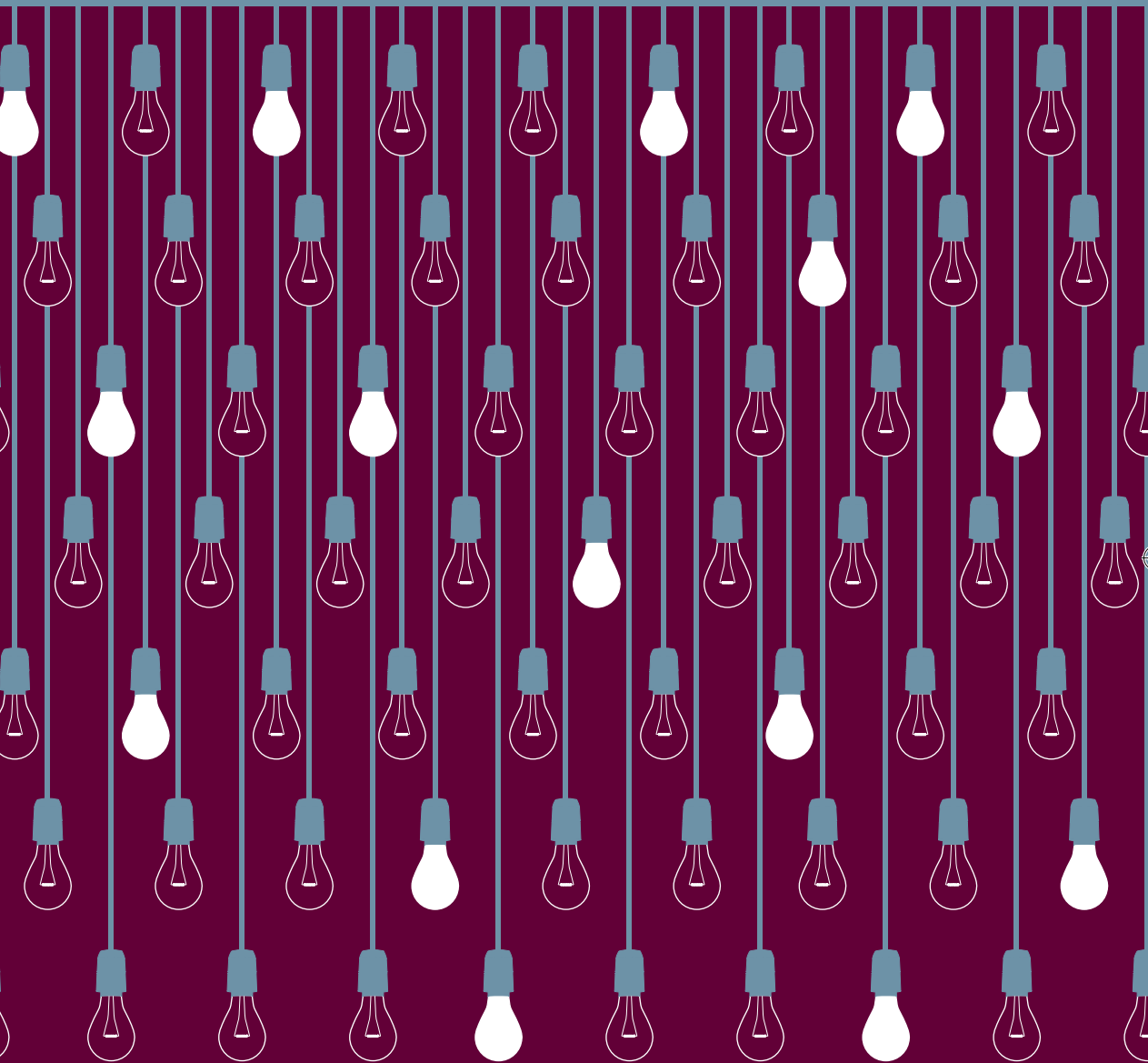


WESTMINSTER BUSINESS SCHOOL POSTGRADUATE COURSES



UNIVERSITY OF
VISION
STRATEGY
OPPORTUNITY
WESTMINSTER 卍

Why study at Westminster Business School?



Westminster Business School provides students with many opportunities to develop their careers. All of our degrees are professionally-

focused and this means that students are prepared for working in their chosen careers. Alongside our quality degree courses, students have different opportunities to enhance their experience (and their curriculum vitae) through internships, professional placements, study abroad or field trips.

The Business School is located in the heart of London and this provides students 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 world of work.

Westminster Business School is cosmopolitan, having a diverse student population which reflects London's demographic variety and nearly a third of our full-time students come from outside the UK. Every year we also welcome hundreds of exchange students from Asia, Australia, continental Europe and the United States. We work hard to ensure that we have a well-balanced mixture of students from different countries and cultures on our courses and modules. This provides all of our students great opportunities to develop their inter-cultural skills as well as forming new friendships and networks. Our staff are also drawn from many countries, and every year we welcome visiting scholars and researchers from all over the world.

Although we are a school with a strongly international outlook, we draw on a long tradition of providing part-time courses for Londoners. For nearly 80 years the School has served the needs of busy professionals and business people living or working in the capital. We offer a range of part-time qualifications which allow them to continue working while studying with us.

The School is also engaged in conducting applied research that is relevant to all areas of business, much of which has gained an international reputation. We have built a reputation for enterprise, knowledge transfer in the London region and work with public and private organisations across the UK. We see ourselves as London's leading professionally focused and research informed business school. The School 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 open to the public, and regard the dissemination of new ideas to the outside world as an important part of our function. We also offer customised courses, workshops and consultancy services for businesses and other clients.

Westminster Business School is one of the UK's largest providers of high-quality university business education. The School is one of the biggest centres for business and management education in the UK, with more than 350 full- and part-time academic staff, nearly 3,000 undergraduate students, and over 1,000 students undertaking postgraduate qualifications, many of which are accredited by professional bodies. We are ambitious, both for ourselves and our students, and so we are working hard to become London's leading professionally-focused and research engaged business school.

Professor Barbara Allan
Dean of School



UNIVERSITY OF WESTMINSTER

WESTMINSTER
BUSINESS
SCHOOL
POSTGRADUATE
COURSES
FULL-TIME AND PART-TIME

COURSE ENQUIRIES
Second Floor
Cavendish House
101 New Cavendish Street
London W1W 6XH
T: +44 (0)20 7915 5511
E: course-enquiries@westminster.ac.uk

PROSPECTIVE
POSTGRADUATE STUDENTS
For open events dates and
times visit our website
westminster.ac.uk/wbs

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POSTGRADUATE STUDIES AT WESTMINSTER BUSINESS SCHOOL

Westminster Business School offers a wide range of courses for both full-time and part-time students. Our portfolio embraces business information management and operations, economics, finance and accounting, general management, human resource management and marketing.

Many of our courses are in heavy demand. We link theory and practice together in our teaching and many of the tutors are experienced professionals who have worked in business. We believe that this gives you a strong preparation for seeking or returning to employment in your chosen field.

The UK has a strong reputation for high-quality education and for welcoming international students. At Westminster Business School we seek to uphold this reputation, and continue to attract a very cosmopolitan body of students who love living and learning in the centre of London. We try our best to make sure that you are supported in this experience.

We hope that you will join us, and enhance your life and career prospects.



Jon Pike
Director of
Postgraduate Programmes

A NEW CAMPUS IN THE HEART OF THE CAPITAL

Marylebone Campus is changing to offer a better student experience and to provide world class teaching, social and research facilities. We're investing £20m in creating a fresh, vibrant and professional campus, located in the heart of London.

The enhanced Marylebone Campus will offer:

New state-of-the-art facilities

We're creating dynamic multi-purpose facilities that can host a variety of high-profile events such as exhibitions, seminars and forums. These areas will provide our students with valuable opportunities to showcase work, network with industry professionals and participate in a range of extra-curricular events.



