fees](http://westminster.ac.uk/fees)

## Course Leaders

Cecilie Bingham  
Keith Porter

This course offers interesting and challenging modules and options designed to develop you as an HR professional and adviser. It will suit graduates intending to work in HR, as well as those already working in the field and wanting to advance their careers. Building on your understanding of the theory and practice of HRM techniques, it provides a professionally focused and research-informed blend of academic and practical information, encouraging critical reflection on current HRM approaches. Westminster Business School is a Chartered Institute of Personnel and Development (CIPD) approved centre. The course has been accredited by the CIPD as meeting the 'knowledge criteria' for professional membership. This means that once you have completed the degree and given evidence of your practice in the workplace to the CIPD, you will gain the professional level of Chartered Membership.



## CORE MODULES

### HRM in a Business Context

You will examine the working environment of HR practitioners by analysing the impact of economic, political, social and technological factors.

### Managing Human Resources

You will explore different approaches to the management of human resources and the implications for organisational success.

### Project

The aim of this module is to enable you to develop or evaluate, on the basis of empirical or conceptual research and analytic rigour, a specific area of human resource knowledge.

### Research Methods and Project Preparation

This module aims to develop your knowledge and competence of the research process, and the application of research methods to the area of human resource management.

### Skills of the Manager/Consultant

You will develop the interpersonal management skills and techniques you need to work both as both an internal and external consultant to organisations.



## OPTION MODULES

Choose two of the following CIPD modules:

### Employee Relations

This module encourages you to develop and reflect on your knowledge of UK employee relations from a number of different theoretical and practical perspectives.

### Learning and Development

This module provides you with the theoretical underpinning necessary to critically evaluate both individual and organisational learning processes.

### Organisational Analysis, Design and Development

This module examines the ways in which organisational effectiveness is influenced by structures, technologies, culture, power and attitudes. You will use concepts and modes of analysis to critically evaluate organisational design and development.

### People Resourcing

You will develop your critical awareness of the links between an organisation's need to achieve corporate objectives, and its need for people.

### Reward Management

This module focuses on the management of reward systems, critically analysing the links between reward systems and employee behaviour, through the use of theory and case studies.

You will also choose two from the following additional option modules:

### Assessment and Individual Differences at Work

This module focuses on a critical exploration of good practice in assessment at work.

### Contemporary Issues in Strategic HRM

The module focuses on the evolving role of Strategic Human Resource Management (SHRM) in an environment of unprecedented economic uncertainty and intensification of competition driven by advances in globalisation.

### Designing and Delivering Training

The module provides you with the theoretical underpinning necessary to understand the processes of designing and delivering effective training.





### Employment Law for HR Practitioners in England and Wales

You will develop your knowledge of, and ability to evaluate, UK employment law requirements.

### International HRM

This module concentrates on the international context of HRM, and the policies and procedures that organisations need to devise when designing international human resource strategies.

### Management Development

The module provides you with the ability to critically appreciate the philosophies, theories, models and techniques underpinning the management development processes at both the corporate and individual levels.

### Managing Culture and Change

You will examine the ways in which corporate cultures impact on the management of organisational change. Through a critical analysis of relevant concepts, models and methods, you will develop the skills to manage change within different organisational environments.

### Managing Diversity and Equality in Employment

This module explores and considers the structure and implications of difference and inequality within the employment relationship by examining the historical, sociological, economic and psychological basis of discrimination.

## INTERNSHIP OPPORTUNITY

All students on our full-time business Masters courses can apply to undertake an internship for up to three months, and gain invaluable work experience. The internships, which are with London-based organisations, take place during the summer period. To apply, students must submit a completed application form and a copy of their updated CV to the Business Experience Team; the Team then shortlist from the applications and conduct group meetings with the applicants.

## ASSOCIATED CAREERS

After completing the course you can expect to develop your career within HRM, either in the UK or abroad. Providing a higher degree qualification in a well-established management area, the course will enable you to enhance your career prospects and marketability in the professional practice of HRM. Past students have become consultants (internal and external), HR managers, compensation and benefits managers, change management specialists, HR business partners, operations managers, civil servants and mediators. Employers of our students include the BBC, Cap Gemini, Linklaters, PwC and the Royal Household.

"As an international student I was looking for a Masters that would offer me an experience and education that I could utilise worldwide. Westminster was a simple choice for me, knowing the superior level of education, top-quality professors and fabulous location it offered. The culturally diverse group of classmates held various levels of professional experience, which enriched my learning as we continued to develop and challenge each other. Having completed the course specialising in employee relations, I have acquired an education which led me to a fulfilling career rather than a short-term job. As a management consultant in an employment services firm, I work with local and international clients and have continued to develop my practical experience in employee relations, policy development, recruitment and performance management."

**Vanessa De Silva**

Management Consultant,  
Expertise Limited, Bermuda

## RELATED COURSE

- International Human Resource Management MA

## ENTRY REQUIREMENTS

Applicants should normally hold a first degree from a recognised institution (minimum Lower Second Class Honours or international equivalent) and demonstrate interest and motivation in the subject area. Alternatively, applicants holding professional qualifications and with at least three years' relevant experience will also be considered. Directly relevant degree disciplines include business studies, economics, geography, management, and operations research. However, students with qualifications in other disciplines such as engineering, environmental sciences, the humanities and languages are also encouraged to apply.

If English is not your first language, you will need an IELTS score of 6.5, with a minimum score of 6 in each element.

# INTERNATIONAL HUMAN RESOURCE MANAGEMENT MA

## Length of course

One year full-time, starting in September

## Location

Central London (Marylebone)

## Course fees and funding

See [westminster.ac.uk/fees](http://westminster.ac.uk/fees)

## Course Leader

Cecilie Bingham

The course is designed to appeal to candidates from outside the UK wishing to pursue or enhance a career in HRM that has, or may have, an international dimension. You will study an interesting range of modules focusing on international comparative HRM, international personnel management and organisational analysis and development. This MA specifically enables the building of a body of practical skills and theoretical knowledge around the management of organisations within different international contexts, allowing you to acquire a coherent, specialised body of relevant knowledge. Westminster Business School is an approved centre for the Chartered Institute of Personnel and Development (CIPD) and this course has been accredited by the CIPD as meeting the knowledge criteria for professional membership. This means that once you have passed the degree and given the CIPD evidence of your practice in the workplace you will gain the professional level of Chartered Membership.



## COURSE CONTENT

You will be exposed to a wide range of contemporary perspectives on key developments in and around international human resource management and organisational analysis, providing access to a range of alternative academic and practitioner views. You will explore relevant issues and what these mean for individuals and organisations at local, national and international levels.

## CORE MODULES

### Comparative Employment Relations

You will analyse how people are managed – and the HR practices and employee relations systems that are adopted – in different cultures.

### HRM in a Business Context

You will examine the working environment of HR practitioners by analysing the impact of economic, political, social and technological factors.

### International HRM

This module concentrates on the international context of HRM, and the policies and procedures that organisations need to devise when designing international human resource strategies.

### Managing Human Resources

You will explore different approaches to the management of human resources and the implications for organisational success.

### Organisational Analysis, Design and Development

This module examines the academic ways in which organisational effectiveness is influenced by structures, technologies, culture, power and attitudes. You will use concepts and modes of analysis to critically evaluate organisational design and development.

## Project

The aim of the project is to enable students to develop or evaluate, on the basis of empirical or conceptual research and analytic rigour, a specific area of human resource knowledge.

## Research Methods and Project Preparation

This module aims to develop your knowledge and competence about the research process, and the application of research methods to the area of international human resource management.

## Skills of the Manager/Consultant

This module will help you to develop the interpersonal management skills and techniques you need to work as both an internal and external consultant to organisations.

## OPTION MODULES

Choose one of the following:

### Learning and Development

This module provides you with the theoretical underpinning necessary to critically evaluate both individual and organisational learning processes.

### People Resourcing

You will develop your critical awareness of the links between an organisation's need to achieve corporate objectives, and its need for people.

### Reward Management

This module focuses on the management of reward systems, critically analysing the links between reward systems and employee behaviour, through the use of theory and case studies.





## INTERNSHIP OPPORTUNITY

All students on our full-time business Masters courses can apply to undertake an internship for up to three months, and gain invaluable work experience. The internships, which are with London-based organisations, take place during the summer period. To apply, students must submit a completed application form and a copy of their updated CV to the Business Experience Team; the Team then shortlist from the applications and conduct group meetings with the applicants.

## ASSOCIATED CAREERS

Those completing the course can expect to find employment within HRM, either in the UK or abroad. Providing a higher degree qualification in a well-established management area, the course enhances your career prospects and marketability in the professional practice of international HRM. Past students have gone on to become consultants (internal and external), HR managers, compensation and benefits managers, change management specialists, HR business partners, operations managers, civil servants, and mediators. Companies that have employed our students include, Cap Gemini, PwC, Transport for London, and Visa.



## ENTRY REQUIREMENTS

Applicants should normally hold a first degree from a recognised institution (minimum Lower Second Class Honours or international equivalent) and demonstrate interest and motivation in the subject area. Alternative professional qualifications with at least three years' relevant professional experience will also be considered. Directly relevant degree disciplines include business studies, economics, geography, management, and operations research. However, students with qualifications in other disciplines such as engineering, environmental sciences, the humanities and languages are also encouraged to apply.

If English is not your first language, you will need an IELTS score of 6.5, with a minimum score of 6 in each element.

## RELATED COURSE

- Human Resource Management MA



# MANAGEMENT AND LEADERSHIP

At Westminster Business School we use the best in real-world applications combined with conceptual knowledge and academic theory to produce leading-edge practitioners who can make a real impact on their businesses. We offer a friendly, supportive and exciting atmosphere in the heart of London. We will equip you with the skills you need to work in an international business environment. Our management programmes are designed with current business demands in mind and are in line with our high academic standards.



# GOVERNING, LEADING AND MANAGING IN HEALTHCARE MSc

## Length of course

Certificate part-time – one year  
Diploma part-time – two years  
MSc part-time – three or four years

## Location

Central London (Marylebone)

## Course fees and funding

See [westminster.ac.uk/fees](http://westminster.ac.uk/fees)

## Course Leader

Joy Tweed

If you work in healthcare management in a governance-related role and would like to increase your knowledge and skills within this increasingly important area of healthcare management and leadership, this course is ideal for you.

You will gain an academic qualification that:

- equips you to work at a senior level
- is focused on the specific challenges you face in your workplace.

You will also benefit from a flexible programme of learning that delivers direct benefits to your employing organisation, requires only limited absence from the workplace and delivers a recognised qualification at each stage.

The programme comprises three stages – Postgraduate Certificate (three modules), Postgraduate Diploma (an additional three modules) and the MSc (a further two modules). Each module typically requires four or five days attendance at the University each semester.



## MODULES

The following modules are indicative of what you will study on this course. For more details on course structure and modules, and how you will be taught and assessed, please visit our website.

## POSTGRADUATE CERTIFICATE (THREE MODULES)

### Individual and Professional Development (20 credits – Core)

This introductory module establishes the participants' professional and organisational learning needs. It involves 360° feedback, exploration of transformational leadership, action-learning sets and work-based learning. The participants map their previous professional development and carry out a needs analysis using the Real World Group Transformational Leadership 360° Questionnaire. They receive individual coaching on their questionnaire report.

### Clinical Governance and the Quality Framework (20 credits)

This module traces the development and implications for practice of Clinical Governance and the current quality framework, including quality improvement, quality standards and accounts, patient and public involvement, clinical audit, and regulation.

### Integrated Governance within Healthcare Communities (20 credits)

This module builds on the Clinical Governance module to consider in greater depth different aspects of governance, clinical, financial and corporate, recognising their interdependence. While governance is ultimately the responsibility of the board, this module looks at both the role of the board but also of others in the organisation in providing the structures and processes for ensuring safe and effective care. This module will help identify what 'good governance' might look like, as well as looking at what lessons can be learnt from case studies of governance failures. Highly topical, this module will reflect the latest developments in healthcare governance.



## POSTGRADUATE DIPLOMA (TWO OR THREE MODULES)

### **Critical Inquiry in Practice (20 credits – Core)**

During this module, participants learn methods of critical inquiry, analysis and appraisal to develop an understanding of how evidence is used in health and social care practice. They undertake a critical analysis of the construction, location, management and appraisal of knowledge for professional practice.

Plus either the following modules:

### **Negotiated Learning Module (Institute of Healthcare Management Managers' Portfolio) (40 credits)**

This module is run in partnership with the Royal Society for Public Health and the Institute of Healthcare Management. Participants explore Professional Behaviours (How a manager makes an impact), Professional Knowledge and Skills (How a manager works) and Professional Practice (What a manager does). They construct a workplace-focused portfolio of reflection and activity in the context of Institute of Healthcare Management's Professional Practice Framework.

