

It's all about your career



If you've got ambitions to **get ahead**, we can help. A postgraduate degree from Kingston Business School can be a great investment, whether you aim to use your qualification to stand out from the crowd when applying for jobs, or to help you gain that all-important promotion. At Kingston, you'll find top-quality, accredited courses; expert teaching based on research and practice; and flexible study options that enable you to fit your studies around other commitments. We attract a very diverse range of students, so you'll be part of a stimulating academic community, sharing experience and knowledge from around the world.



It's an exciting time to be joining Kingston Business School, as we're due to move to a £26million new building in 2012/3. This means we can offer students excellent, purpose-built facilities for teaching and learning. Our new home represents a bold new future for the School; we hope we can play a part in your future, too.



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To find out more about each course, including entry requirements, examples of modules and the duration of the course, see the course webpage.

I wanted to set myself apart from other professionals within my peer group so that I could tackle something others could not... the knowledge that I gained doing the DMS enabled me take up the challenge and start my own business. I now run my own successful consultancy and, without the skills learnt on the course, it would have taken longer to develop to the level that I have now achieved.

Barry Holdsworth, Horticultural consultant, Barry Holdsworth Ltd
Management Studies PgDip/MA



Grow your options

A postgraduate course can have many career benefits: it can provide deeper, specialist knowledge; give you a competitive edge in a challenging job market; enable you to retrain for a different field; or refresh your professional skills. At Kingston Business School we offer a range of qualifications, from PgDip to PhD, across the whole business spectrum – so whatever career stage you're aiming for, we probably have a course to help you get there.

Introducing Kingston Business School

Kingston Business School is part of Kingston University, which is located in south-west London. The University is known for its teaching quality and consistently ranks among the top institutions for student applications.

We're one of the largest business schools in the UK – nearly 5,000 students are based in the University's Faculty of Business and Law. We also run some of the UK's longest-established business and management courses, being able to trace our roots back to the 1960s. This gives us a long experience of helping students reach their potential, and many of our alumni now hold very senior positions in companies within both the private and public sector across the globe.

What's on offer?

Our postgraduate courses cover a variety of business- and management-related areas, including marketing, human resource management, accounting and finance, business information technology and our AMBA-accredited full- and part-time MBA programme. Each course offers you the chance to engage with the latest developments in your discipline.

Our location

We're based at the University's Kingston Hill campus, located around three miles from Kingston upon Thames town centre. Kingston is around 25 minutes by train from London Waterloo station and it's easy to get to the campus, whether you're travelling by public transport or by car. You can also use the University's bus service (Monday to Friday during term time) to travel between the town centre, Kingston station and Kingston Hill. For more details on the campus, please see page 22.

Funding your studies

You'll find information about money matters and funding on our website at www.kingston.ac.uk/pgfunding or from: Student Funding Service, Kingston University, Cooper House, 40–46 Surbiton Road, Kingston upon Thames, Surrey KT1 2HX
T: +44 (0)20 8417 3553

Your employer may offer to sponsor you through your course by providing funding, day-release from work or guaranteed study leave. If your employer has any questions, please ask them to contact the person listed on the relevant course webpage.

Open days

If you'd like to find out more about how Kingston University can enhance your career, why not pay us a visit and have a chat with our course directors? To find out when the next postgraduate open days are being held, contact the Faculty Marketing, Recruitment and Alumni Co-ordinator – E: r.flattery@kingston.ac.uk – or visit our website: www.kingston.ac.uk/business

A postgraduate course from Kingston University can help you...

Gain promotion

On graduating with my MBA I was promoted and asked to work in an internal management consultancy with senior police officers and members of the Home Office, which would not have been possible without the MBA. [Then,] having gained an increased interest in business techniques through my consultancy role, I decided to read for a doctorate. During the course of my research, I retired from the police service and used my business knowledge to set up my own consultancy and training company in Austria.

Dr Reg Butterfield, DMS, MBA, PhD (all at Kingston)
MD, Management Resource Centre, Vienna



Get your career started

If, like me, you find yourself looking for a complete career change, or you've just graduated and are looking for an industry-recognised marketing qualification, you couldn't do better than this course. It's got everything you'll need to get your career off to a flying start in either the client or agency side. This doorway to the business, however, doesn't come easy and demands full-time commitment – you will be pushed very hard! Having said that, the rewards are there for those who apply themselves. Above all, it's great fun and you get to make some good friends.

Miles Taylor, Marketing MA
Account Manager, Barraclough Hall Woolston Gray

Change direction

The course is forward-looking and hugely relevant to the IT and e-commerce sector today. [It] enabled me to dramatically swerve my career towards my desired direction, securing an appointment in e-commerce. This simply would not have been possible without the knowledge and real experience gained throughout this course.