A Learning Platform

At the heart of the campus, the Learning Platform will be an enclosed place for students to study, work and socialise all year round. It will create a vibrant environment where staff and students can interact more informally and build their professional networks.

Enhanced library services and space

Our library area is expanding to provide better study areas for students. With direct access from the new Learning Platform it will support our students 24 hours a day, 7 days a week.

A green and sustainable campus

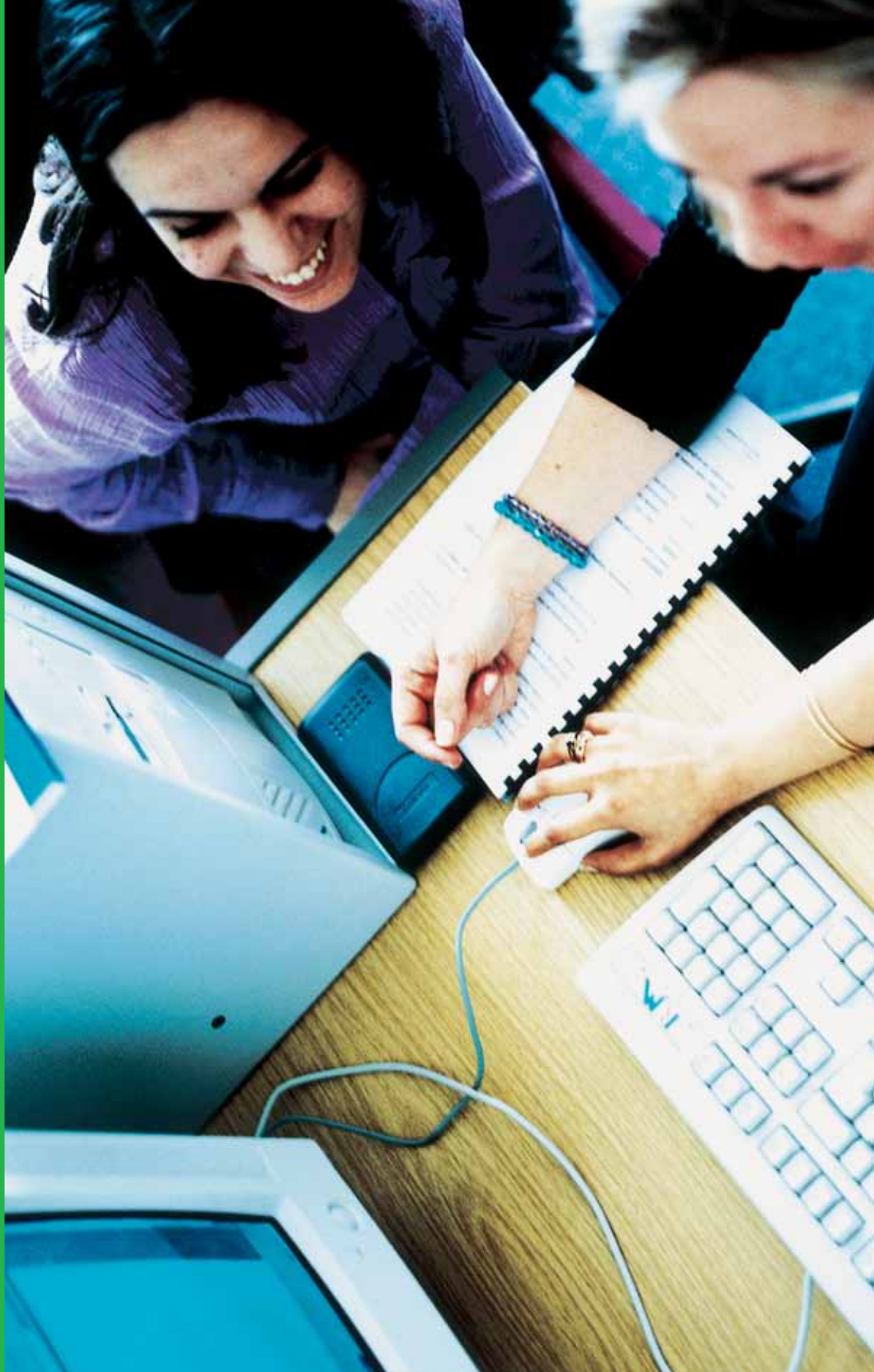
We're making changes to be more sustainable and support a green, lower-carbon, environmental agenda. Measures are in place to improve natural lighting and air flow, to reduce heat loss and make significant carbon savings.

Downtime and dining

Our new and improved catering area will offer an international range of sustainably sourced refreshments with extended opening hours to support students and staff throughout the day and during weekend activities.



∞ BUSINESS INFORMATION MANAGEMENT AND OPERATIONS



BUSINESS INFORMATION MANAGEMENT AND OPERATIONS AT WESTMINSTER

The staff of the Department of Business Information Management and Operations at Westminster Business School have a wide range of qualifications and practical experience in the fields of business information and operations management. Their expertise is especially pertinent to the constantly changing area of the application of information and communication technologies to business operations, strategy and innovation.

All of our courses concentrate on the practical relevance of such technologies to information and operations management for business organisations of all kinds. Our teaching team is supplemented by visiting lecturers including experienced practitioners, trainers and consultants. The Department has strong links with a number of professional bodies, including the Chartered Institute of Purchasing and Supply, and the quality of our teaching is recognised by the accreditations awarded to our courses. We also have Accredited Training Organisation status for PRINCE2 project management.

The research interests of our staff range widely and include artificial intelligence for business and management, decision support systems, design management techniques, e-government, ethical aspects of the internet, information systems for sustainability, knowledge management, social media, social networks, socio-technical issues, strategic information management and supply chains, supply chain management, virtual environments, website evaluation, and web technologies.

PURCHASING AND SUPPLY CHAIN MANAGEMENT MSc



Rachel Lander
Course Leader

Length of course

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

Location

Central London (Marylebone)

Course fees

See westminster.ac.uk/fees

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.

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

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.

Management Dimensions of Information

This module will enhance your understanding of the role of information in modern organisational life; how it underpins organisational knowledge, strategy, tactics and technology.

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

This module 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.



OPTION MODULES

Choose two from the following:

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.

Green Logistics and Procurement

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

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 using PRINCE 2

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



ASSOCIATED CAREERS

In today's complex and demanding environment where sound judgement, personal responsibility and initiative are sought, this course will help you acquire the qualities to either advance in your current role, or gain new employment. Areas of work you could consider include operations management, purchasing and contract 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 COURSES

- Information Management and Finance MSc
- Logistics and Supply Chain Management MSc

PRINCE2 SHORT COURSES

Length of course

One to five days, weekdays or Saturdays (depending on the course), ongoing

Location

Central London (Marylebone)

Course fees

See westminster.ac.uk/fees



PRINCE2 is a registered trademark of the Office of Government Commerce

We are proud to be one of just a handful of universities that are 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.

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.

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.

ENTRY REQUIREMENTS

The PRINCE2 Foundation course is open to anyone who's required to manage a project as part of their job and wants to develop the organisational skills to increase its chances of success.

The PRINCE2 Practitioner course is open to anyone with a PRINCE2 Foundation certificate.

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.



PROJECT MANAGEMENT MSc



Nicholas Lambrou
Course Leader

Length of course

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

Location

Central London (Marylebone)

Course fees

See westminster.ac.uk/fees

In today's business environment effective project management (PM) is now an integral influencer of success. Additionally, PM-associated skills such as 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 project management is now a requirement in many organisations, both public and 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's eligible to offer accredited PRINCE2 certification. So in addition to this postgraduate qualification, students can also obtain the much sought after PRINCE2.



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, MSP and DSDM Atern.