### **Health Policy (20 credits)**

This module provides an in-depth analysis of health policy design and implementation. Participants are given the opportunity to develop their skills in critical assessment of the policy process both at a national and an organisational level.

### **Organisational Analysis and Professional Practice (20 credits)**

Adopting a social science perspective, this module provides insight into key aspects of how organisations function in terms of their structure, culture and the dynamics of change, along with how these factors impact on the behaviour of an organisation's members and the effectiveness of managers in managing others.



## MSc (TWO MODULES)

### **Learning in Context (Strategic Leadership in Health and Social Care) (20 credits – Core)**

Exploring strategic leadership behaviours, goals and theories through case studies and workplace learning, this module provides an opportunity for participants to investigate internal and external processes, visions and successes in their own organisation and other organisations and to develop a critical analyses of the outcomes.

### **Work-based Inquiry Project (40 credits – Core)**

This module equips participants to research and report findings and recommendations that are directly relevant to their employing organisation. It provides the opportunity for them to make a significant contribution to management and leadership in practice, while their organisations benefit from the outputs and recommendations of a robust research project.

## ASSOCIATED CAREERS

Graduates from this course have been able to gain promotion in their own organisation or to gain new positions elsewhere. When you graduate you will be better equipped to take up a senior leadership position in the sphere of healthcare quality and assurance, including roles in patient safety, clinical governance, audit and risk management.

## ENTRY REQUIREMENTS

Participants admitted to this course will normally have:

- A relevant undergraduate qualification or equivalent relevant professional qualification and have at least two years work-based experience in relevant employment; or relevant professional/work-based experience of at least five years, including two years in a role that involves leading and managing others in a relevant context (ie employment in the health and social care sector)
- A reference from the employer showing support for their participation.

For applicants who have not received their secondary education in the medium of English, a score of 6.5 in the British Council IELTS test (including a minimum score of 6.5 in the written component), or equivalent language assessment.

The Professional Practice framework is designed to include for accreditation of prior/concurrent certificated learning that has not already been included in a Higher Education degree award, and/or learning in the workplace and CPD (APL) relevant to a particular course and its thematic direction. Individual participants are invited to discuss the possibilities prior to admission. For groups supported by an organisation this will be discussed with the employer as part of course negotiation.



# LEADERSHIP (ADVANCED PROFESSIONAL PRACTICE) MSc

## Length of course

Two years part-time, starting in September

## Location

Central London (Marylebone)

## Course fees and funding

See [westminster.ac.uk/fees](http://westminster.ac.uk/fees)

## Course Leader

Dr Ruth Sacks

The Leadership MSc has been specifically designed for experienced managers and professionals to focus on the development of their leadership skills.

Your and your peers' experience will be used as the basis for the learning throughout the programme.

Studying on the course involves working with your current organisational challenges in real time using the learning sessions as opportunities for analysis, critical reflection, planning and review. As your projects progress, change or indeed stall, you will be able to use the resources of the programme to explore ways of addressing these challenges with encouragement and support from your team and the Westminster academics.

The course will give you the opportunity to explore and review the leadership processes at work in the projects you are working on, using both new and familiar models. You will develop the confidence to critically reflect and analyse leadership styles and approaches, which in turn will enhance your understanding of the drivers of individual and team performance.



As you develop your leadership skills whilst on this programme, we expect that the direction of your learning may change. The course is designed to take this into consideration and you will be expected to take a proactive role in designing your learning journey.

A range of organisations will be represented on the programme, which will enrich dialogue, and challenge your understanding of how leadership is interpreted and enacted in a variety of contexts and situations.

In order to deepen your understanding and analysis of alternative perspectives, each module will enable you to work on different projects that are under your control or influence.

We start with your practice and critically reflect on the realities of professional life with a different lens enriched by the theories and approaches you select which can make a difference to the success of the project and your learning as a leader.

You will bring your challenges to the course to examine and explore them using a range of tools, models and techniques to develop and enhance your strategies for making the best use of what you have. You will also investigate how these models work in your organisation, their relevance and value.

In Action Learning Sets, you will practice processes to support your reflection, facilitation and action planning skills.

You will be expected to read widely in order to demonstrate understanding of and insight into a range of theoretical frameworks. You will also be expected to be open and committed to personal change and development, and be willing to challenge your beliefs and values, to gain the most out of this course.



## COURSE CONTENT

- The combination of intensive three day learning sessions, one to one tutorials and Action Learning Sets, along with your own studies and professional experiences will support and confront your approach to leadership, the projects you are working with and current professional challenges
- You will develop through debate, study and Action Learning Sets your understanding of the skills of leadership in other contexts and how those can enhance your performance
- Through learning and sharing experiences with others from different professional situations you will be able to engage in activities and methodologies, which will challenge and test your perspectives. Your approach to leadership, management and change will benefit from day one.

Each module takes place over three consecutive days. These intensive learning sessions will include a range of experiential activities, presentations and development opportunities. You will be encouraged to focus on a current project or initiative in order to debate and reflect on the relationships between leadership, learning and their impact on performance.

Your studies will enable you to take time to reflect and review each project with the support and encouragement of your Action Learning Set colleagues in real time. Through this process you will take on a role of internal consultant and at the end of each module be able to provide relevant conclusions and recommendations to your company including the outcomes of your learning.

## MODULES

The following modules are indicative of what you will study on this course. For more details on course structure and modules, and how you will be taught and assessed, please visit the course page on our website.

### STAGE ONE: THE CERTIFICATE LEVEL

#### Module One: Individual and Professional Development

Everyone is different. In this module we will debate what it means to be a leader in your professional context. You will begin to define how you want to shape your learning journey during this period of study. Each participant will consider the choices and challenges they deal with.

During this module you will:

- Focus on your development and understanding of leadership in your professional context
- Receive 360° feedback from colleagues and peers at work, receive focused coaching as a result of the outcomes of the TLQ™ questionnaire (Transformational Leadership Questionnaire)
- You will be (re)introduced to key academic skills for evaluative reflection and critique, work-based and peer learning techniques, reading and analysing academic texts, and writing for academic and professional audiences.

#### Module Two: Learning in Context (Leading and Managing Change)

Working on a current project or organisational issue, your focus will be on the role of leaders designing, supporting and promoting organisational change.

You will work on the project acting as an internal consultant to your company. The course participants, activities and events will serve as sounding boards and test beds. The aim is to offer you a space to explore a deep, critical and systematic understanding of Leading and Managing Change and its interrelationships with all other organisational areas.



### STAGE TWO: THE DIPLOMA LEVEL

#### Module Three: Critical Inquiry in Practice

You will work on pragmatic yet rigorous approaches to research in relation to leadership issues. You will learn to develop high quality academic and corporate research outputs that will enhance your professional practice and deepen your understanding of appropriate research practices and their implementation in the workplace.

This module aims to help you to develop your knowledge, understanding and expertise in relation to the concepts, methods, debates and values in leadership literature and leadership research. You will feel confident to conduct research into issues and practices effectively and responsibly. This module aims to foster a culture of collaborative inquiry in research within and across subjects and disciplines and, where appropriate, organisations.

#### Module Four: Negotiated Learning

The aim of this module is to provide an opportunity for you to develop an area of your practice in leadership through self-planned activity, negotiated with relevant workplace colleagues such as your line manager, that demonstrates the attributes of Masters level working.

The module provides an opportunity for you to approach learning experientially through planning strategies and milestones, self-appraisal and review, applied to an activity or study relevant to your work. A key outcome from this module is the contribution to your workplace, developed and implemented with the support of managers and relevant colleagues.

### STAGE THREE: THE MSc LEVEL

#### The Work-based Inquiry Project

This final module draws together your learning from the programme. It will include Action Learning Sets as well as tutorial support. Your project will consolidate the skills of practice or work-orientated research, including analysing data and making work-relevant judgments, and reporting the findings and recommendations in formats adequate to your profession/business sector.

The project work provides the opportunity for you to make a significant contribution to your organisation through the recommendations and outputs of your robust inquiry into the current issue. As part of the module you will prepare a project proposal, including addressing main ethical considerations.

## ASSOCIATED CAREERS

When you graduate you will be better equipped to take up a senior leadership position within or outside your organisation.



## ENTRY REQUIREMENTS

This programme is open to participants who have a relevant undergraduate qualification (as a minimum) or equivalent relevant professional qualification and have at least five years work-based experience in paid employment or voluntary work with some responsibility for managing others.

Alternatively, participants will have relevant professional/work-based experience of at least five years, including two years in a role that involves general leadership responsibilities and/or leadership responsibilities for a project of organisational or professional significance.

You will normally be interviewed and, depending on circumstances, you may be asked to take the Graduate Management Admissions Test (GMAT) and achieve a score of 600.

All applicants will be required to provide reference from their employer showing support for their participation on the programme.

For applicants who have not received their secondary education in the medium of English, a score of 6.5 in the British Council IELTS test (including a minimum score of 6.5 in the written component), or equivalent language assessment.



# LEADING AND MANAGING HEALTH AND SOCIAL CARE (ADVANCED PROFESSIONAL PRACTICE) MSc

## Length of course

Certificate – one year part-time  
Diploma – two years part-time  
MSc – three or four years part-time

## Location

Central London (Marylebone)

## Course fees and funding

See [westminster.ac.uk/fees](http://westminster.ac.uk/fees)

## Course Leaders

Mary Webb  
Email: [m.webb@westminster.ac.uk](mailto:m.webb@westminster.ac.uk)

David Goosey  
Email: [d.goosey@westminster.ac.uk](mailto:d.goosey@westminster.ac.uk)

If you are an organisation or team leader or manager in healthcare, social work or social care, whether in local government, the NHS, the voluntary or private sectors, this course is ideal for you.

This academic qualification focuses on:

- the specific challenges you face in your workplace
- how to equip you to work at a senior level
- direct benefits to your employing organisation.

You will benefit from a flexible programme of learning that requires only limited absence from the workplace and delivers a recognised qualification at each stage.



## COURSE CONTENT

Delivered through a series of workplace-focused modules, this three-stage MSc is designed for health and social care professionals responsible for leadership and management of teams and organisations in local government, the NHS, third or private sectors.

All credited assignments relate directly to participants' professional duties, providing tangible benefits to their employing organisations.

The Programme comprises three consecutive stages:

- Postgraduate Certificate (three modules)
- Postgraduate Diploma (an additional two modules)
- MSc (a further two modules)

Each module typically requires four or five days attendance at the University over several months.

Participants can choose the Postgraduate Certificate, the Postgraduate Diploma or the full MSc programme (each stage takes one year).

## MODULES

The following modules are indicative of what you will study on this course. All modules are available as stand-alone short courses. For more details on course structure and modules, and how you will be taught and assessed, please visit our website or contact the course leaders.

## POSTGRADUATE CERTIFICATE (THREE MODULES)

### Individual and Professional Development (20 credits – Core)

This introductory module establishes participants' professional and organisational learning needs. It involves 360° feedback, exploration of transformational leadership, action-learning sets and work-based learning. Participants map their previous professional development and carry out a needs analysis using the Real World Group Transformational Leadership 360° Questionnaire. They receive individual coaching on their questionnaire report.

Plus a choice of two from:

### Learning in Context (Leading and Managing Change) (20 credits – Core)

This module provides the context for leading and managing change in health and social care. Participants explore theories about, practice of and research into organisational change. They identify and test the most appropriate leadership and management styles for implementing and embedding change in the health and social care sector, practice using analytical change management tools and examine the obstacles to successful change management.

### Learning in Context (Managing Resources) (20 credits – Core)

Designed to boost participants' skills, experience and understanding of financial, human, information and administrative resource management, this module explores competing perspectives on resource management, and the participants' roles in leading and managing resources at work. Evidence-based practical tools are used to equip participants to manage resources more effectively and efficiently in their own organisations.



#### **Learning in Context (Supervision in a Professional Context) (20 credits – Core)**

This module covers facilitating learning, critical reflection, engaging with risk and risk management, along with coaching, mentoring and feedback in the context of critical professional practice in health and social care.

#### **Learning in Context (Clinical Governance) (20 credits – Core)**

This module traces the development and implementation of public sector governance and the current quality frameworks: inspections, regulation, audit, managing complaints, quality improvement, quality standards and accounts. It addresses managing and leading service user, patient and public involvement.

### **POSTGRADUATE DIPLOMA (TWO MODULES)**

#### **Critical Inquiry in Practice (20 credits – Core)**

During this module, participants learn methods of critical inquiry, analysis and appraisal to develop an understanding of how evidence is used in health and social care practice. They undertake a critical analysis of the construction, location, management and appraisal of knowledge for professional practice.