Eve Ashwell, Business Information Technology MSc
Digital Marketing Executive at Virgin Balloon Flights

Accreditation and recognition

You can be sure you're getting an approved, relevant education at Kingston, as many of our courses are accredited by professional institutions. For example, we were the first business school in the world to receive accreditation from the Association of MBAs for all its Business Administration programmes, and are one of only ten Centres of Excellence recognised by the Chartered Institute of Personnel and Development.

AMBA

Kingston Business School has accreditation from the Association of MBAs (AMBA) for its MBA, Masters in Business Management and DBA programmes. AMBA has also accredited the Kingston MBA in a growing number of international territories.

EPAS

The European Foundation for Management Development awarded us EPAS accreditation for three sets of programmes within the Business School: doctoral programmes (PhD and DBA); postgraduate degrees in Business Management, International Business Management and International Supply Chain & Logistics Management; and undergraduate degrees in Business Management, International Business and Business Administration.

EPAS accreditation is awarded to business and management programmes that demonstrate a high quality at international level. This accreditation benefits students and alumni of the Business School as it provides international exposure and recognition of the School and its courses.

Accounting and Finance courses

- Institute of Chartered Secretaries and Administrators (ICSA): offers Corporate Governance graduates ICSA status and full membership on completion of relevant experience.

Informatics & Operations Management courses

- Chartered Institute of Purchasing and Supply (CIPS): awards member (MICPS) status once graduates have gained relevant experience

Leadership, HRM & Organisation courses

- The Chartered Institute of Personnel and Development (CIPD): accreditation of the postgraduate diploma and MA in Human Resource Management and MSc in International Human Resource Management.
- British Psychological Society: accreditation of the MSc Occupational Psychology, full-time and part-time programmes.

Strategy, Marketing and Entrepreneurship courses

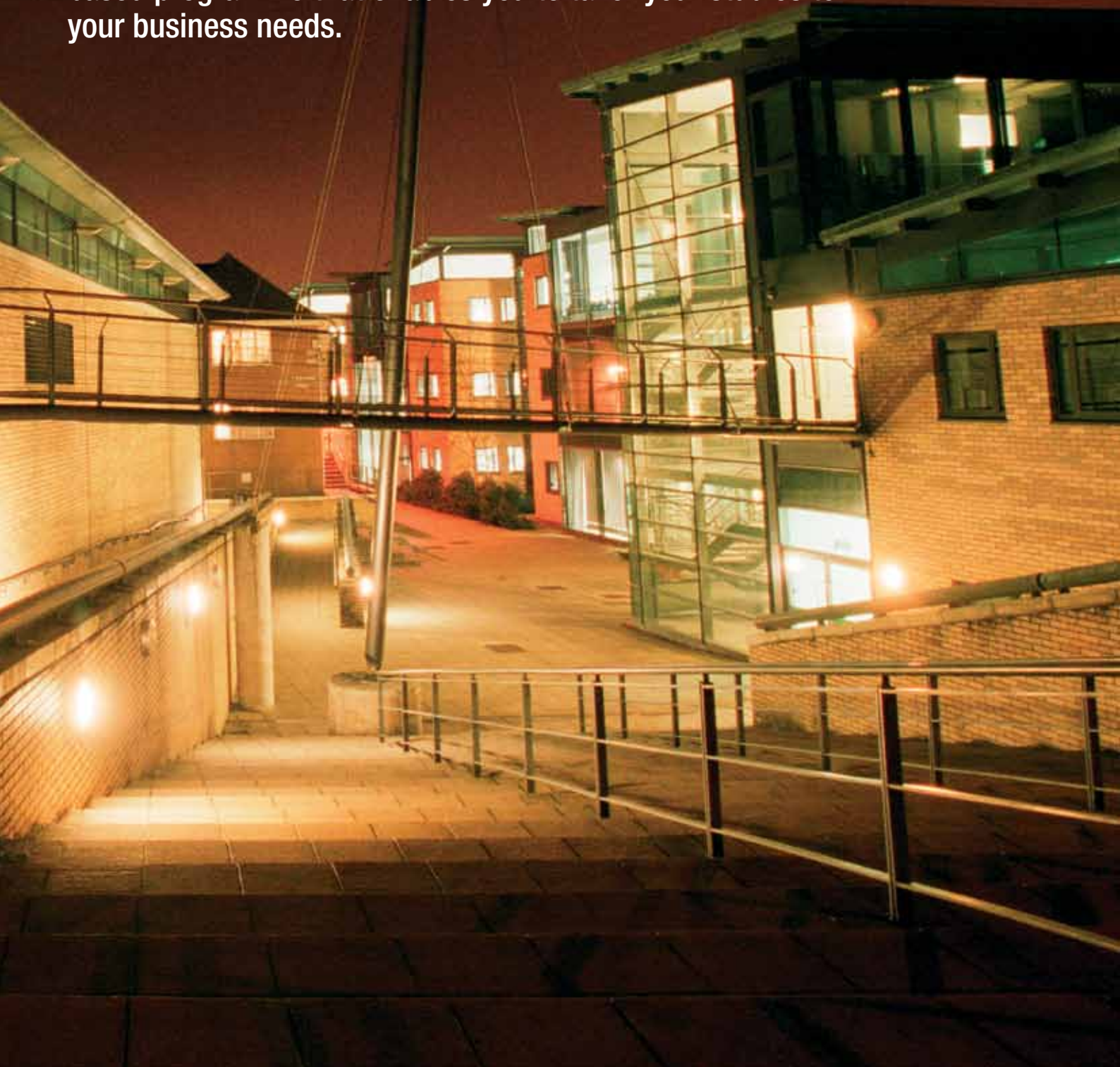
- Chartered Institute of Marketing (CIM): Accredited Study Centre
- Market Research Society
- Institute of Direct Marketing