CORE MODULES

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

OPTION MODULES

- Developing Effective Project Teams
- Managing International Projects
- Project Finance

ASSOCIATED CAREERS

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

ENTRY REQUIREMENTS

The course is open to recent graduates with a good Honours degree in business, computing or engineering. Ideally, but not necessarily, you'll also have one to two years of project management experience. Also, holders of a good degree in other science or arts subjects with an aptitude for organising, running or participating in projects are encouraged to apply. For those with extensive experience of working in business and industry, the formal educational requirements may be relaxed. If your first language is not English, you will need an IELTS score of 6.5 or equivalent.

RELATED COURSES

- PRINCE2 Foundation
- PRINCE2 Practitioner
- Purchasing and Supply Chain Management MSc



ECONOMICS AT WESTMINSTER

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



Philip Hedges
Course Leader

Length of course

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

Location

Central London (Marylebone)

Course fees

See westminster.ac.uk/fees

This exciting new programme 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 the programme has a strong theoretical core, the focus is very much on the practical application of economic techniques to problems and 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 programme in economics.

The programme aims to provide you with an in-depth knowledge and understanding of the latest developments in economics, with a focus on practical skills and development of the 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.

GES GOVERNMENT ECONOMIC SERVICE
Making economists better
Making better use of economics

westminster.ac.uk/wbs



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 explores the theory of behavioural economics and its applications to public policy. It uses a theoretical framework, combining both social and private perspectives, to support decision making and understand the policy implications of the behavioural aspects of economic choices.

OPTION MODULES (MSC)

Choose one of the following:

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.

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 programme 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.

ENTRY REQUIREMENTS

International Economic Policy and Analysis MSc

You'll normally have a minimum Lower Second Class Honours first degree (or equivalent). This can be a single Honours or a major in Economics, a quantitative discipline with a minor in Economics, or a more general first degree (minimum Upper Second Class Honours or equivalent) with significant study of economics and quantitative methods. Exceptionally, non-graduates with extensive work experience in economics or a closely-related profession may also be considered.

International Economic Policy and Analysis MA

You should normally hold a first degree from a recognised institution (minimum Lower Second Class), or international equivalent. If your first degree is in Economics or a cognate discipline such as Business, Geography, Development Studies or Mathematics, a minimum Lower Second Class (or international equivalent) is acceptable. If you have a more general first degree you would normally require an Upper Second Class (or international equivalent).

The University operates a system of awarding credit for accredited prior learning either through formal study (APL) or experience (APEL). 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 Finance MSc
- Investment and Risk Finance MSc
- MBA

"I found the MSc programme very interesting and intellectually challenging. It provided a stepping-stone to an excellent position in planning and forecasting in the retail industry and also allowed me to develop a truly global network of friends. All the core and optional modules were very interesting and the lecturers were highly qualified and knowledgeable.

The programme provided the best possible opportunity to learn, to experience and to transform and I am grateful for all the help I received at the University of Westminster."

EMIRA KOCKICI,
GRADUATED JANUARY 2011

"My past year at the University of Westminster has been stimulating, laying the strong foundation for a successful professional career. The teaching staff were a perfect balance of academic and industry professionals with the unique ability to be patient and understanding towards the students' requirements.

The MSc is an academically intense course, which provides individuals with the necessary skills to enter the rather competitive employment market. I thoroughly enjoyed my experience and hope you will too."

RANVEER SINGH,
BUSINESS DEVELOPMENT MANAGER,
TANLA SOLUTIONS, UK





FINANCE AT WESTMINSTER

The Finance and Business Law 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.

Our courses are also recognised by the main professional bodies in the sector. The Finance and Accounting MSc gives exemption from seven papers of the Association of Chartered Certified Accountants (ACCA) exams. If you're studying for the Investment and Risk Finance MSc, you should register with the Securities and Investments Institute (SII), a leading professional body. Additionally, our successful graduates can apply for Associate Membership (ASi designation), leading to eventual professional membership and fellowship of the Institute.

As a postgraduate finance student you'll have access to the Financial Markets Suite, which uses the Bloomberg computer system to monitor real-time financial market movements and trends – a resource available to very few UK universities. Our virtual dealing room is 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



Declan McDonald
Course Leader

Length of course

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

Location

Central London (Marylebone)

Course fees

See westminster.ac.uk/fees

This course has been designed to develop the knowledge, skills, research interests and career prospects of those who work, or wish to work, in finance, treasury management or accountancy. It's 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're a graduate member of a professional accountancy body you may be able to claim Accreditation of Prior Certificated Learning for exemption from up to three modules, allowing you to concentrate on developing your knowledge of accounting and finance relevant to the current market. The course provides exemption from seven papers of the Association of Chartered Certified Accountants (ACCA) exams. The Westminster Business School is one of just three UK institutions where students qualify for so many ACCA exemptions on completion of a one-year course.

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.

OPTION MODULES

You can choose a total of three options modules. Choose two or three from the following list; a third 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

Enhance your understanding of the fundamental ideas and tools behind traditional fixed income securities and trading. This module introduces modern techniques for pricing fixed income securities and derivatives. It uses the Financial Markets Suite and real world models for bond pricing and trading the markets. It also looks at key trading terminology and trading the short end, the curvature and the slope of the yield curve.



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.

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 careers.

ENTRY REQUIREMENTS

You'll need a UK Honours degree (Second Class or above) or international equivalent in accounting, business or economics, or in any other discipline with evidence of quantitative and computer skills. Alternatively, you should hold graduate membership of any UK professional accountancy body or international equivalent. Graduate members of a professional accountancy body may claim exemptions from two core modules – Managerial Accounting and Financial Accounting Policy.

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

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



"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



INTERNATIONAL FINANCE MSc



Dr Sheeja Sivaprasad
Course Leader

Length of course

One year full-time, starting in September or January

Location

Central London (Marylebone)

Course fees

See westminster.ac.uk/fees

This course provides you with expertise in international finance and enables you to pursue a career within the finance profession. As well as a strong disciplinary base in international finance, it draws on other cognate disciplines including accounting, quantitative methods and economics. This will equip you with the skills and knowledge 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 international 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

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 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.

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:

Fixed Income Analysis

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

Forecasting Financial Markets

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

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.

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.



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.

ENTRY REQUIREMENTS

You should normally hold a first degree from a recognised institution (minimum Lower Second Class Honours), or international equivalent, in accounting, economics or business studies, and preferably an adequate study of finance. Alternatively, you may have any other UK Honours degree (minimum Upper Second Class) or international equivalent and preferably an adequate study of finance. Exceptionally, non-graduates may also be considered if they have extensive, relevant work experience. You must show that you have the commitment to benefit from and contribute to the course, and the ability to pass the course modules. 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



Dr Harry Thapar
Course Leader

Length of course

One year full-time, starting in September or January

Location

Central London (Marylebone)

Course fees

See westminster.ac.uk/fees

This course provides a thorough academic 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 learning is reinforced through the resources available in our Financial Markets Suite (FMS), a state-of-the-art virtual trading room environment.



COURSE CONTENT

The programme 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 many years in the industry and are actively engaged in research and consultancy. The programme consists of core modules which help you acquire the ability to perform quantitative investment and risk analyses 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 and creates opportunities for students to explore finance subject areas of their own interest in more depth. This study will enable you to apply analytical and technical management skills you will encounter to real-life situations.

"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

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

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.

Risk Management

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



SUB-CORE MODULES

Choose two or three of the following:

Contemporary International Financial Management

You will develop analytical skills and an understanding of the strategic decision making process in global companies that are value based and are pursuing growth objectives.

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 case examples. Students will gain hands-on training and exposure to the Bloomberg system in the Financial Market 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

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.

You may also take another module from the postgraduate portfolio, at the course leader's discretion.

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.