#### **Negotiated Learning Module (Institute of Healthcare Management Managers' Portfolio) (40 credits – Core)**

This module is run in partnership with the Royal Society for Public Health and the Institute of Healthcare Management.

Participants explore Professional Behaviours (How a manager makes an impact), Professional Knowledge and Skills (How a manager works) and Professional Practice (What a manager does). They construct a workplace-focussed portfolio of reflection and activity in the context of Institute of Healthcare Management's Professional Practice Framework.

### **MSc (TWO MODULES)**

#### **Learning in Context (Strategic Leadership in Health and Social Care) (20 credits – Core)**

Exploring strategic leadership behaviours, goals and theories through case studies and workplace learning, this module provides an opportunity for participants to investigate internal and external processes, visions and successes in their own organisation and other organisations and to develop a critical analyses of the outcomes.

#### **Work-based Inquiry Project (40 credits – Core)**

This module equips participants to research and report findings and recommendations that are directly relevant to their employing organisation. It provides the opportunity for them to make a significant contribution to management and leadership in practice, while their organisations benefit from the outputs and recommendations of a robust research project.

### **ASSOCIATED CAREERS**

Graduates from this course have been able to gain promotion in their own organisation or to gain new positions elsewhere. When you graduate you will be better equipped to take up a senior leadership position in the sphere of healthcare and social care management.

### **ENTRY REQUIREMENTS**

This course is designed for groups of employees coming from the same organisation, and individuals whose work context is appropriate to the sector and role.

Participants admitted to this course will normally have:

- A relevant undergraduate qualification or equivalent relevant professional qualification and have at least two-year work-based experience in relevant employment or voluntary work with some responsibility for managing others or
- Relevant professional/work-based experience of at least five years, including two years in a role that involves leading and managing others in a relevant context (a relevant context is employment or voluntary work in the health and social care sector).
- For applicants who have not received their secondary education in the medium of English, a score of 6.5 in the British Council IELTS test (including a minimum score of 6.5 in the written component), or equivalent language assessment.
- A reference from their employer showing support for their participation.

The Professional Practice framework is designed to include for accreditation of prior / concurrent certificated learning that has not already been included in a Higher Education degree award, and/or learning in the workplace and CPD (APL) relevant to a particular course and its thematic direction. Individual participants are invited to discuss the possibilities prior to admission. For groups support by an employer, this will be discussed with the employer as part of course negotiation.

Those who intend to seek recognition from the College of Social Work for post qualifying training, must demonstrate that they are a Registered Social Worker with the Health and Care Professions Council from the point of entry onto the course until they are awarded. A separate enrolment fee for recognition from the College of Social Work may apply.

Those who intend to seek the Accredited Managers Award from the Institute of Healthcare Management, they must gain Membership of the Institute at the beginning of the course and maintain that membership. A separate fee for Membership and the Accredited Managers Award assessment may apply.



# MANAGEMENT MA

## Length of course

Postgraduate Certificate – one year, starting in September or January

Postgraduate Diploma – 18 months, starting in September or January

MA full-time – one year, starting in September or January

MA part-time – two years, starting in September or January

MA Advanced Standing part-time – one year, starting in September or January

## Location

Central London (Marylebone)

## Course fees and funding

See [westminster.ac.uk/fees](http://westminster.ac.uk/fees)

## Course Leader

Keith Patrick

## Deputy Course Leader

Nuala O'Sullivan

This course is designed to develop the general management skills you need in the rapidly changing economic environment. As well as giving you the underpinning knowledge and understanding required to operate effectively in a managerial role, the course will develop your analysis, problem-solving and proactive-thinking skills. As the course progresses, the emphasis evolves from an operational to a strategic approach.

Students who successfully complete the MA are eligible for membership of the corporate body, the Chartered Management Institute (CMI).



# COURSE CONTENT

MA students – take all nine modules

MA Advanced Standing students – take the final three modules

Postgraduate Certificate students – three of the first six modules listed

Postgraduate Diploma students – all six of the first six modules listed

## CORE MODULES

### Analysis of the Business Environment

You will study the main features of the economic and financial environment of the firm, with the aid of common analytical tools and the development of analytical and quantitative skills relevant to managerial decision making.

### Financial Analysis for Managers

In this module you will focus on the interpretation of corporate financial reports, and develop the confidence and expertise to use financial techniques and concepts in business decision making.



### Human Resource Management

You will develop the skills and competencies to carry out the Human Resource Management (HRM) element of your role and work effectively with HRM specialists. You will explore different approaches to the management of human resources and the implications of HRM decision making for organisational success.

### Managers and Organisations

This module will give you an understanding of how organisations work and how to use that knowledge as an effective manager.

### Managing Operations, Information and Knowledge

This module is all about running the organisation more effectively and efficiently, by exploiting internal and external information. It develops your critical understanding of the sources and application of information from a managerial perspective, and examines specific issues of managing operations.

### Marketing for Managers

This module provides you with a grounding in the knowledge, theory and practice of marketing as applied by managers in organisational situations. It is focused on the development of effective market-oriented managerial thinking. Marketing-related tools, frameworks, strategies and tactics are introduced, developed and applied.

### Strategic Management

This module will introduce you to the principles and practices of strategic management.

### Business Research Methods

The module aims to develop your knowledge of and competence in the research process and the application of research methods in the area of business and management. It covers qualitative and quantitative research methods, and considers the contexts within which different methods are useful and how they should be applied in practice. It focuses on research design, data collection and analysis, and the presentation of findings.



### Project

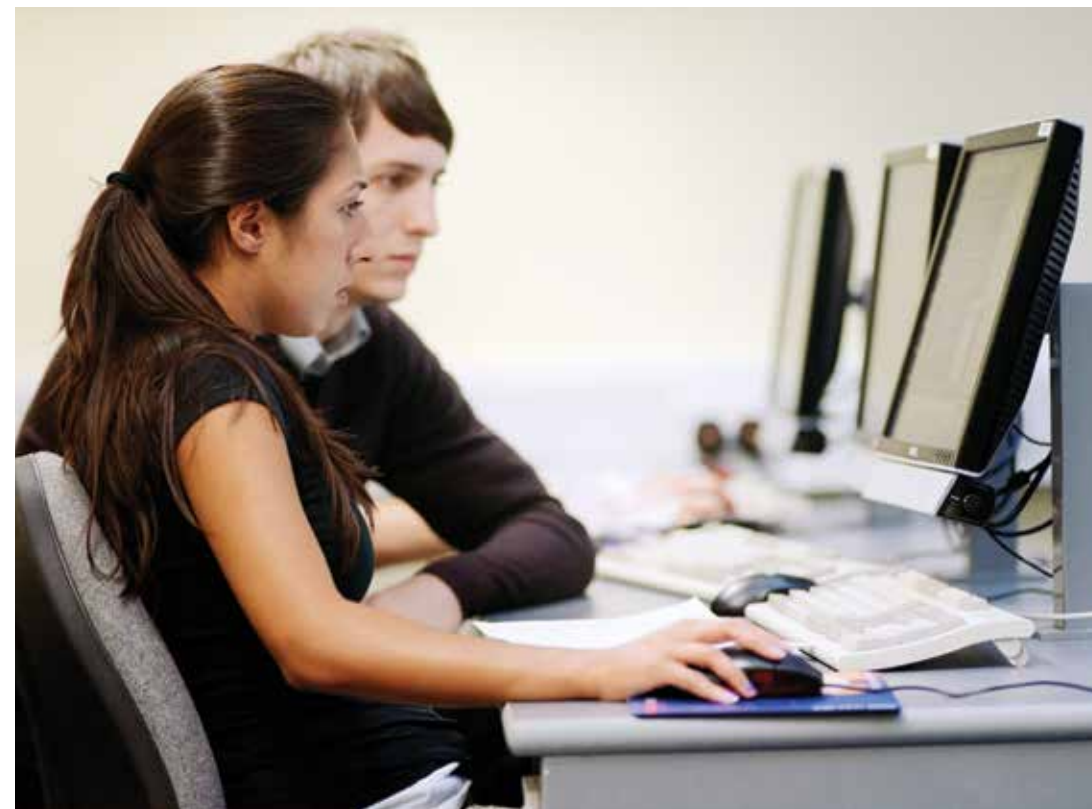
This module involves extensive research in a chosen topic. It will enable you to demonstrate your ability to work autonomously, and to apply the theory learnt during the course to a substantial real-life problem.

### INTERNSHIP OPPORTUNITY

All students on our full-time business Masters courses can apply to undertake an internship for up to three months, and gain invaluable work experience. The internships, which are with London-based organisations, take place during the summer period. To apply, students must submit a completed application form and a copy of their updated CV to the Business Experience Team; the Team then shortlist from the applications and conduct group meetings and preparatory workshops with applicants prior to role allocation.

### ASSOCIATED CAREERS

Our graduates occupy a variety of roles in both multinational organisations and small and medium-size enterprises. When you graduate, you will be equipped to pursue a career in specialist areas of business, including financial services, operations, human resources, sales and marketing. Some of our graduates are employed in companies such as Accenture, Procter & Gamble and Unilever as well as the NHS and local councils.



### ENTRY REQUIREMENTS

Applicants should normally hold a first degree from a recognised institution (minimum Lower Second Class Honours or international equivalent) and demonstrate interest and motivation in the subject area. Alternative professional qualifications with at least three years' relevant professional experience will also be considered. Directly relevant degree disciplines include business studies, economics, geography, management, and operations research. However, students with qualifications in other disciplines such as engineering, environmental sciences, the humanities and languages are also encouraged to apply.

If English is not your first language, you will need an IELTS score of 6.5, with a minimum score of 6 in each element.

### RELATED COURSES

- International Business and Management MA
- MBA



# INTERNATIONAL BUSINESS AND MANAGEMENT MA

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## Length of course

One year full-time, starting in September or January

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## Location

Central London (Marylebone)

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## Course fees and funding

See [westminster.ac.uk/fees](http://westminster.ac.uk/fees)

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## Course Leader

Richard West

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Easier communication, more efficient international transportation, the relocation of production and services, and a significant increase in economic migration have made the study of international business and management increasingly relevant.

This course attracts students from every corner of the globe and reflects the main areas of international business. It integrates theoretical knowledge with practical enterprise skills in a global context, and also gives you the chance to develop your knowledge and management skills so that you can pursue a career in multinational companies, overseas trade and international organisations.

The course includes an extended fieldtrip to study global companies operating in different European cities.



## CORE MODULES

### Aspects of International Marketing

This module will help you to understand the role of marketing in the international business world of the 21st century.

### Business Research Methods

The module aims to develop your knowledge and competence of the research process and the application of research methods in the area of business and management.

### Financial Analysis for Managers

In this module you will focus on the interpretation of corporate financial reports, and develop the confidence and expertise to use financial techniques and concepts in business decision making.

### Human Resource Strategies for the International Manager

This module aims to help you identify your likely future roles as a manager, and the contribution of HR management to organisation objectives.

### Information Management

This module will help you to understand information systems, assess the different information needs of organisations, and enable you to assess the increasing importance of e-business in the commercial world.

### International Business Strategy

The module offers a critical, theoretically informed review of the practices of international business management.

### International Economics

This module has been designed to enhance your understanding of the contemporary international economy and of evolving issues and trends in the global business environment. You will cover a range of topics, including international finance and trade, economic integration, foreign investment, international economic institutions, and environmental issues.

### Project

The purpose of this module is to test your analytical skills and motivation. It is also designed to develop your ability to organise a systematic study of a theme, time management and presentation skills. The project is expected to reflect both a high order of independence in thinking, and proficiency of execution of an academic task.

## OPTION MODULES

You can also choose one module from the University's postgraduate programme, subject to approval by the Course Leader.



## INTERNSHIP OPPORTUNITY

All students on our full-time business Masters courses can apply to undertake an internship for up to three months, and gain invaluable work experience. The internships, which are with London-based organisations, take place during the summer period. To apply, students must submit a completed application form and a copy of their updated CV to the Business Experience Team; the Team then shortlist from the applications and conduct group meetings with the applicants.

## ASSOCIATED CAREERS

Our international courses equip you with the knowledge and management skills to pursue a career in multinational companies, overseas trade and any international organisation in general management. Graduates also work in relevant aspects of the economics of international business, or as international finance specialists. Many graduates return to their countries of origin and are employed in developing international business opportunities, government or NGO institutions. A significant number of students also go on to study for PhDs.



## ENTRY REQUIREMENTS

Applicants should normally hold a first degree from a recognised institution (minimum Lower Second Class Honours or international equivalent) and demonstrate interest and motivation in the subject area. Alternative professional qualifications with at least three years' relevant professional experience will also be considered. Directly relevant degree disciplines include business studies, economics, geography, management, and operations research. However, students with qualifications in other disciplines such as engineering, environmental sciences, the humanities and languages are also encouraged to apply.