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 post-graduate 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

You should normally hold a first degree from a recognised institution (minimum Lower Second Class Honours), or international equivalent with a significant content of quantitative methods. You do not need prior knowledge of finance, but should feel confident dealing with numbers and possess some expertise in mathematics and/or statistics. The course is also open to those from other disciplines in which quantitative methods form a significant part. Exceptionally, non-graduates may also be considered provided they can show evidence of extensive work experience in the field. You need to demonstrate that you have the commitment to benefit from and contribute to the course, as well as the ability to pass the variety of modules which make up the course. 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
- International Finance MSc
- Finance, Banking and Insurance MSc



FINANCE, BANKING AND INSURANCE MSc



**Panagiotis
Dontis-Charitos**
Course Leader

Length of course

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

Location

Central London (Marylebone)

Course fees

See westminster.ac.uk/fees

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.

The MSc in Finance, Banking and Insurance 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 programme 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 hedged funds as private client advisors and financial analysis both in the public and private sectors.



COURSE CONTENT

The course is designed to give you an essential understanding of the characteristics of the finance, banking and insurance markets. It begins by giving a thorough understanding of these markets before allowing students to broaden their knowledge through the selection of option modules.

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 focuses on relevant reforms to the banking and insurance industries. It addresses the problems that led to the recent financial crisis, and provides an excellent foundation for understanding the importance of compliance in these industries.

Global Banking

This module offers a deep insight into the major features of the modern banking industry.

Insurance Markets and Operations

This module provides a thorough understanding of the principles and practice of insurance.

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.

Research Methods

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

Project

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





OPTION MODULES

Advanced Topics in Insurance Markets

This module offers an in-depth analysis of selected specialist areas of insurance.

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

Enhance your understanding of the fundamental ideas and tools behind traditional fixed income securities and trading. This module introduces modern techniques for pricing fixed income securities and derivatives. It uses the Financial Markets Suite and real world models for bond pricing and trading the markets. It also looks at key trading terminology and trading the short end, the curvature and the slope of the yield curve.

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.

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 analysis both in the public and private sectors.

ENTRY REQUIREMENTS

You should normally hold a first degree from a recognised institution (minimum Lower Second Class Honours) in accounting, finance, insurance, economics, business studies or social science, or international equivalent. Graduates with other UK Honours degrees (minimum lower second class) or the overseas equivalent are required to provide evidence of quantitative skills and computer literacy. Applications from students with a UK or overseas professional accountancy qualification (ACCA, CIMA, etc) are also encouraged. Students whose first language is not English will need an IELTS score of 6.5, with a minimum score of 6 in each element.

RELATED COURSES

- Finance and Accounting MSc
- Investment and Risk Finance MSc
- International Finance MSc

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.



HUMAN RESOURCE MANAGEMENT AT WESTMINSTER

Westminster Business School is a Chartered Institute of Personnel and Development approved Centre of Excellence. 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 Development. These Departments cover a range of specialist areas including employee coaching, employment law, international personnel management, management development, managing culture and change and reward management.

Currently we offer two courses. 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 practicing human resource management (HRM) or are about to enter the sector. Second is the International Human Resource Management MA, which is a one-year, full-time course mainly – but not exclusively – for participants outside the UK.

Approximately three-quarters of our students are studying part-time while working in business, consultancy or public sector 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.

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

Cecilie Bingham

Course Leader for full-time students

Keith Porter

Course Leader for part-time students

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

See westminster.ac.uk/fees

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 designated Centre of Excellence by the Chartered Institute of Personnel and Development (CIPD). The course has been approved by the CIPD as meeting the 'knowledge criteria' for Associate Membership. This means that once you have successfully shown the CIPD relevant evidence of your practice in the workplace, you will gain the professional level of either Associate or Chartered Membership.



CORE MODULES

Dissertation

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.

HRM in 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.

Research Methods

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

Learning and Development

This module provides you with the theoretical underpinning necessary to understand the learning and development (L&D) process within an organisational context.

Organisational Analysis, Design and Development

Examine the way 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.

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

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

International Personnel Management

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.

Knowledge Management

This module provides you with the theoretical underpinning necessary to understand that generating, sustaining and making knowledge widely available are crucial for organisational change and development.

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.

Strategic Personnel and Development

You will focus on the way in which successful organisational performance depends on the close alignment between business and HR strategy.

All modules are subject to the CIPD and University of Westminster approval.

ASSOCIATED CAREERS

After completing the course you can be expected to develop your career within HRM, either in the UK or abroad, or to continue your studies in HR-related fields. 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, PricewaterhouseCoopers 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

ENTRY REQUIREMENTS

You should normally hold a first degree from a recognised institution (minimum Lower Second Class Honours), or overseas equivalent in a related field. Those with extensive experience who do not possess a first degree can 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.

RELATED COURSES

- International Human Resource Management MA



INTERNATIONAL HUMAN RESOURCE MANAGEMENT MA



Cecilie Bingham
Course Leader

Length of course

One year full-time, starting in September

Location

Central London (Marylebone)

Course fees

See westminster.ac.uk/fees

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. To provide the necessary knowledge, the course includes modules which focus on international personnel management, corporate international HRM, and managing change and culture. The course will enable you to build a body of practical skills and theoretical knowledge around the management of organisations within different international contexts.

COURSE CONTENT

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



CORE MODULES

Comparative International HRM and Employee Relations

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

Dissertation

The aim of the dissertation 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.

HRM in 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.

Research Methods

This module aims to develop your knowledge and competence of the research process, and the application of research methods in 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 both as an internal and external consultant to organisations.



OPTION MODULES

Choose one of the following:

Designing and Delivering Training

The module provides you with the theoretical underpinning necessary to understand the processes of designing and delivering training effectively within an organisational context.

International Personnel Management

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.

Or any other Level 7 module running within the WBS postgraduate portfolio, subject to the approval of the course leader.

ASSOCIATED CAREERS

Those completing the course can be expected to find employment within HRM, either in the UK or abroad, or to continue their studies in HR-related fields. 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, PricewaterhouseCoopers, Transport for London, and Visa.

ENTRY REQUIREMENTS

You should normally hold a first degree from a recognised institution (minimum Lower Second Class Honours), or overseas equivalent in a related field. Those with extensive experience who do not possess a first degree can 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 component.

RELATED COURSES

- Human Resource Management MA



MANAGEMENT AT WESTMINSTER

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 in the future.

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 high academic standards.

MANAGEMENT MA



Keith Patrick
Course Leader



Nuala OSullivan
Deputy Course Leader

Length of course

MA: one year full-time or two years part-time, starting in September or January

Location

Central London (Marylebone)

Course fees

See westminster.ac.uk/fees

This course is designed to develop the general management skills and abilities 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 operation to strategy.

Students who successfully complete the programme become members of the corporate body, the Corporate Management Institute (CMI).



COURSE CONTENT

Students will take each of the nine modules listed below.

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.

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. 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.

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

Managers and Organisations

This module will give you an understanding of how organisations work, and how to use that knowledge to effectively manage.

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's focused on the development of effective market-oriented managerial thinking. Marketing related tools, frameworks, strategies and tactics are introduced, developed and applied.

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 learned during the course to a substantial real-life problem.

Strategic Management

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



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.

"I was a team leader when I started the training. During the course of my studies I have moved from one position of authority to another, and I am currently a commissioner. All this happened and continues to happen because of the training."

CHRISTIANA A SOLANKE,
MANAGEMENT STUDIES MA

ENTRY REQUIREMENTS

You should have a first degree, or a professional qualification that is of a recognised equivalent standard to a degree, or equivalent work experience. If you do not have formal qualifications, but you have at least five years of relevant work experience, you may also be considered for entry to the course at the discretion of the course leader. 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 BUSINESS AND MANAGEMENT MA



Richard West
Course Leader

Length of course

One year full-time, starting
in September or January

Location

Central London (Marylebone)

Course fees

See westminster.ac.uk/fees

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 a significant number of international students 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.

CORE MODULES

Aspects of Marketing Management

This module will help you to identify the main contribution of marketing to organisational objectives.

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.

Project

The purpose 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.



The International Economy

This module covers a range of topics, including developing countries and the international economy, economic integration, foreign investment, international economic institutions and environmental issues. It has been designed to enhance your understanding of international finance, trade theory and protection in addition to building competence in technologies and enhance your understanding of third world debt and trade in primary producers.