If English is not your first language, you will need an IELTS score of 6.5, with a minimum score of 6 in each element.

## RELATED COURSES

- Global Finance MSc
- International Economic Policy and Analysis MA/MSc



# INTERNATIONAL DEVELOPMENT MANAGEMENT MSc

## Length of course

One year full-time, starting in September or January

## Location

Central London (Marylebone)

## Course fees and funding

See [westminster.ac.uk/fees](http://westminster.ac.uk/fees)

## Course Leader

Dr Ola Sholarin

How does speculative trading in consumable items by multinational institutions translate into unaffordable food prices, even among major exporters of agricultural produce? Given its potential to double annual food production in so many countries, what would it take to enhance gender equality across the globe and achieve improved living standards for all? In seeking self-reliance and balanced economic growth, is selective aid assistance a better option than free trade or aid for trade? With over \$500 billion being remitted home by migrant workers from across the globe, where lies the balance between brain drain and brain gain?

And given the ongoing global financial crisis and the costly environmental disasters that continue to ravage our planet, what is the optimal recipe for achieving sustainable growth and equitable development for all?

This course gives you the opportunity to get involved in the discussion to find solutions to these and future challenges.



## COURSE CONTENT

Our regular contributors to teaching and learning activities include experienced field practitioners drawn from international development organisations and NGOs. You will also have access to official project materials from the World Bank, International Monetary Fund and other development agencies for real-life simulation and group-based activities.

You will have the opportunity to enrol on the PRINCE2 foundation certificate (recognised in more than 150 countries worldwide) to gain an additional professional qualification in project management free of charge, and eligible students may also be able to take part in a field-based internship programme within or outside the UK during University vacations.

## CORE MODULES

### Current Issues in International Development

This module will track and highlight current issues within the field of international development, and challenge you to engage in critical analysis of their socio-economic impact. It will also strengthen your ability to appraise their policy implications and sharpen your capacity to proffer effective and sustainable solutions in addressing such issues.



### Development Economics and policy

By exploring the concepts and theories that have been developed and applied by economists to the study of the problems of developing countries, this module explores the implications for the framing of development policy.

### Human Resource Strategies for the International Manager

This module introduces you to the key human resource management concepts at international and national levels.

### International Development Finance

This module will introduce new concepts in development financing techniques. You will acquire the skills to understand modern project financing techniques, enhancing your ability to effectively manage and complete development projects in the face of the ongoing global financial austerity threats.

### Managing Data

This module will provide the necessary skills you will need to analyse and interpret development data, and to use those skills to enhance the decision-making process.

### Managing Development Interventions

This module will provide the conceptual and practical skills you will need to evaluate various tools and techniques appropriate for managing development interventions at regional and global levels. Using appropriate case studies, it will also provide you with the skills to appraise and manage national and international NGO-sponsored, government-sponsored and privately sponsored projects.

### Project

An 8–10,000-word dissertation in the area of international development management.

### Research Methods

You will acquire the skills necessary to complete your final year project. Essentially, this module will develop your competence in research design, information gathering and questionnaire structuring. It will also develop your understanding of quantitative and qualitative research methods, and how they can be applied.



## OPTION MODULES

You can choose one option module from the University's postgraduate programme, subject to approval by the Course Leader. This gives the unique benefit of allowing you to choose according to your past academic studies, work experience or, perhaps, in line with your future career pathways or interests.

## SUMMARY OF COURSE FEATURES

The key features of this programme are summarised below:

- you will be provided with induction sessions in core aspects of the course to help you ease into the programme effortlessly before the course commences
- you will be offered (PRINCE2) additional qualification free of charge. Students on the programme have managed to secure job offers from this, even before their graduation
- you will be directed towards international job opportunities strictly dedicated to development management and you will be actively supported throughout the process of securing appropriate job offers

- core text books that you will need on this course will be provided free of charge
- you will be eligible to participate in an intensive learning programme at the United Nations Office in Geneva. This is designed to sharpen your understanding and reinforce practical application of knowledge
- you will be eligible to participate in a field-based internship programme within or outside the UK during university vacations.

## INTERNSHIP OPPORTUNITY

All students on our full-time business Masters courses can apply to undertake an internship for up to three months, and gain invaluable work experience. The internships, which are with London-based organisations, take place during the summer period. To apply, students must submit a completed application form and a copy of their updated CV to the Business Experience Team; the Team then shortlist from the applications and conduct group meetings with the applicants.



## ASSOCIATED CAREERS

The course will particularly suit those seeking to work within NGOs and the international development community (including the World Bank, IMF, central and development banks, and government economic planning directorates), as self-employed development specialists or consultants, or as trade attaché in foreign diplomatic offices.

The additional PRINCE2 qualification will also enable you to work with multinational corporations where, alongside good technical skills, an awareness of global development issues and challenges and the ability to think critically about the world are valued.

Graduates from the programme have worked as specialist advisers with top NGOs across the globe and as advisers with trade and economic departments in government offices. Others are currently working as development consultants, microfinance specialists and as advisors on United Nations-sponsored projects.

## ENTRY REQUIREMENTS

Applicants should normally hold a first degree from a recognised institution (minimum Lower Second Class Honours or international equivalent) and demonstrate interest and motivation in the subject area. Alternative professional qualifications with at least three years' relevant professional experience will also be considered. Directly relevant degree disciplines include business studies, economics, geography, management, and operations research. However, students with qualifications in other disciplines such as engineering, environmental sciences, the humanities and languages are also encouraged to apply.

If English is not your first language, you will need an IELTS score of 6.5, with a minimum score of 6 in each element.

## RELATED COURSES

- International Business and Management MA
- International Economic Policy and Analysis MA/MSc
- Management MA
- Project Management MSc



# MASTER OF BUSINESS ADMINISTRATION (MBA)

## Length of course

One year full-time, or two years part-time (Friday and Saturday), starting in September or January

## Location

Central London (Marylebone)

## Course fees and funding

See [westminster.ac.uk/fees](http://westminster.ac.uk/fees)

## Course Leader

Dr Kellie Vincent

At Westminster Business School we focus on developing confident, capable business leaders able to meet the challenges of succeeding in a global business environment. Our MBA graduates are prepared to take on leadership roles. Working with a diverse group of peers our MBA students are the experts in their field in the classroom. We encourage you to reflect on how, when and with whom you perform at your best.

Our graduates develop the capability, credibility and judgement to manage significant projects, business units and organisations and provide inspired leadership from a multidisciplinary perspective, coupled with an assertive and principled approach to quality in their practice as professionals.

Our MBA is designed for professionals with at least three years' work experience in a functional specialist or middle/senior management role who aspire to senior executive or chief executive positions.



Our students come from diverse professional backgrounds, and include accountants, lawyers, doctors, marketing managers, IT programmers and engineers. They all want to transform their careers and be at the forefront of business leadership.

The Westminster MBA will help you to develop skills and acquire knowledge that will be invaluable in furthering your business career. We have strong links with employers and professional bodies and our curriculum reflects the needs of the contemporary business world. Our enthusiastic faculty has extensive academic and professional experience, ensuring that classwork and projects will be applicable to professional practice and relevant to your own work environment.

Westminster Business School is a preferred supplier of an MBA programme to the UK government.

## COURSE CONTENT

Throughout the course, there is an emphasis on your personal professional development and enhancing your ability to work at the highest levels within a company. You will do this through a structured programme of tailored, one-to-one mentoring, focusing on your specific issues and career service support, such as preparing for interviews. You will also have the opportunity to attend seminars featuring engaging, expert speakers and a host of dynamic networking events.

## CORE MODULES

### Consultancy Skills

This module enables you to develop the skills and knowledge required to be an effective internal or external consultant, and understand how to manage the consultancy process. You will also get the opportunity to put the theory into practice by undertaking a group consultancy project with a client company.

### Creating Customer Value

You will examine how companies can create customer value by matching their capabilities to the requirements of their customers. You will learn how to develop and implement value-generating strategies.

### Identifying and Evaluating Value in the Organisation

This module examines the principles and concepts underpinning different aspects of accounting and finance. In addition you will become familiar with techniques of financial decision making and the particular problems of financing enterprises in emerging economies.

### International Study Trip

As part of this module you may have the opportunity to participate in a one-week international study trip, enabling you to apply the learning you have gained during the MBA course to an international context, and gain insights into what it takes to do business in the particular region being visited. You will be able to attend international business meetings and seminars, tour factories, and discuss contemporary business problems with senior managers and executives.

### Leading and Managing People

This module explores the nature of the relationship between leadership, people management, organisational culture and organisational behaviour. You will acquire the skills to conceptualise the importance of human factors involved in creating competitive advantage, through exploration of the practical skills and methods needed to lead and develop high-performance organisations.





### **MBA Compass**

Refresh your knowledge of the study skills required to successfully complete your MBA, and enhance your ability to undertake critical analysis of complex situations. You will use data analysis techniques to interpret data in order to support business decision making and write well-structured, lucid board papers and executive reports.

### **MBA Dissertation**

This module provides you with the opportunity to put the knowledge and skills gained from study to practical use by addressing real-life, strategic business issues or management priorities. In doing this, you will demonstrate that you can think like a senior executive, analysing complex situations and formulating recommendations and plans that will contribute to business success.

### **Personal and Professional Development**

This module comprises a number of different activities including visits, networking events, speaker events, coaching, career workshops, skills workshops and action learning sets. It is designed to develop your career plans based on strong personal and professional skills, abilities and networks.

### **Strategic Management**

This module explores the models and frameworks required to develop and implement strategies capable of delivering success within complex business environments. It addresses key contemporary topics and debates within strategic management. By linking theory to practice, it develops your practical abilities to analyse environments, think strategically and formulate and implement strategies.

## **OPTION MODULES**

You will choose two from the following (although, please note that elective modules run subject to a minimum number of eight participants):

### **Contemporary Leadership**

The module provides the opportunity for you to examine a current leadership issue in the context of contemporary theory.

### **Financial Strategy**

This module explores the interaction between financial management and corporate strategy. It provides you with sufficient knowledge to understand the financial implications of possible strategic decisions. It will help you to understand how a company's financial choices can be used to enhance its business strategy and its value.

### **Foresight and Future Studies**

The ability to identify and anticipate the impact future trends and technologies have on the business environment is a key skill for any senior executive. This module provides you with a set of tools and frameworks designed to help you develop better foresight. The initial theoretical perspective is informed by a series of practical exercises culminating in the rigorous application of scenario planning to an industry of your choice.

### **Innovation and Entrepreneurship**

This module provides both a theoretical and practical basis for understanding key elements of entrepreneurship and innovation. It introduces different conceptions and types of entrepreneurship. These include the way in which innovative activities underpin entrepreneurial success, and how a new business venture may be structured and developed as a sustainable commercial enterprise to generate customer value and present a valuable investment proposition.

### **International Business Negotiation**

You will consider the theory and practice of conducting business negotiations within an international business context. You will assess and analyse the theory of negotiation from various perspectives including psychological, sociological, political, behavioural and mathematical approaches.

### **Programme and Project Management**

The module evaluates current project management thinking. You will examine the strategic importance of programme, portfolio and project management in modern organisations, and scrutinise the tools and theory available to the project manager to drive a project to successful completion.

### **Social Entrepreneurship**

You will gain knowledge about social enterprises and charities, focusing on the importance of the triple bottom line (people, planet and profit) in the third sector. This module focuses on working on social problems within a challenging overseas environment.

### **Strategy Dynamics**

You will explore the Strategy Dynamics method developed by Kim Warren. This modelling technique has been developed to enable managers to analyse business performance and develop future strategies based on building and retention of resources and capability. While the theoretical underpinning for the method is examined in detail, the module has a strong practical focus.



## INTERNSHIP OPPORTUNITY

All students on our full-time business Masters courses can apply to undertake an internship for up to three months, and gain invaluable work experience. The internships, which are with London-based organisations, take place during the summer period. To apply, students must submit a completed application form and a copy of their updated CV to the Business Experience Team; the Team then shortlist from the applications and conduct group meetings with the applicants.

## ASSOCIATED CAREERS

The MBA is a journey that prepares you to become a more imaginative and effective manager. Through career development activities we will assist you every step of that journey in evolving your own unique leadership style and philosophy.

We offer a full range of career support services to our MBA students and alumni. Our graduates have gone on to take up roles as business analysts, business developers, commercial directors, corporate project managers, freelance consultants, NHS managers, operations managers and transport managers.

Employers have included:

- BBC
- BT
- Coca Cola
- EMAP Ltd
- Hayes
- HP
- HSBC
- Lewisham Council
- Microsoft
- Ministry of Justice
- NHS
- Sidel UK Ltd
- Transport for London
- UBS Investment Bank
- Vodafone.



"Having spent the past 15 years working for a number of not-for-profit organisations, I decided it was time for me to get back to school and give a serious boost to my career. Studying at a university that was internationally accredited, multinational and that offered a diverse environment was important to me. I wanted to develop an international network and to learn about and experience different elements influencing the business world. Westminster Business School offered all this and more. Yes, the course is intense and challenging, and it has been very rewarding stretching myself beyond what I ever thought would be possible, and essentially enriching not only my core strengths and professional development, but augmenting a sturdier career path."

**Leanne Shulman**  
Full-time MBA



## ENTRY REQUIREMENTS

Applicants should normally hold a first degree from a recognised institution (minimum Lower Second Class Honours or international equivalent), have a minimum of three years professional experience following graduation and should demonstrate interest and motivation in the subject area. Alternative professional qualifications when combined with more than three years' relevant professional experience will also be considered.

If English is not your first language, you will need an IELTS score of 6.5, with a minimum score of 6 in each element.

"My career ambition is to be able to bring the best practice from the private sector into the public sector and have a more commercial approach. In the public sector we don't have, at the moment, the corporate mindset to help us be more productive and efficient. It also gives me great opportunities if in the future I wanted to move out of the police and into a private sector environment. The MBA helps with the translation between the public and private sectors."

**Chris Dreyfus**  
Chief Inspector with British Transport Police,  
part-time MBA



# MARKETING

The Department of Marketing and Business Strategy hosts the Marketing Management MA/MSc and the Marketing Communications MA.

We focus on delivering research-informed teaching across more than 20 marketing and strategy modules at postgraduate level and have strong links with the Chartered Institute of Marketing (CIM), The Digital Marketing Institute, The Institute of Direct Marketing and the Promotional Marketing Institute. This is reflected in the high level of guest speakers from the communication and marketing industries who regularly contribute to our courses.

There are currently 35 permanent members of staff within the Department, who cover a wide range of specialisms. They are supplemented by up to 15 visiting lecturers, many of whom are practitioners or consultants from marketing or strategy practices. The dedicated, multicultural staff bring academic and real-world practitioner expertise to the learning experience.



# MARKETING COMMUNICATIONS MA

## Length of course

One year full-time, starting in September or January

## Location

Central London (Marylebone)

## Course fees and funding

See [westminster.ac.uk/fees](http://westminster.ac.uk/fees)

## Course Leader

Carol Blackman

Marketing communications covers the selection and application of the main communication tools available to an organisation in pursuit of its marketing goals. This work is often carried out by specialist agencies, and involves both strategic thinking and the development of creative solutions. It calls for a blend of research-based knowledge with the practice of high-level, often extremely creative, skills.



## COURSE CONTENT

The course covers the main marketing communication techniques. It provides you with a sufficient foundation in marketing to enable you to work easily with people involved throughout the marketing management process. The ultimate aim of the course is to enhance individual career advancement prospects through knowledge of how to apply academic learning to best marketing communications practice. Students have the opportunity to study for exams for the Professional Diploma in Digital Marketing as part of the course.

## YEAR LONG MODULE

### Contemporary Issues in Marketing Communications

In this module you will come to understand the nature of learning and how you best learn. You will reflect on your progress and development throughout the course, helping you to generate a personal development plan. You will discuss current thinking in the field of integrated marketing communications (IMC), and debate new ideas in marketing and media issues.

IMC has developed in the last 20 years to be a vital element in the marketing management process. It embraces all of the communications tools, consumer behaviour, research and strategy covered by the course, and seeks to place them within an overall context of how IMC has developed, what it seeks to achieve and how its success can be measured. The module explores the various criticisms which are levelled at IMC and examples of where it is considered to have succeeded and failed. The impact of digital delivery on the future development of IMC is also explored.

The module is delivered over one year and is designed to underpin your learning about marketing communications by introducing IMC concepts and issues at appropriate times throughout the course. It also serves as a lead into the IMC campaign project which forms the capstone of student learning and assessment on the course.

## SEMESTER ONE MODULES

In Semester One you will study the underpinning concepts and strategies for marketing communications.

### Buyer Behaviour for Marketing Communications

Organisations must understand their consumers and how they choose products and services so they can provide effective communications. Many companies have incorporated a customer focus in their overall strategies and use sophisticated approaches to consumer behaviour, which form the basis of their marketing communication strategies.

In this module you will gain a critical understanding of factors influencing consumer behavior and decision making which can be used in the development of more effective marketing communication strategies.

### Marketing and Brand Strategy

In this module you will consider the role of marketing communications within the broader context of an organisation's marketing strategy and competitive environment. The module explores contemporary concepts of marketing and brand strategy. You will learn to apply your knowledge to a broad range of organisations.

### Marketing and Media Research Management

This module will give you a robust and comprehensive introduction to the theory, application and practice of marketing research in relation to the media. You will examine the need for research to support communications initiatives during their implementation, delivery and evaluation. A major part of this is the way in which research is used in audience measurement.

### Summer School

Students who start the course in January have a six-week summer school in May-June. This includes the Promotional Marketing module and part of the Semester Two modules. You will also start working on your Integrated Marketing Communications project.



## SEMESTER TWO MODULES

In Semester Two you will study in greater depth the tools and media platforms for marketing communications. The January cohort will begin these modules during the summer school.

### Advertising Management

This module will give you a greater understanding of advertising theory and its application. Advertising is a term often used to represent all forms of marketing communications. Important though advertising is, it is only part of the marketing communications mix. This module discusses how advertising as a media tool differs from other elements of the marketing communications mix and its role within an integrated marketing strategy.

It covers the advertising and creative process, campaign planning, implementation and metrics, advertising in society, and the problems and opportunities of advertising in a constantly changing media environment.

### Direct Marketing and Social Media in the Digital Age

Reflecting the rapidly changing practice in the marketing communications industry, you will explore how direct marketing uses traditional, digital and social media platforms for the acquisition, engagement and retention of customers. The ability to provide precise, accountable results and directly support the

trend towards the development of long-lasting relationships with customers has increased the strategic value to the organisation of direct and digital marketing. This module includes the syllabus material for the Professional Diploma in Digital Marketing.

### Promotional Marketing and Event Management

This module takes a holistic view of the sales process and promotional marketing activities by drawing together a number of related themes such as sales and promotional management, customer loyalty, experiential marketing, packaging, and in-store marketing (including point-of-purchase and couponing). Analysing each activity as an individual discipline, the module draws the strands together to illustrate how post-modern concepts such as shopper marketing have come to prevail in contemporary strategic marketing communications thinking.

This module is delivered during the summer school in June for the January cohort.

### Public Relations and Reputation Management

This module concentrates on giving you an understanding of the role of public relations within an organisation, with special reference to marketing communications. You will examine the origins, scope and a range of applications of PR, focusing on its role in marketing communications management, the development and maintenance of corporate reputation and the growing role of sponsorship within the marketing communications portfolio.

## Integrated Marketing Communications Campaign Planning Project

Finally you undertake a project which allows you to bring together all the knowledge you have gained during the programme. This is a practice-based project in which you will make an assessment of a brand's current situation and future potential in relation to its marketing, brand and marketing communications strategies. With guidance from your supervisor you will develop an in-depth, comprehensive integrated marketing communications plan for the product. The module is delivered through class sessions, workshops and one-to-one tutoring with an individually allocated supervisor. It includes a two-day residential at a Cambridge University College.

## INTERNSHIP OPPORTUNITY

All students on our full-time business Masters courses can apply to undertake an internship for up to three months, and gain invaluable work experience. The internships, which are with London-based organisations, take place during the summer period. To apply, students must submit a completed application form and a copy of their updated CV to the Business Experience Team; the Team then shortlist from the applications and conduct group meetings with the applicants.

## ASSOCIATED CAREERS

Graduates of the course are employed throughout the world in marketing, media and communications organisations. These include advertising and digital agencies such as Mind Share and J.W.Thompson; media organisations including television, publishing, and Google; and large companies such as Procter and Gamble, and Coca Cola. Our students take up posts such as marketing managers, marketing planners, brand managers, corporate communication managers and social media community managers.

## ENTRY REQUIREMENTS

Applicants should normally hold a first degree from a recognised institution (minimum Lower Second Class Honours or international equivalent) and demonstrate interest and motivation in the subject area. Alternative professional qualifications with at least three years' relevant professional experience will also be considered. Applicants from different academic backgrounds are welcome.

If English is not your first language, you will need an IELTS score of 6.5, with a minimum score of 6 in each element.

## RELATED COURSES

- Marketing Management MA/MSc

"Studying at the University of Westminster has been a great privilege and a once-in-a-lifetime experience for me. As a scholarship recipient, I was incredibly fortunate in being able to study abroad and I will be forever grateful to the University for such a unique opportunity. Here, one gets to enjoy not only the knowledge learned and practiced in the classroom, but also the multicultural atmosphere, the global networking and all the myriad of possibilities which make London so unique and enthralling. Based on my own journey, I recommend all new students to be active and engaged with activities alongside the studies. Work, meet new people, volunteer, explore London, travel. By doing so, I felt more driven, focused and productive, which definitely helped on my overall academic performance. By the end of the course, I was honoured to receive a Distinction degree and the award as the Outstanding Student in Marketing Communications MA. Most importantly, I enhanced my specialist knowledge and professional skills, met inspiring people and made valuable friendships and connections. A truly unforgettable experience!"

**Susana Byun**

Marketing Communications MA,  
Graduated 2016



# MARKETING MANAGEMENT MA/MSc

## Length of course

One year full-time, starting in September or January

## Location

Central London (Marylebone)

## Course fees and funding

See [westminster.ac.uk/fees](http://westminster.ac.uk/fees)

## Course Leader

Dr Donna Mai

These courses offer a strategic perspective on marketing management, a discipline that is increasingly being seen as critical to success in achieving business goals, and as a core function in many organisations.



## COURSE CONTENT

You will develop a strategic perspective and broaden your existing understanding of marketing and its integration into an overall corporate strategy and structure. You will hone your capacity for analysing complex marketing and business situations and reaching decisions on appropriate courses of action. You will also improve your career prospects in marketing and general business areas.

## CORE MODULES

### Distribution and Price Management

This module covers the management of two essential elements of the marketing mix. You will consider the design of distribution channels with particular emphasis on identification of alternatives available to marketers. The strategic aspects of price to the end consumer are also examined in the context of pricing through the distribution chain. Recognising that global distribution channels are a major contributor to environmental degradation, the module examines the sustainability and ethical issues involved in distribution and the impact of these issues on product pricing.



### Integrated Marketing Communications in a Digital and Global World

Modern marketing communications are characterised by increased use of digital technology, increased globalisation, increased media fragmentation and proliferation, all leading to an increased need for integration. These themes will permeate the module. Teaching will be interactive and will consist of one lecture and one seminar each week, and you will be expected to contribute to class discussion.

### Marketing Creativity and Innovation

This module will focus on creativity and innovation in marketing and its impact on increasing the competitive edge of organisations (across all sectors). You will also explore the complexity of the creative process and innovation at the individual, group and organisational levels, as well as assess the competencies of a 'creative'/'innovative' manager.

### Marketing Dissertation

The Dissertation displays your mastery of a complex and specialised area of knowledge and skills, employing advanced knowledge drawn from the taught modules and independent research, in developing your ability to analyse and investigate marketing issues and problems.

### Marketing Research Insights

Companies today use sophisticated approaches to understand the markets in which they operate, and to understand their customers and their consumers. This knowledge forms the basis of marketing strategies. This module develops your competency in the main qualitative and quantitative methods for data collection, measurement, sampling, analysis and presentation of results.

### Product and Brand Management

This module deals with the management of an organisation's core product offering, and examines the key concepts and tools for managing brands as strategic assets in achieving business and marketing goals.



### Strategic Marketing in an International Context

The contemporary, boundary-free marketplace is characterised by uncertainty and unpredictability, due to both technological advancements and rapid changes in the competition structure. This module aims to provide you with a deep understanding of the discipline of strategic marketing management in the international context, while an appreciation of the varied strategic tools will guide you on how to integrate these elements to form a coherent marketing strategy.

### Using Consumer Psychology to Understand Buyer Behaviour

The buyer behaviour module aims to give you a critical understanding of factors influencing consumer behaviour, which can be used in the development of more effective marketing strategies.

## FAST-TRACK MARKETING MANAGEMENT MA

A fast-track route to the Marketing Management MA qualification is available for holders of the CIM Postgraduate Diploma in Marketing (or equivalent). Holders of this qualification will be exempt from all but two modules: Marketing Creativity and Innovation (20 credits), and the Marketing Dissertation (40 credits). There will be a proportionate reduction in fees for the course – contact us for further information.