OPTION MODULES

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

This course is being re-validated and may be subject to minor changes. Please check our website for up-to-date information.

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, while others develop their careers with international charities and other NGOs.

ENTRY REQUIREMENTS

You should normally hold a first degree from a recognised institution (minimum Lower Second Class Honours), or international equivalent. Exceptionally, non-graduates with significant practitioner experience of marketing and/or marketing communications can 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.

RELATED COURSES

- International Business Economics MA
- International Finance MSc



MASTER OF BUSINESS ADMINISTRATION (MBA)



Dr Susan Balint
Course Leader

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

See westminster.ac.uk/fees

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 take up influential roles within key and growth industries both in the UK and overseas. They make a significant impact both on the businesses in which they operate and the wider business environment.

They have the capability, credibility and judgment 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 roles 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 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 class work 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. It places particular emphasis on their practical application in the profit and not-for-profit sectors. In addition you will become familiar with techniques of financial decision making and the particular problems of financing enterprises in emerging economies.

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 priority. In doing this, you'll 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.

Four-week internship

All full-time MBA students have the opportunity to undertake a four-week internship as a part of their course. You will normally secure an internship which is relevant to your business interests, allowing you to put into practice your newly acquired knowledge or to try a new sector or industry.

OPTION MODULES

Choose two from the following:

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

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

Responsible Organisations

This module examines successful organisations with respect to ethical policies, practices and sustainability.

Social Entrepreneurship

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.

Sustainability and the Corporation

The module gives you an appreciation of how issues of sustainability affect corporate decision making. It examines the long-term, strategic objectives of the corporation and its relationship with capital markets; it explores how the issues of sustainability affect business policy and communications with capital, labour and product markets.

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 EMAP Ltd, Hayes, Lewisham Council, Ministry of Justice, NHS, Sidel UK Ltd, Transport for London and UBS Investment Bank.

“Having spent the past 15 years working for 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 2010

ENTRY REQUIREMENTS

Our normal minimum requirements for admission are a good undergraduate degree (or international equivalent) or a professional qualification in addition to at least three years' supervisory or managerial work experience. If you do not have a degree we may still consider your application if you have substantial work experience in a position with a high level of responsibility. 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.

If English is not your first language you will need an IELTS score of 6.5 (with a minimum of 6.0 in each element), or a recognised equivalent.



“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. We don’t at the moment, in the public sector, have the corporate mindset to help us be more productive and efficient. It also gives me great opportunities in the future if 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 2011





MARKETING AT WESTMINSTER

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

A Chartered Institute of Marketing (CIM) accredited study centre, we focus on delivering flexible, research-informed teaching and the opportunity for enhanced personal development planning across more than 20 modules in our postgraduate marketing and strategy courses.

In addition to the CIM we have strong links with the Institutes of Direct Marketing, Public Relations and Sales Promotions. This is reflected in the high level of guest speakers from the communications industry 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, multi-cultural staff bring academic and real-world practitioner expertise to the learning experience.

MARKETING COMMUNICATIONS MA



Carol Blackman
Course Leader

Length of course

One year full-time, starting in September or January

Location

Central London (Marylebone)

Course fees

See westminster.ac.uk/fees

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.



The Chartered
Institute of Marketing

Accredited Study Centre
2010-2012



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 practice. The course embeds the Chartered Institute of Marketing's Introductory Certificate in Marketing, to provide a firm grounding in the basics of marketing at the start of the course. The course also gives you membership of the CIM while you are studying.

CORE MODULES

Advertising Management and Brand Delivery

This module will give you a greater understanding of advertising theory and its application within the brand management process.

Analysis and Strategy for Marketing Communications

You will focus on the major marketing principles and analytical frameworks which underpin and facilitate the analysis of a marketing situation, and the extent to which marketing communications can be used to improve this situation and help organisations to achieve marketing objectives.

Buyer Behaviour

This module considers the marketing concept that to be more profitable and provide the products and services consumers will purchase, it must understand and stay close to its customers.

Direct and Interactive Marketing Management

You will focus on the theory and application of direct marketing (DM), an important and well-established marketing discipline that is widely used across industrial, not-for-profit and public sectors.

Integrated Marketing Communications Campaign Planning Project

This is a one-to-one, supervisor-supported module that gives you the opportunity to identify and work for 'legal' organisations of your choice. You will need to apply your course learning to a real-life situation by drafting a budgeted and time-scaled campaign plan for a chosen organisation.

Managing Marketing Communications

This module concentrates on providing you with the basic skills set that you will need for obtaining and sustaining employment in the marketing communications sector.

Marketing and Media Research

This module will give you a robust, comprehensive introduction to the theory, application and practice of marketing research. You will examine the need for research to support communications initiatives through their implementation, delivery and outcomes processes, with the overarching need to reduce risk in investment situations.

Public Relations and Reputation Management

This module concentrates on giving current and future managers an understanding of the role of Public Relations within an organisation, with special reference to marketing communication.

Sales Promotion and Management

This module balances a pragmatic view of sales promotion from a practitioner's perspective with the academic need for intellectual rigour to explore conceptual theory.

Specialist Marketing Internships

For students starting in January there is time to take a three-month, part-time internship in a communications department or agency, to put your knowledge to practical use. Please ask your course leader for further details.

ASSOCIATED CAREERS

The alumni of these courses are in responsible jobs throughout the world in marketing, media and communications organisations. The Marketing Communications MA tends to lead to a career in the communications areas of marketing in agencies or enterprises.

ENTRY REQUIREMENTS

You should normally hold a first degree from a recognised institution (minimum Lower Second Class Honours), or international equivalent. Exceptionally, non-graduates with significant practitioner experience of marketing and/or marketing communications can 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.

RELATED COURSES

- Marketing Management MA/MSc

"It was more than a love of the Beatles, Spice Girls, Harry Potter or English tea, it was all about the amazing and unforgettable experiences I have in London and at the University of Westminster. I love London for its diversity and fast pace; and I love the School for its location in the centre of this city. It was like I was right in the core centre of the world, giving me numerous opportunities to see the world of business, culture and humanity by my own views. After this fruitful year of study, all the efforts, hardship and patience was worth it. I will never regret having been here with all the friends, teachers and classmates who have encouraged and inspired me to gain such an achievement."

CHI VU,
MARKETING COMMUNICATIONS MA





MARKETING MANAGEMENT MA/MSc



Donna Mai
Course Leader

Length of course

One year full-time starting
in September or January

Location

Central London (Marylebone)

Course fees

See westminster.ac.uk/fees

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.



The Chartered
Institute of Marketing

Accredited Study Centre
2010-2012



CORE MODULES

Buyer Behaviour

This module considers the marketing concept that to be more profitable and provide the products and services consumers will purchase, it must understand and stay close to its customers.

Marketing Communications

This module examines the theories, principles and practice of marketing communications management within a managerial framework.

Marketing Dissertation Project

A dissertation in the area of marketing management.

Marketing Research

In order to achieve its objectives, an organisation must understand and stay close to its customers, to provide goods and services in such a way, time and place, and at such a price that they will purchase them. You will focus on the sophisticated approaches used by companies to understand their customers, consumers and the markets in which they operate.

Product, Brand and Pricing Management

This module looks at two of the 'four Ps' of the marketing mix, 'product' and 'pricing', and their role in the marketing management process to achieve strategic business goals.

Routes to Market

This module is dedicated to distribution, one of the four principal dimensions of the marketing mix. You will be introduced to the conceptual tools needed to analyse channel strategy and the problems of suppliers of goods and services in different markets.

Strategic Marketing

Managers of modern businesses are presented with ever-growing challenges. This module aims to provide you with an understanding of the discipline of strategic marketing management, both as a philosophy and as a set of methods that can guide managers in the decisions they must make.

The Effective Marketing Manager (MA only)

The marketing profession is currently undergoing its most significant transformation in more than 50 years, and as the world changes, so must the capabilities of marketing professionals.

“My thesis was on private label grocery brands vs. store brands. I did my Masters with two kids and managed to complete my Marketing MA on time. I returned to Pakistan soon afterwards and was offered a job as Assistant Brand Manager with Colgate Palmolive. I served the company for two years and gained a good depth of brand management experience in their Hard Surface Care category. Now I teach Marketing at a business school as I wanted to work part-time and have more time for my children.”

TEHMINA NAZAR,
MARKETING MANAGEMENT MA





OPTION MODULES (MSc ONLY)

The option modules are provided from those currently offered within the Finance, Business Information Management and Operations, and Economics and Quantitative Methods departments. Their availability may vary according to semester, timetabling constraints and optimum class sizes. When the listed modules are not available, the course leader will propose other modules that are considered appropriate.

MSc

If you would like to be awarded the Marketing Management MSc, you will need to take Buyer Behaviour, Marketing Communications, Marketing Research, Product, Brand and Pricing Management, Routes to Market, Strategic Marketing and Marketing Dissertation Project and choose one of the following options:

Data Management

The module will introduce you to the analysis of sample data within an economics, business or finance context.

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.



Leading the Knowledge-Based Organisation

This module analyses the role of knowledge as a resource in the learning organisation, where the management of this knowledge can be considered as being based on 10 per cent technology and 90 per cent human factors.

Managing the Digital Enterprise

You will explore the business models adopted for the digital age.

“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 surely 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 2009,
ITALIAN DIGITAL PLANNER BUYER AT CARAT

ENTRY REQUIREMENTS

You should normally hold a first degree from a recognised institution (minimum Lower Second Class Honours), or international equivalent. Exceptionally, non-graduates with significant practitioner experience of marketing and/or marketing communications can 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.

RELATED COURSES

- International Business and Management MA
- Management MA
- Marketing Communications MA
- MBA

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

Course fees

See 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
- 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 for students who need it.

APPLICATION

Apply directly to KIC London
kiclondon.org.uk/howtoapply

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
kiclondon.org



RESEARCH AT WESTMINSTER BUSINESS SCHOOL

The 2008 Research Assessment Exercise (RAE) rated 70 per cent of 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.

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 are investing in three research centres that are developing portfolios of research that is recognised to be internationally excellent and, in some cases, world leading.

The three centres are:

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

We provide a weekly research seminar that draws both external and internal speakers. Research students also benefit from a doctoral colloquium where they present their work and receive feedback from senior researchers as well as their own supervisory team.

In addition, WBS is a Centre of Excellence for the Chartered Institute of Personnel and Development; our MBA is accredited by The Association of MBAs (AMBA), and we have strong links with the Chartered Institute of Marketing (CIM).

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 Finance and Business Law 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 business law.

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.

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 School 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.



BUSINESS AND MANAGEMENT MA(Res)



Michaela Brockmann
Course Leader

Length of course

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

Location

Central London (Marylebone)

Course fees

See westminster.ac.uk/fees

Applicants for the MPhil/PhD should note that we normally expect students to have a Masters degree (with a minimum of 60 per cent in the dissertation, and a merit or above overall) or an equivalent qualification from an overseas institution. If you have a qualification below this level you are advised to enroll on this course as a preparation for PhD study (subject to approval).

COURSE CONTENT

This is a one-year full-time/two-year part-time Masters aimed at students wishing to enrol on the MPhil/PhD programme.

The MA has been specifically designed to provide students with a strong grounding in all aspects of Business and Management research. It develops students' relevant understanding, knowledge and competencies to enable them to progress to MPhil/PhD level. It includes two optional modules, which will give students the opportunity to develop their specialist subject area.

CORE MODULES

Dissertation (60 credits)

You are expected to complete a 15-20,000 word dissertation.

Research Methods (40 credits)

This module will provide you with the methods, techniques and tools for undertaking research. It will enable students to develop their research design and consider a range of qualitative and quantitative methods for data collection and analysis.

Research Practice (20 credits)

This module will introduce you to the professional context of research. You will learn to develop a research proposal suitable for funding, to manage the process of undertaking a major research project and to conduct and disseminate research in a manner consistent with professional practice.

Ways of Knowing (20 credits)

In this module, you will gain an understanding of the main philosophical positions and research traditions in the field of Business and Management. This will enable students to comprehend, critically evaluate and build on the existing research literature. The philosophical position provides the context for theory construction, research design and the selection of appropriate research methods.

OPTION MODULES

You will choose two optional modules (20 credits each) from a wide range of subject areas including economics, finance, marketing and human resource management.

ENTRY REQUIREMENTS

You are expected to have a good first degree, equivalent to at least a UK Second Class Honours degree. Applicants whose secondary level education was not conducted in the English language will have to provide evidence of English proficiency, normally in the form of an IELTS or a TOEFL score. Students who have successfully completed a Masters degree at a UK university or who have obtained equivalent qualifications at a UK or a recognised overseas institution may be exempt from those parts of the MA, where they can demonstrate equivalent learning.

Progression from the MA to the MPhil/PhD

You will be equipped to apply to undertake a research degree if you have a Business and Management MA(Res). Those who have successfully completed the course, usually with a minimum of 60 per cent, will be able to apply to the MPhil/PhD programme, subject to availability of a suitable supervisor.





MPhil/PhD



Dr Trino-Manuel Niguez
Research Degree
Programme Director

Length of course

18 months (MPhil); 24-33 months (PhD),
starting in September or January

Location

Central London (Marylebone)

Course fees

See westminster.ac.uk/courses/research-degrees/fees

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.

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.

COURSE 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.

Within four months (or six months if part-time) of initial enrolment, you will be required to submit a formal application for MPhil/PhD registration. This includes a fully developed, detailed plan of academic work. MPhil/PhD registration is only confirmed when this application has been formally approved by the University.

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. The corresponding figures for PhD direct and PhD via MPhil programmes are 24 months and 33 months, respectively.

ENTRY REQUIREMENTS

You should normally hold at least an Upper Second Class Honours degree, and preferably a Masters degree. If your secondary level education has not been conducted in English you should also demonstrate evidence of appropriate English language proficiency, normally defined as 6.5 in IELTS (6.0 in every band).

ASSOCIATED CAREERS

The value and the prestige of a research degree from Westminster Business School are internationally recognised. Our research degree graduates have obtained jobs all around the world. Some work in academia, while others are employed in public, private or international organisations. They all greatly value their research degree and rate the experience of studying at Westminster Business School very highly.

"My learning journey has been tough and rich. The staff in WBS are suited to my interdisciplinary research, which covers international business and economic development. I was equipped by WBS with the relevant skills necessary to carry out good quality academic research up to the standard required. As well as going through the literature and attending taught courses, my supervisors encouraged me to attend seminars run regularly by WBS and many academic conferences held elsewhere. I have enjoyed the experience as a PhD student at WBS and it has really widened my academic abilities."

SIRIWAN SANTIPITAKSAKUL,
PhD CANDIDATE

HOW TO APPLY

The University of Westminster accepts applications through the national, online UK Postgraduate Application and Statistical Service (UKPASS) system. Once you have registered you can apply free of charge.

Before submitting an application you need to contact a prospective supervisor to discuss your research ideas. Our research interests are listed on our website westminster.ac.uk/research-degrees-business. Alternatively, candidates may direct initial enquiries to Dr Trino-Manuel Niguez, T.M.Niguez@westminster.ac.uk

The admissions timetable is available at westminster.ac.uk/research-degrees-business

For more information and to apply visit westminster.ac.uk/research-degrees

If you are suitably qualified and we can offer supervision in your chosen area, you will need to attend a formal interview; telephone interviews may be arranged if you are based abroad.