## MARKETING MANAGEMENT MSc CORE MODULES

### Distribution and Price Management

This module covers the management of two essential elements of the marketing mix. You will consider the design of distribution channels with particular emphasis on identification of alternatives available to marketers. The strategic aspects of price to the end consumer are also examined in the context of pricing through the distribution chain. Recognising that global distribution channels are a major contributor to environmental degradation, the module examines the sustainability and ethical issues involved in distribution and the impact of these issues on product pricing.

### Integrated Marketing Communications in a Digital and Global World

Modern marketing communications are characterised by increased use of digital technology, increased globalisation, increased media fragmentation and proliferation, all leading to an increased need for integration. These themes will permeate the module. Teaching will be interactive and will consist of one lecture and one seminar each week, and you will be expected to contribute to class discussion.

### Marketing Dissertation

The Dissertation displays your mastery of a complex and specialised area of knowledge and skills, employing advanced knowledge drawn from the taught modules and independent research, in developing your ability to analyse and investigate marketing issues and problems.

### Marketing Research Insights

Companies today use sophisticated approaches to understand the markets in which they operate, and to understand their customers and their consumers. This knowledge forms the basis of marketing strategies. This module develops your competency in the main qualitative and quantitative methods for data collection, measurement, sampling, analysis and presentation of results.

"I really enjoyed my year studying for the Marketing Management MA. I have benefited from lectures and seminars as well as coursework and exams. All the lecturers have been greatly helpful and professional. Thus, I can say that I have reached a greater understanding and practice of marketing, and I feel confident that what I have achieved will be fundamental in building my career, step by step."

#### Raffaella Paciolla

Marketing Management MA  
Digital Associate Director at Dentsu  
Aegis Network

"After completing the Marketing Management MSc I returned to my home country and joined the University of Central Punjab in Lahore, Pakistan, as a permanent lecturer. I am teaching marketing courses – Fundamentals of Marketing and also Marketing Management – to Bachelors of Business Administration (BBA) and MBA students. I am very thankful to the Marketing Management MSc course and the University for polishing my skills and helping me gain vast experience and exposure, which has brought me to where I am today."

#### Anum Huma

Marketing Management MSc  
Lecturer at University of Central Punjab

### Product and Brand Management

This module deals with the management of an organisation's core product offering, and examines the key concepts and tools for managing brands as strategic assets in achieving business and marketing goals.





### Quantitative Analysis for Marketing Management

A significant and growing field in the marketing profession is the use of analytics to inform managerial decision making. Although 'analytics' seems to be a catchphrase that encompasses anything having to do with numbers, marketing analytics comprises the processes that enable marketers to evaluate the success of their marketing initiatives by measuring their performance. Therefore, marketing analytics can offer profound insights into customer preferences and trends.

### Strategic Marketing in an International Context

The contemporary, boundary-free marketplace is characterised by uncertainty and unpredictability, due to both technological advancements and rapid changes in the competition structure. This module aims to provide you with a deep understanding of the discipline of strategic marketing management in the international context, while an appreciation of the varied strategic tools will guide you on how to integrate these elements to form a coherent marketing strategy.

### Using Consumer Psychology to Understand Buyer Behaviour

The buyer behaviour module aims to give you a critical understanding of factors influencing consumer behaviour, which can be used in the development of more effective marketing strategies.

The fees should be proportional to the number of credits studied.

- Dissertation (40 credits)
- Quantitative Analysis for Marketing Management (20 credits).

### FAST-TRACK MARKETING MANAGEMENT MA/MSc

Entry criteria: CIM Postgraduate Professional Diploma or equivalent, and then study the following two additional modules:

#### For MA

Marketing Creativity and Innovation  
Marketing Dissertation

#### For MSc

Quantitative Analysis for Marketing Management  
Marketing Dissertation



### INTERNSHIP OPPORTUNITY

All students on our full-time business Masters courses can apply to undertake an internship for up to three months, and gain invaluable work experience. The internships, which are with London-based organisations, take place during the summer period. To apply, students must submit a completed application form and a copy of their updated CV to the Business Experience Team; the Team then shortlist from the applications and conduct group meetings with the applicants.

If English is not your first language, you will need an IELTS score of 6.5, with a minimum score of 6 in each element.

### RELATED COURSES

- MBA
- Management MA
- Marketing Communications MA
- Professional Diploma in Digital Marketing

### ENTRY REQUIREMENTS

Applicants should normally hold a first degree from a recognised institution (minimum Lower Second Class Honours or international equivalent) and demonstrate interest and motivation in the subject area. Alternative professional qualifications with at least three years' relevant professional experience will also be considered. Directly relevant degree disciplines include business studies, economics, geography, management, and operations research. However, students with qualifications in other disciplines such as engineering, environmental sciences, the humanities and languages are also encouraged to apply.



# MASTERS PREPARATION COURSES

## Length of course

Between seven and 11 months, depending on English level at the point of entry

## Start date

January, May and September

## Location

Central London (Marylebone)

## Course fees

See [westminster.ac.uk/fees](http://westminster.ac.uk/fees)

This course is for international students who do not meet the University of Westminster's criteria for direct entry on to some of Westminster Business School's Masters courses. Delivered in partnership with Kaplan International College London (KIC London), the Graduate Diploma is designed to prepare you for postgraduate study. If you complete the KIC London course and achieve the required grades, you are guaranteed progression onto a selection of Westminster Business School Masters courses.\*

The selection of Masters courses includes:

- Human Resource Management MA
- International Business and Management MA
- International Human Resource Management MA
- Management MA
- Marketing Communications MA
- Marketing Management MA/MSc
- MBA\*
- Purchasing and Supply Chain Management MSc.

\*For the MBA, you will need to have completed at least three years' supervisory or managerial work experience. If you complete your KIC London course at the required level, you will be able to progress to the MBA, subject to a satisfactory interview.



## COURSE CONTENT

The Graduate Diploma course covers a range of study skills that will allow you to enter the Masters degree of your choice with confidence. These include avoiding plagiarism, essay writing, note taking, presentation skills, time management skills and much more. English language tuition is also available at a wide range of levels.

## APPLICATION

Apply directly to KIC London  
[kic.org.uk/westminster-london/](http://kic.org.uk/westminster-london/)

### Typical offer

Generally, you will need to have completed three years of higher education (or equivalent) to enter the Graduate Diploma courses. You will also need to show proof of English language ability, usually an IELTS test (or equivalent). A higher IELTS score means your course will be shorter and you can progress to your Masters degree more quickly.

For more information contact KIC London:

T: +44 (0)20 7811 3050

E: [info@kiclondon.org.uk](mailto:info@kiclondon.org.uk)  
[kiclondon.org](http://kiclondon.org)



## ENGLISH LANGUAGE DEVELOPMENT PRE-SESSIONAL AND ACADEMIC ENGLISH COURSES

International students who have been offered a place to study a postgraduate course at Westminster, but who have not met the English language requirements, may also be offered a place on one of our pre-sessional courses.

If you are an international student who has met the English language requirements for your course, but would still like to study on one of our pre-sessional courses, you may also apply to the admissions officers responsible for your course.

To be admitted onto either the seven-week or 12-week course, you will need to meet minimum English language criteria; full details of entry requirements can be found on our website, at [westminster.ac.uk/pre-sessional-english-courses](https://westminster.ac.uk/pre-sessional-english-courses)

Once you have started your degree, our Westminster Professional Language Centre can offer you modules to develop your Academic English proficiency in the context of your disciplinary studies.



### Pre-sessional English

Our pre-sessional English courses will help you to develop the language, literacy, and study skills necessary for academic life on your postgraduate course. You will also experience student life through our social and welcome programmes.

Our aim is to provide you with a solid foundation in the use of Academic English orally and in writing for when you start your degree course, and to give you the skills, knowledge and experience to make the most of your time at university.

### Academic English modules

Our Academic English modules have been designed to allow you to consolidate, extend and develop your proficiency in Academic English alongside your degree course. Assessment of your level of proficiency in Academic English will take place during orientation week and learning week one (exact dates and time-slots will be circulated in early September or early January, depending on your course start date). This will determine whether you will benefit from taking one of the modules.

For more information visit [westminster.ac.uk/academic-english](https://westminster.ac.uk/academic-english)





# RESEARCH

The 2014 Research Excellence Framework (REF) rated 85 per cent of Westminster Business School (WBS) research to be of an internationally recognised (2\*) standard, or higher, placing us among the top post-1992 university business schools in the UK. In addition, 40 per cent of our output and impact is rated at 3\* or 4\* indicating internationally excellent and world leading research quality.

We have a strengthening research culture in the school with wide-ranging interests in several specialist areas within the general field of business and management. We currently have three Research Centres and three research groups that are developing portfolios of research recognised to be internationally excellent and, in some cases, world leading.

We have currently have over 50 Doctoral students who have access to their own doctoral facilities in a separate part of the business school. In addition, our Doctoral student benefit from extensive doctoral training that is offered at

both university and faculty level. Our Doctoral researchers are directly taught by our research Professors who provide key insights at critical stages of the Doctoral lifecycle.

Our research centres are:

- the Centre for Employment Research (CER)
- the Centre for the Study of the Production of the Built Environment (ProBE)
- the Centre for Finance and Financial Services (CFFS), which incorporates the Pensions Research Network.

Our research groups are:

- The Pensions Research Network (PRN)
- The Innovation, Design, Entrepreneurship and Strategy Research Group (IDEaS)
- The Special Interest Group: Entrepreneurship (SIG).

**Dr Franz Buscha**

Director of Research Programmes



## CENTRE FOR EMPLOYMENT RESEARCH (CER)

The Centre for Employment Research is the largest research centre at Westminster Business School, and our staff have contributed to debates within education, training and the labour market for over 15 years.

Together with an ability to contribute to academic debates at the highest level, we have a strong commitment to work with policymakers and a variety of practitioners. Through our experience of working with government both in the UK (DWP, HMRC, BIS, the Ministry of Justice and Department of Education) and abroad (for instance the European Commission and the German Federal Ministry for Employment) we have become experts in communicating specialist knowledge to non-specialist audiences.

Working at the highest levels of academic discussion ensures that we are innovative and underpins the integrity of everything we do. Our ongoing relationship with policymakers and practitioners ensures that our work is relevant and has impact.



## CENTRE FOR FINANCE AND FINANCIAL SERVICES (CFFS)

The Centre for Finance and Financial Services (CFFS) aims to encourage the development of finance and financial services research at the highest level. We aim to integrate PhD students into the School, linking research into key areas of teaching while promoting and advertising the School's research externally. The CFFS group brings together staff mainly from the Department of Accounting, Finance and Governance who specialise in the study of issues related to pensions, international financial markets, fixed-income markets, financial econometrics, accounting, comparative international accounting, social and environmental accounting, accounting in less developed countries, and various aspects of governance.

## CENTRE FOR THE STUDY OF THE PRODUCTION OF THE BUILT ENVIRONMENT (PROBE)

The Centre for the Study of the Production of the Built Environment (ProBE) is a joint research centre established in February 2010 between Westminster Business School and the Faculty of Architecture and the Built Environment (ABE). It is committed to the development of a rich programme of research and related activities including projects, oral history, film, exhibitions and seminars.

ProBE is inclusive, embracing those actively engaged in funded projects and publications. It will provide a research hub, a forum for debate and discussion, and a focus for interdisciplinary and international activity related to the production of the built environment.

Research on pensions is also linked to our established Pensions Research Network, whose aims and objectives are primarily to create an online network for sharing information and presenting new research or work in progress relating to pensions.



## MPhil/PhD

### Length of course

18-36 months (MPhil); 33-48 months (PhD), starting in September or January

Part-time study may be available and would be for a maximum of five years for MPhil and eight years for PhD for those applicants who are eligible. Please see our website for details.

### Location

Central London (Marylebone)

### Course fees and funding

See [westminster.ac.uk/fees](http://westminster.ac.uk/fees)

### Course Leader

Dr Franz Buscha

We provide a University-wide, comprehensive research training programme along with computer facilities and dedicated desk space. Research students benefit from access to a number of specialist econometric and statistical software packages to support high-level research analysis, and excellent library facilities both on-site and at the British Library, which is within walking distance. Our academic staff are able to supervise students in a wide range of areas, from applied economics to human resource management. Typically, research degree students initially register for the MPhil and at a later stage, conditional on good progress being made, they will be allowed to register for a PhD. Only in the most exceptional cases, and at the discretion of the University, research degree candidates will be permitted to register for a PhD directly. The University also considers part-time applications although these are not available to overseas students who require a Tier 4 student visa.



## DOCTORAL RESEARCHER DEVELOPMENT PROGRAMME

As an MPhil/PhD student, once you have attended enrolment and induction, you will commence your programme of research study and will participate in the University's Doctoral Researcher Development Programme (DRDP)

The DRDP is a new and exciting programme of tailor-made workshops, individual sessions and personal development planning activities, designed for you to gain experience and skills which are highly relevant to academic study. They also aim to build your confidence and abilities to engage in reflective practice and to plan your professional career.