If you have any enquiries regarding the admission process you can contact our Research Office team on +44 (0)20 7911 5731 or email researchadmissions@westminster.ac.uk



For more than 170 years the University of Westminster has been a place where dedicated and creative students have enjoyed a vibrant learning 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 are leading the world in research in architecture, art, and media and communications, while our research work in psychology, and other areas such as business, computing, law, life sciences and the environment, and planning, has been recognised as internationally excellent. A wide range of our courses have also received excellent quality ratings.

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 this year.

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 technology and the creative industries, with its own on-site student village.

And we are continuing to invest in learning facilities and the student environment. We have embarked on a £60m redevelopment of student facilities at our Harrow and Marylebone campuses. For more information visit westminster.ac.uk/about-us/university-developments



The University of Westminster has a long-standing reputation for innovation and creative development, and we showcase the work of our students and others at our Ambika P3 underground space at our Marylebone Campus, and at London Gallery West at our Harrow Campus. We have opened a major new gallery space at our headquarters at 309 Regent Street, offering artists the opportunity to exhibit work at this landmark location. The Regent Street building is also home to the UK's first public cinema, the venue for the country's first public moving picture show held by the Lumière brothers in 1896, and a major fundraising campaign is now underway to restore and modernise this site.

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 and a broad range of courses that respond to and anticipate developments in professional life.

We have more than 900 teaching staff supported by over 900 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.

Our Career Development Centre can help you to find flexible work while you study, and whatever career you choose, the service can help to develop your employability and offer advice on your path after graduation. Our extensive network of tutors, administrators, counsellors, health service, financial advisers and faith advisers is there to support you in every aspect of your life at Westminster, and our lively and active Students' Union offers a large number of student societies for a wide range of interests.

Westminster develops graduates who can succeed in an uncertain and increasingly international workplace. We hope to help you develop both the knowledge and the life skills you will need to succeed.



London is one of the world's most vibrant and 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, the British Library 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. 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, over 600 cinema screens, 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, and the city is famous for its markets.

Football, rugby, cricket and athletics are among the sports that feature high on London's leisure scene, at legendary venues such as Wembley, Twickenham and Lords. And the world's greatest sporting event, the Olympics, will be hosted here in 2012. But if you prefer your leisure activities to be more relaxed, London is a city of over 140 parks; 39 per cent of the city is green space.



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. You will be regarded as a priority for accommodation, but it is still important to apply early. We also provide a 'meet and greet' service for students landing at Heathrow and Gatwick airports on specific days towards the end of 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

Meet us in your country

Members of the university frequently travel overseas to meet and interview potential students at exhibitions, schools, partner institutions, alumni receptions and other events. We also work with representatives around the world who can help you with your application on our behalf. Visit westminster.ac.uk/international to see our calendar of visits and a full list of the overseas representatives we work with.

English language courses and support

We run a number of English language courses, from stand-alone short courses (including IELTS preparation), pre-sessional courses as well as courses on English for Academic Purposes (EAP) westminster.ac.uk/efl



Pre-sessional English course

If you have been offered a place on a Masters or research degree at Westminster, our pre-sessional English course will help you to develop the language and study skills you will need. Over 11 weeks (if you have a current IELTS score of 5.5) or six weeks (for those with an IELTS score of 6.0), this intensive course will bring your English level up to the equivalent of an IELTS score of 6.5, the minimum requirement for most of our taught Masters courses and research programmes. For more information visit westminster.ac.uk/efl

Study Abroad Programme

Our Graduate Study Abroad programme lasts for one semester and allows you to take a range of our graduate level modules. You may be able to transfer the Westminster credit back to your Masters studies or you may wish to take the programme as part of your career development or year out activities. For more information visit westminster.ac.uk/studyabroad



AN INTERNATIONAL EXPERIENCE



HOW TO APPLY AND ENTRY REQUIREMENTS

Taught Masters

The University of Westminster accepts applications through the national, online UK Postgraduate Application and Statistical Service (UKPASS) system. Once you have registered you can apply free of charge, and there is no application deadline for UKPASS, so you can make your course choices one at a time or all together; for more information and to apply, visit ukpass.ac.uk

Alternatively you can contact our Course Enquiries Team, T: +44 (0)20 7915 5511, E: course-enquiries@westminster.ac.uk. International students can get an application pack from one of our partners around the world; to find out more, visit westminster.ac.uk/international/advice-and-visas/countries/visits

Entry requirements

Most courses have the following minimum standard entry requirements:

- a good first 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, equivalent to an IELTS score of at least 6.5 (or as specified in the course criteria).

If your first qualification is from outside the UK please look at 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.

Research degrees

Separate application and admissions procedures apply for MPhil/PhD research degrees. See p83 for details.

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. However, it is up to you to make a claim if you think you may be eligible. The process is rigorous, but guidance is available from the admissions tutor or course leader of your preferred course of study. Credit will only be awarded for learning that is current and that relates to the aims and content of the course for which you are applying.

COURSE STRUCTURE

Master of Arts, Science or Research (MA, MSc or MRes)

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, and you can study during the day or the evening, or a mixture of both. Achieving a postgraduate qualification part-time normally takes at least a year (usually two), studying two evenings each week of the academic year, with a further six to 12 hours each week of personal study. Some employers enable you to study by day release from work, while intensive block study courses (see below) allow you to study full-time for one week followed by 12 weeks of personal study using an Independent Learning Package (ILP) approach.

Modular scheme

Modular study schemes are 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.

Your previous study or experience, whether through paid work or in a voluntary capacity, may mean you can gain exemption from some modules. The Assessment of Prior Certificated Learning (APCL) accredits certificated learning such as Open University modules or in-company training. The Assessment of Prior Experiential Learning (APEL) recognises knowledge or skills acquired through life, work experience or study – such as computer programming or organisational skills – which have not been formally recognised by any academic or professional certification.

Intensive block study

Some Masters courses are offered in short, intensive study periods of one to four weeks. They are full-time and may include weekend and weekday study. Single postgraduate modules can sometimes be studied in this way.

MPhil/PhD courses

See the research section on p82.



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

Halls of Residence

Postgraduate students studying at our central campuses can apply for Marylebone Hall or Wigram House, the latter of which is our exclusively postgraduate hall. Students studying at the Harrow Campus can apply for Harrow Hall. The majority of rooms are single study bedrooms with shared kitchens; some rooms also have their own bathroom. 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 £112 - £189 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, 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 £100 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.





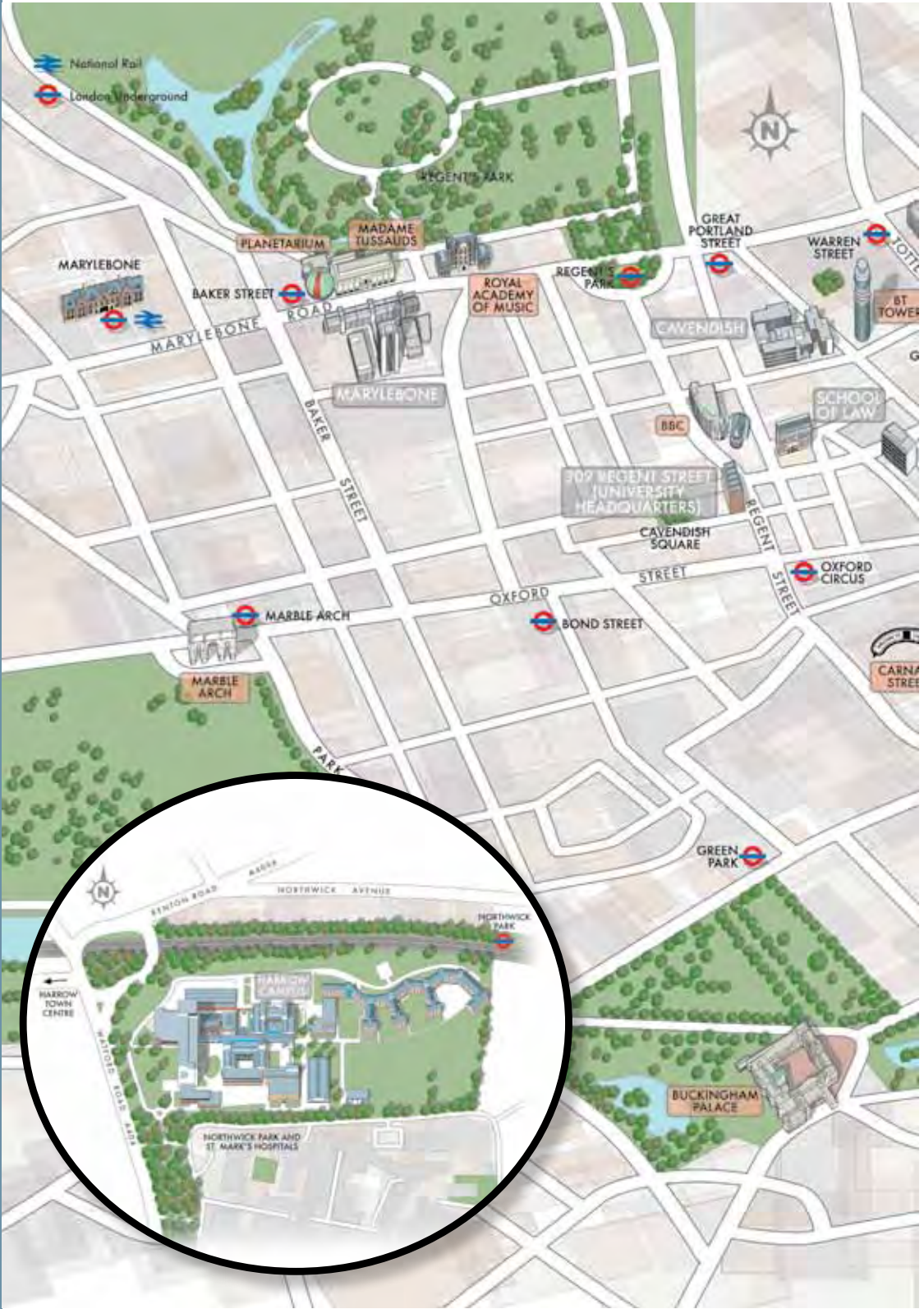
FEES, FUNDING AND SCHOLARSHIPS

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. For the latest information please visit westminster.ac.uk/fees and direct.gov/studentfinance

The University of Westminster has the most generous scholarship scheme of any British university. The value of the scheme for 2011 entry was close to £4m, including more than £2m in scholarships for our international students. We would hope to be able to continue provide similar levels of scholarship funding for 2012 and beyond. As soon as scholarship funding levels have been confirmed, we will publish details on our website, at westminster.ac.uk/scholarships; please check the site regularly for updates.

Once you have been offered a place (conditional or unconditional) on a postgraduate or PhD course you can apply for a scholarship. Scholarships are competitive and have strict deadlines. Deadlines for full-time UK, EU and international students can be found by visiting westminster.ac.uk/scholarships





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.



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.

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.

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.

Westminster Business School is based at our Marylebone Campus.

School location

35 Marylebone Road
London NW1 5LS
United Kingdom



COURSE ENQUIRIES

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

- all course information and course outlines
- attendance
- associated careers
- campus tours – dates and times
- contact details for Admissions Offices and Admissions Tutors
- entry requirements
- fees
- funding and bursaries
- how to apply
- IELTS tests – how and where to take them
- Postgraduate Information Evenings – dates, times and locations
- prospectuses – how to order a printed copy
- qualifications
- scholarships
- non-UK qualifications equivalencies.

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

T: +44 (0)20 7915 5511

E: course-enquiries@westminster.ac.uk

Course Enquiries Team

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

Information in this brochure is correct at the time of going to press but amendments may have to be made subsequently.

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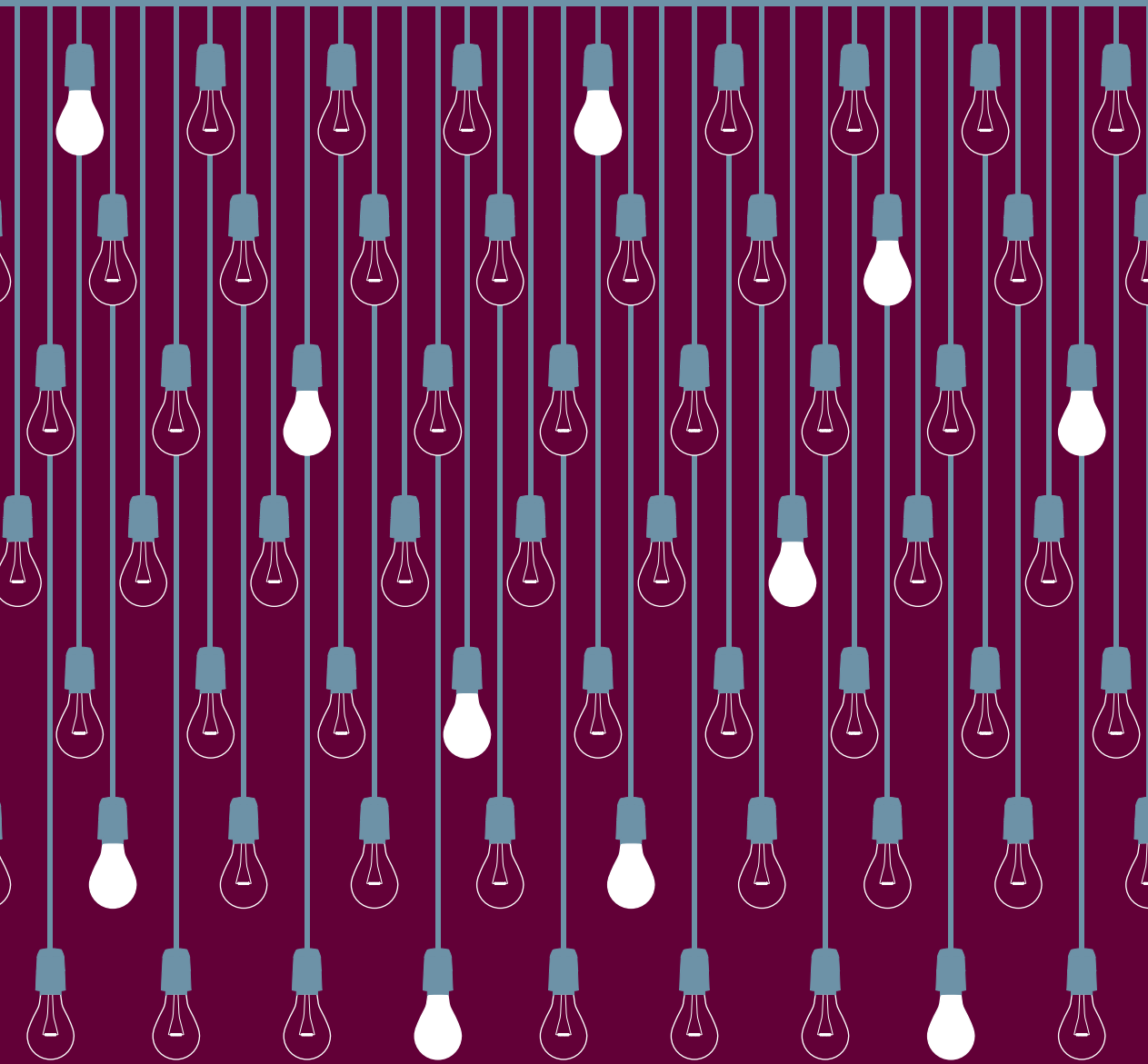
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MEET US IN YOUR COUNTRY

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 applications on our behalf. Visit westminster.ac.uk/international to see our calendar of visits and local representatives.

westminster.ac.uk/wbs



Course enquiries

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