The programme is based on the national Vitae Researcher Development Framework which is endorsed by the RCUK, the QAA and many other UK higher education sector stakeholders. This means that the DRDP covers topics and issues identified by practising researchers, approaching them from a discipline-specific perspective and also considering research activity in a wider context. Our programme has been designed to introduce you to the wide range of qualities, skills and attributes that a successful researcher may develop during their career.

The work of our dedicated team at the University of Westminster and the ongoing support of our Graduate School membership, University Research, Enterprise and Knowledge Transfer Committee and the University Vice-Chancellor have enabled us to develop a programme which we are truly proud to offer to our Doctoral researchers.

## COURSE CONTENT

Westminster Business School offers research degree programmes that will enable you to conduct research at a nationally and internationally recognised level. Drawing upon their own business practice and extensive academic research, our experienced team of supervisors will encourage you to utilise innovative research methods to explore and develop your original contribution to the theory and practice of business and management. Every year we organise a colloquium where research degree students gather together, exchange ideas and receive feedback on their work. Several senior academic members, not only those who are supervisors, attend this event.

## PROGRAMME STRUCTURE FOR MPhil/PhDs

You will usually first enrol as an MPhil/PhD student. You will then be required to pass a formal interview (with an independent assessor) about half way through your course of study before you can transfer to full PhD student status. Only in exceptional situations (usually when an applicant already has a MPhil degree) can students register directly for PhD study. Thereafter the progress of all research students is formally monitored through annual reviews.

Once admitted as a PhD student, you will have a supervisory team with a director of studies. We provide a research training programme which you will take alongside your own research activities. The PhD is assessed by the submission of a thesis and a viva voce examination by a panel that includes an external examiner. Our MPhil programme has a minimum registration period of 18 months and a maximum period of 36 months. The corresponding figures for our PhD via MPhil programmes is 33 months and 48 months, respectively.



## ABOUT THE UNIVERSITY OF WESTMINSTER

For more than 175 years the University of Westminster has been a vibrant and creative place for learning, where students have enjoyed a dynamic professional and educational environment, graduating with the skills they need to succeed in their chosen career.

As an international centre for learning and research, we are committed to continuing those traditions. We pride ourselves on our record of excellence in research that makes a difference – to academia, to the professions, to business, to industry. Westminster has led the way – nationally and internationally – in research in architecture, art, and media and communications, politics, allied health and biomedical sciences. The Research Excellence Framework (REF) 2014 confirmed our world leading positions in Art and design and Media and communications and internationally excellent (3\*) performances in English, Architecture and built environment and Allied health; all five units having more than 65 per cent of research activity assessed as 4\* and 3\*. Additionally, Psychology and neuroscience, Politics, Area studies, and Law were acknowledged for their excellence, with the majority of their research being of 3\* or above.

Our Graduate School, launched in 2012/13, is a dynamic 'hub' and cross-university focus for all staff and doctoral researchers engaged in research activity. The School supports the personal and professional development of Doctoral and early career researchers through a range of activities, including seminars and networking events to facilitate sharing of best practice.

Each year a diverse mix of students of many backgrounds and abilities join the Westminster family. We have more than 20,000 students from over 150 nations (a quarter of whom are postgraduates) studying with us. We also have extensive connections with universities and industries throughout the world benefitting our students.

From our prime locations across three large campuses in London's West End, we are well connected to the UK's major centres of business, law, science and architecture. Our fourth campus in Harrow is a hub for the study of media, arts and design, with its own on-site student village.

Westminster Business School is based at our Marylebone Campus, where a recent £20m redevelopment has created a fresh, exciting and engaging student environment with cutting-edge facilities and enhanced services.

The University of Westminster has more than 950 full-time teaching staff supported by a large number of visiting subject specialists, delivering high-quality learning and research. Our libraries provide access to more than 380,000 titles, 30,000 e-journals, 20,000 e-books and 230 databases; the libraries at all four of our campuses are open 24 hours a day, seven days a week, during the majority of term time.

Based in the heart of one of the world's greatest cities, our close links with industry and professional organisations in London, across the UK and all over the world enable us to attract the highest quality guest speakers and lecturers, and provide you with extensive networking opportunities and introductions to many of the world's leading companies. More than 50 separate professional bodies offer accreditation, approval or recognition of our courses, or membership for our graduates. Our extensive network of tutors, administrators, counsellors, health service professionals, financial consultants and faith advisers is there to support you in every aspect of your life at Westminster.



Studying for a postgraduate degree is a challenging but extremely rewarding experience. You will develop specialist knowledge, hone your professional skills, and enhance your career prospects. To help you achieve your aims, we offer a mature study environment, dedicated postgraduate facilities and a broad range of courses that respond to and anticipate developments in professional life. We aim to help you develop both the knowledge and the life skills you will need to succeed in an increasingly international workplace.

### Careers and employability

Whilst studying a postgraduate degree at the University of Westminster, you will not only acquire an in-depth knowledge and understanding of the subject you have chosen, you will also develop beneficial transferable skills related, for example, to research and analysis, communication, organising and prioritising, and logical and critical thinking.

Our dedicated Career Development Centre works with an ever-expanding network of over 3,000 employers, to provide students with exceptional careers support and guidance. During your time at Westminster you will have access to our comprehensive online vacancy service, where you will find internal and external career opportunities. Our students are invited to a series of careers events throughout the year, which will provide you with access to a wide variety of employment and networking opportunities to boost your professional prospects.

Postgraduate students can also benefit from Westminster's mentoring scheme. Mentoring is a long-term relationship that meets a developmental need, and your mentor will facilitate your personal and professional growth by sharing knowledge and insights, to help you to succeed.





## LIVING AND STUDYING IN LONDON

London is one of the world's most exciting cities. From business and finance to fashion, art, music, cinema and sport, London is where things tend to happen first. And as one of the city's 400,000 students, much of what happens in the capital is within your reach.

Importantly, making the most of London doesn't have to be expensive. With substantial student discounts and many of the city's attractions being free, you'll always find ways to make your money go further. Despite the size of the city, travel is usually straightforward with good underground, bus (including night buses) and train networks, and student discounts are available on Transport for London (TfL) travelcards. London is well connected by rail and

road to the rest of the UK and Europe, and there are global air links through the city's five major airports. The University of Westminster's central London campuses are within easy reach of many famous landmarks and institutions including the Houses of Parliament, the BBC, the London Stock Exchange and the British Museum.

Alternatively, if you choose to study in Harrow, you can combine the advantage of a residential green site with easy accessibility to all that London has to offer.

The University is also ideally located to network with the city's business leaders and employers, so we can offer great placements and work opportunities for our students through contacts with our Careers Development Centre. Career opportunities in the capital are exceptional, with more than one million private sector businesses and public sector organisations operating within 20 miles of the



University of Westminster. And with the British Library, the University of London Library and the archives of many institutions and professional bodies all close at hand, there is a huge variety of reference books and information to help you with your studies.

### Culture and entertainment

London is home to more than 250 art and design galleries, such as the Tate Modern, Tate Britain and National Gallery, over 600 cinema screens - including Westminster's very own Regent Street Cinema and 200-plus theatres. The city also boasts a particularly vibrant music scene, ranging from rock, dance and pop, to world and classical music, a level of variety matched by London's exciting nightlife. And there is no shortage of places for socialising and dining out - with world cuisines represented at prices to suit everyone you can eat out for as little as £5.

If your passion is for fashion and shopping rather than traditional culture, London is home to designers such as Vivienne Westwood, Stella McCartney and Burberry. Oxford Street, the top spot for high street fashion is on the doorstep of our Regent campus, and the city is famous for its markets including Portobello Road, Camden and Spitalfields.

Football, rugby, cricket and tennis are among the sports that feature high on London's leisure scene, at legendary venues such as Wembley, Twickenham, Lords and Wimbledon. But if you prefer your leisure activities to be more relaxed, London is a city of more than 140 parks; 39 per cent of the city is green space.

If you are wondering what it would be like to study in London, visit [www.thestudentroom.co.uk/London](http://www.thestudentroom.co.uk/London) to get first-hand information about all the opportunities London students can benefit from.





## AN INTERNATIONAL EXPERIENCE

With one of the UK's largest international student populations, the University of Westminster has plenty of experience in giving you the help and support you need to make the most of your time with us. Before you arrive, you will receive a full information pack with details of your enrolment, healthcare and other information. We also provide a 'meet and greet' service for students landing at Heathrow Airport on specific days in September. Our team will meet you at the airport, and arrange transport for you to travel with other international students to your halls of residence or private accommodation.

Once you are here, we can give you comprehensive help and assistance including a whole range of services and activities to help you settle in. The International Students' Welcome Programme gives you the chance to meet fellow new students and Westminster staff, find your way around the University and London, learn about our facilities and services, and meet current international students. For more information visit [westminster.ac.uk/international](http://westminster.ac.uk/international)

### Meet us in your country

University staff frequently travel overseas to meet and advise potential students at exhibitions, partner institutions, alumni receptions and other events. We also work with representatives around the world who can help you with your application to Westminster. Visit [westminster.ac.uk/international](http://westminster.ac.uk/international) to see our calendar of visits and the overseas representatives we work with.

### Student visas

If you are a non-EU EEA passport holder you will need to check your visa requirements for study in the UK, by visiting [gov.uk/visas-immigration](http://gov.uk/visas-immigration)

### English language support during your studies

The Westminster Professional Language Centre provides in-session Academic English courses during your studies with us. The modules have been designed to allow you to consolidate, extend and develop your proficiency in Academic English at postgraduate or doctoral level. For more information visit [westminster.ac.uk/efl](http://westminster.ac.uk/efl)

### Pre-sessional English

Our pre-sessional English courses will help you to develop the language and study skills you need to join a full-time postgraduate degree at Westminster. The courses are designed for students with an IELTS score of 0.5 or 1.0 IELTS points below the required level for your chosen postgraduate programme. We run 12-week and seven-week pre-sessional courses for academic courses; successful completion allows you to progress to your Masters course, starting in September and January. You can find more information online at [westminster.ac.uk/pre-sessional-english-courses](http://westminster.ac.uk/pre-sessional-english-courses)

### Postgraduate Semester Study Abroad Programme

If you are a current postgraduate studying a masters at an overseas institution you can join our Semester Postgraduate Study Abroad and choose to study from a range of modules or combine study with an internship. You can transfer these credits to your home degree and embed an international experience in your graduate programme of studies to enhance your global learning and future employability.

For more information on all the opportunities open to you visit [westminster.ac.uk/PG-SA](http://westminster.ac.uk/PG-SA)



University of Westminster ranked among top 100 most international universities in the world (THE, 2016)

# STUDYING AT WESTMINSTER

## HOW TO APPLY AND ENTRY REQUIREMENTS

### Taught Masters

The University of Westminster accepts applications through the online system UCAS Postgraduate. For more information visit [ukpass.ac.uk](https://ukpass.ac.uk). Once you have registered you can apply free of charge. There is no official deadline for postgraduate applications, but we strongly recommend you apply early (by the beginning of April for September start and the beginning of October for January start), especially if you are interested in applying for a scholarship since you will need to submit a separate application and to send it by post for consideration.

If you require additional guidance you can contact our Course Enquiries Team,  
T: +44 (0)20 7915 5511,  
E: [course-enquiries@westminster.ac.uk](mailto:course-enquiries@westminster.ac.uk).

International students can get advice and support with applications from one of our partners around the world; to find out more, visit [westminster.ac.uk/international/countries/visits](https://westminster.ac.uk/international/countries/visits)

### Entry requirements

Most courses have the following minimum standard entry requirements:

- a good Honours degree from a recognised university, or qualification or experience deemed to be equivalent, and
- English language competency judged sufficient to undertake advanced level study. Please visit the individual course pages or [westminster.ac.uk/international/full-degree-study/english-language-requirements](https://westminster.ac.uk/international/full-degree-study/english-language-requirements) for further details.

If your degree (or equivalent qualification) is from outside the UK please look at [westminster.ac.uk/international](https://westminster.ac.uk/international) for information on our requirements from your country. Any specific entry requirements for a course are given in the course description on the course page.

### Gaining credit for what you have learned

Your previous study or experience, whether through paid work or in a voluntary capacity, may mean you can gain exemption from some modules.

Accreditation of Prior Certificated learning (APCL) can be gained based on previous study that has led to a formal certificated qualification and this may include work based experience (CPD). The Accreditation of Prior Experiential Learning (APEL) recognises knowledge or skills acquired through life or work experience, which have not been formally recognised by an academic or professional certification.

You can make a claim if you think you may be eligible by visiting: [westminster.ac.uk/apcl](https://westminster.ac.uk/apcl)

The process is rigorous and credits will only be awarded for learning that is current and that related to the aims and content of the course for which you are applying.

### Notes for applicants

While courses are offered as described at the time of going to press, some revisions are made, mainly to ensure our courses are kept up-to-date. We will only cancel a course if it is unavoidable. Should any major change be necessary, applicants will be notified at the earliest point. There is no guarantee that courses that are undergoing validation will be approved.

### Research degrees

Separate application and admissions procedures apply for MPhil/PhD research degrees. See page 122 for details.



## COURSE STRUCTURE

### MASTER OF ARTS, MASTER OF SCIENCE (MA AND MSc)

#### Full-time study

Courses last for one calendar year (48 weeks). You will probably attend the University for seminars or lectures at least two days a week during the teaching year (31 weeks). The delivery and assessment of taught modules will normally be carried out between September and June, but it's likely that you will need to study over the summer months for your independent research – usually a project or dissertation.

#### Part-time study

There are part-time routes in most subjects, which offer daytime or evening study or, in some cases, mixture of both. Achieving a postgraduate qualification part-time normally takes at least two years, attending two sessions each week of the academic year, with a further six to 12 hours each week of personal study. Some employers will enable you to study by day release from work.

#### Modular scheme

Our Masters degree courses are modular study schemes based on a system of accumulating credits, and offer the most flexibility and choice in your course programme. You can transfer credits you have gained to other courses or institutions, and every course combines core and option modules which, as you complete them, bring you closer to gaining your higher degree.

#### Intensive block study

Some Masters courses are offered in short, intensive, block study periods of one to four weeks. They are full-time and may include weekend and weekday study; they are often followed by 12 weeks of personal study using an Independent Learning Package (ILP) approach. Single postgraduate modules can sometimes be studied in this way.

#### MPhil/PhD courses

See the research section on page 122.



# ACCOMMODATION, FEES AND FUNDING

## ACCOMMODATION

After choosing your course, one of your biggest decisions will be where to live, and we aim to make that choice as easy as possible. Whether you decide to live in our halls of residence or in private housing, we can help you to find the right accommodation. For more information visit [westminster.ac.uk/housing](http://westminster.ac.uk/housing)

### Halls of Residence

Architecture and Built Environment full-time postgraduate students can apply to live at Urbanest Hoxton, Urbanest Tower Bridge, or Wigram House in Victoria, our three exclusively postgraduate halls in the centre of London. The majority of rooms in these halls are single study bedrooms with shared kitchens.

All of our halls are a short distance away from the teaching sites and give students a great base to study and to explore London. Rents vary from £237 – £279 per week depending on the room type, and the price includes bills. Applications can be made following the instructions on our website.

### Private accommodation

If you prefer a more independent lifestyle, we can help you to find your ideal student home. There is a huge supply of rented housing in London at a wide range of prices. Rents depend on where you live but, as an example, the majority of students studying in central London commute from travel zones 2 or 3 (just outside the central area), where you can expect to pay from £180 – £250 per week for a room in a shared flat or house. We can offer all students comprehensive advice on finding suitable private accommodation, and a good starting point is to attend one of our housing meetings in August and September. Here you can get a range of housing information and tips on successful flat hunting, as well as meeting other students to form groups to flat hunt together.

## FEES, FUNDING AND SCHOLARSHIPS

Studying at university is a long-term investment in your future, and one which can make a significant difference to career prospects and your earning power. But to be able to make the most of your time at Westminster, it's also important to work out how you will pay your fees, accommodation and day-to-day expenses while you are here.

Fees increase each year, normally in line with the rate of inflation. To find out the latest fee levels for your particular course, visit the course page on our website at [westminster.ac.uk/courses/postgraduate](http://westminster.ac.uk/courses/postgraduate)

The University of Westminster has one of the most generous scholarship schemes of any British university, and we are able to offer a wide range of scholarships for UK, EU and international postgraduates, and for those studying on either full-time or part-time routes. You can find our latest scholarship funding opportunities online, at [westminster.ac.uk/scholarships](http://westminster.ac.uk/scholarships); please check the site regularly for updates.

Once you have been offered a place (conditional or unconditional) on a postgraduate course you can apply for a scholarship. Scholarships are competitive and have strict deadlines. Details of the application process, and deadlines for full-time UK, EU and international students, can be found by visiting [westminster.ac.uk/scholarships](http://westminster.ac.uk/scholarships)

If you would like to apply for a scholarship on a PhD course, you can find information at [westminster.ac.uk/graduate-school](http://westminster.ac.uk/graduate-school)



From September 2016, Student Finance England (SFE) are introducing a loan of up to £10,000 for students starting a postgraduate Masters course starting in September 2016 or later. The loan can be used to pay tuition fees or help meet your maintenance or study costs. Your course must be at postgraduate Masters level and you must meet the eligibility rules that relate to residence, settled status, previous study and qualifications. Eligible courses can

be taught or research-based. At the University of Westminster, eligible courses include MA, MSc, LLM, MBA, MRes and MPhil. RIBA Part II Architecture and integrated Masters do not qualify. The loan is available for full-time and part-time study.

For further information, please visit [westminster.ac.uk/pg-student-funding](http://westminster.ac.uk/pg-student-funding)



## LOCATION

If you study at the University of Westminster, everything that London has to offer is on your doorstep. Our central London campuses are ideally located for shopping, eating out, enjoying London's nightlife or just simply relaxing. As a University of Westminster student you will have access to all the facilities the University has to offer on all four campuses.

**Cavendish Campus** is situated in the artistic and bohemian area of Fitzrovia, with Oxford Street, Regent's Park and the British Museum only a ten-minute walk away and the peaceful Fitzroy Square just around the corner. The campus serves the Faculty of Science and Technology.

**Marylebone Campus** is opposite Madame Tussauds and just off Baker Street. We are close to the elegant shopping available on Marylebone High Street and just five minutes away is one of London's finest green spaces, Regent's Park. The campus serves the Faculty of Architecture and the Built Environment and Westminster Business School.

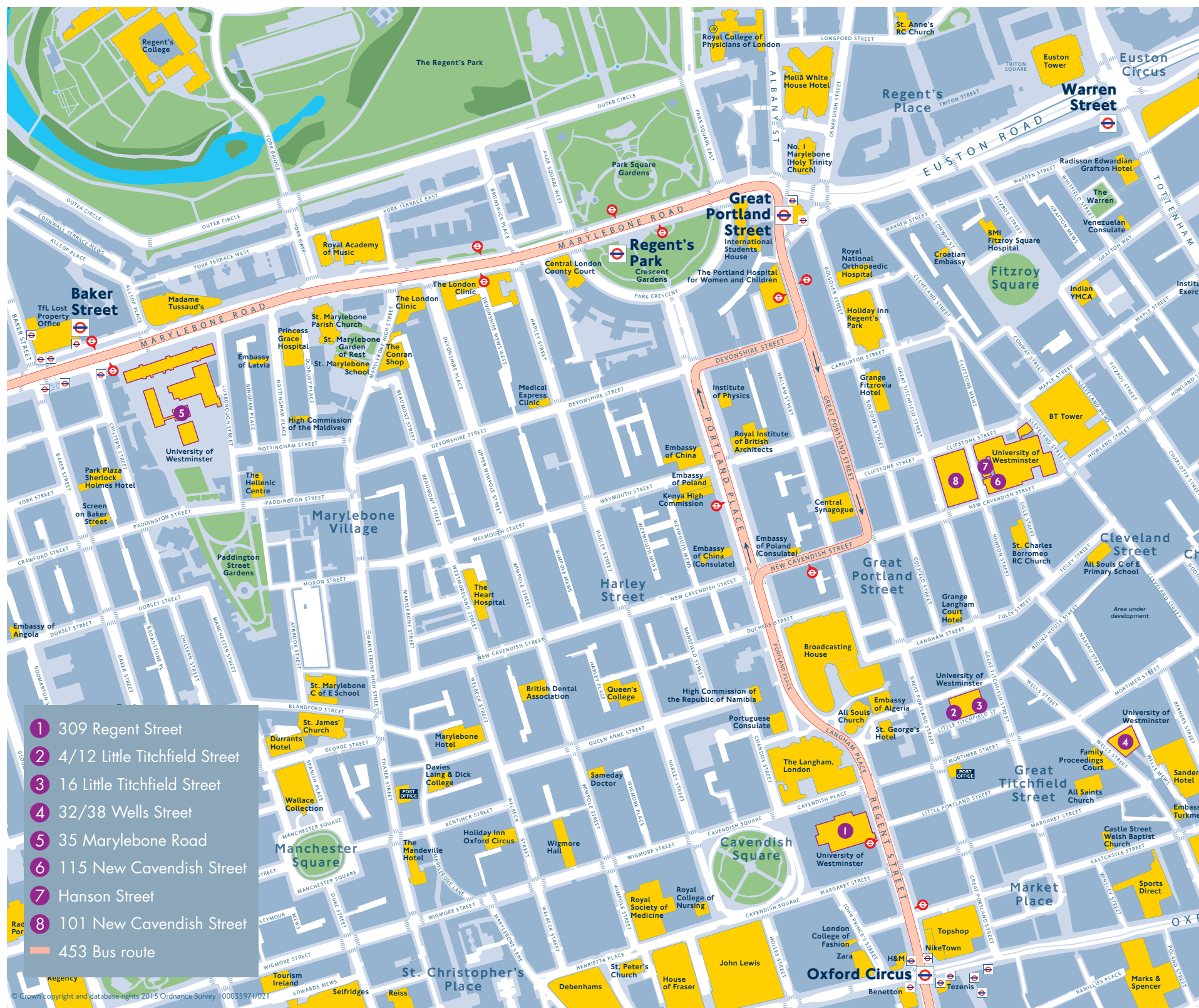
**Regent Campus** is situated on and around one of the busiest streets in London, home to a wide range of bustling shops, cafés and restaurants and just a couple of minutes walk from Oxford Street. The campus serves the Faculty of Social Sciences and Humanities and Westminster Law School.

In north west London, **Harrow Campus** is just 20 minutes by Tube from central London, and close to Harrow town centre. Here you will find major retail stores, a civic centre, an arts centre and a multiplex cinema. Nearby Harrow-on-the-Hill is a historic village offering a richly contrasting atmosphere. The campus serves Westminster School of Media, Arts and Design.

Westminster Business School is based at our Marylebone Campus in the heart of London's West End.

### School location

35 Marylebone Road  
London NW1 5LS  
United Kingdom



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## CONTACT US

### COURSE ENQUIRIES

Our Course Enquiries Team can provide you with information and advice on a range of issues, including:

- course information
- entry requirements for UK/EU and International students
- how to apply for a course
- Postgraduate Information Evenings: dates, times and locations
- campus tours: dates and times of tours
- tuition fees
- funding and scholarships.

Call our dedicated Course Enquiries Team from 9am-5pm, Monday-Friday.

T: +44 (0)20 7915 5511

E: [course-enquiries@westminster.ac.uk](mailto:course-enquiries@westminster.ac.uk)

#### Course Enquiries Team

University of Westminster  
First Floor, Cavendish House  
101 New Cavendish Street  
London W1W 6XH

### MEET US IN YOUR COUNTRY

Members of the University frequently travel overseas to meet and interview potential students at exhibitions, partner institutions, alumni receptions and other events. We also work with representatives around the world who can help you with your application to Westminster. Visit [westminster.ac.uk/international](http://westminster.ac.uk/international) to see our calendar of visits and local representatives.



All course information is correct at the time of going to press. On occasion, subsequent to publication, some changes may be made to the courses and modules offered. Should any major change be necessary, applicants will be notified at the earliest point. For the latest information please refer to our website.

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Once you have finished with this brochure please recycle it.

# westminster.ac.uk/wbs

For courses in:

Business Information Management and Operations

Economics

Educational Leadership and Professional Development

Finance and Accounting

Human Resource Management

Management and Leadership

Marketing

MBA

## CONNECT WITH WESTMINSTER ONLINE



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See our Westminster  
Business School page  
on LinkedIn

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## FIND OUT MORE

Mobile app for students: [westminster.ac.uk/iwestminster](https://westminster.ac.uk/iwestminster)

Sign up for customised content: [your.westminster.ac.uk/form/enquiry](https://your.westminster.ac.uk/form/enquiry)

Create your own Virtual Open Day: [yourvirtualopenday.westminster.ac.uk](https://yourvirtualopenday.westminster.ac.uk)

## COURSE ENQUIRIES

T: +44 (0)20 7915 5511

E: [course-enquiries@westminster.ac.uk](mailto:course-enquiries@westminster.ac.uk)

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University of Westminster ranked  
among top 100 most international  
universities in the world (THE, 2016)