Flexible study

We aim to provide you with a programme that suits your lifestyle and fits around your work and life commitments. Our courses are designed to allow maximum flexibility by offering you part-time options and the opportunity to complement and reinforce your study with learning in the workplace. You could also consider our Masters by Learning Agreement, a work-based programme that enables you to tailor your studies to your business needs.



The course was a challenge, especially when trying to juggle study with a full-time job, and an active social life, and still find time to run and swim. But I found that an organised approach to handling the workloads and sharing ideas at regular meetings with my study group got me through – I even managed to keep to my evening exercise schedule, which helped me to clear my head.

Frances Wilson, HR advisor, human resources department,
Invensys Controls
Human Resource Management PgDip

Full-time or part-time?

The study commitment varies depending on which course you take, with many of our courses available for part-time evening or afternoon/evening study, and some on an open-learning weekend attendance basis. To find out which courses are offered in part-time mode, please see page 30.

Online resources

Online study is a key element of many of our courses and you will have access to StudySpace, the University's online learning tool. StudySpace gives you access to learning and teaching resources, multimedia material, discussion boards, Wikis and blogs, as well as providing the ability to create your own profile, networks and groups. You can use this environment to study where you want, when you want, from any internet-enabled computer.

Work-based learning programme

The working environment holds many learning opportunities. Our work-based learning programme provides the opportunity for professionals to gain academic recognition for learning gained at work.

Our flexible 'learning agreement' framework enables you to tailor the programme around your work and organisation. It aims to make sure that the knowledge you gain is relevant to both your individual and organisation's needs.

You earn academic credit through recognition of the learning involved in completing work-based projects, and you will gain a qualification for the contribution you make to your organisation's success.

What programmes are available for work-based learning?

Business Information Technology

PgCert/PgDip/MSc by Learning Agreement
• Technology (Innovation & Entrepreneurship)

General Management

PgCert/PgDip/MSc by Learning Agreement
• Business
• Business Practice
• Consultancy Practice
• Professional Practice
• Innovation & Entrepreneurship

Leadership/Human Resource Management

PgCert/PgDip/MSc by Learning Agreement
• Coaching & Mediation
• Coaching Supervision
• Coaching & NLP
• Career & Talent Management
• Health Management
• Leadership Practice

Marketing

PgCert/PgDip/MSc by Learning Agreement
• Market Research
• Marketing Practice & Management

For details, please see our website:
www.kingston.ac.uk/ccp

Expert teaching

At Kingston, you'll be taught by a combination of academics and practitioners, many of whom are acknowledged experts in their field. A growing number of staff are also engaged in research, meaning that new and influential ideas are reflected in our teaching.

Who will teach you?

Many of our committed and enthusiastic staff are active in professional practice as well as being leading academics. In addition, Kingston Business School has a growing number of thriving research centres, with an increasing number of our staff actively engaged in research, publishing their findings and presenting them at international conferences, and sharing their in-depth knowledge through teaching.

In the 2008 Research Assessment Exercise (RAE), the Business School's research output was very highly rated (see page 28).

Staff in the Business School have a very high level of engagement with their respective industry organisations, such as the Chartered Institute of Personnel and Development (CIPD), the Chartered Institute of Marketing, the Chartered Institute of Purchasing and Supply and the Chartered Institute of Management Accountants. Some members of staff also undertake secondments to industry and government.

To ensure that we keep you up to date with the latest industry developments, we have also established links with the business institutions of central London, as well as in the wider community of south-west London and beyond (see page 18). In addition, we collaborate with international partners who provide our courses overseas to meet the needs of the global community.

How will we teach you?

Our teaching is interactive and collaborative, encouraging debate and interaction between staff and students. Teaching is by a combination of classroom sessions, workshops and seminars.

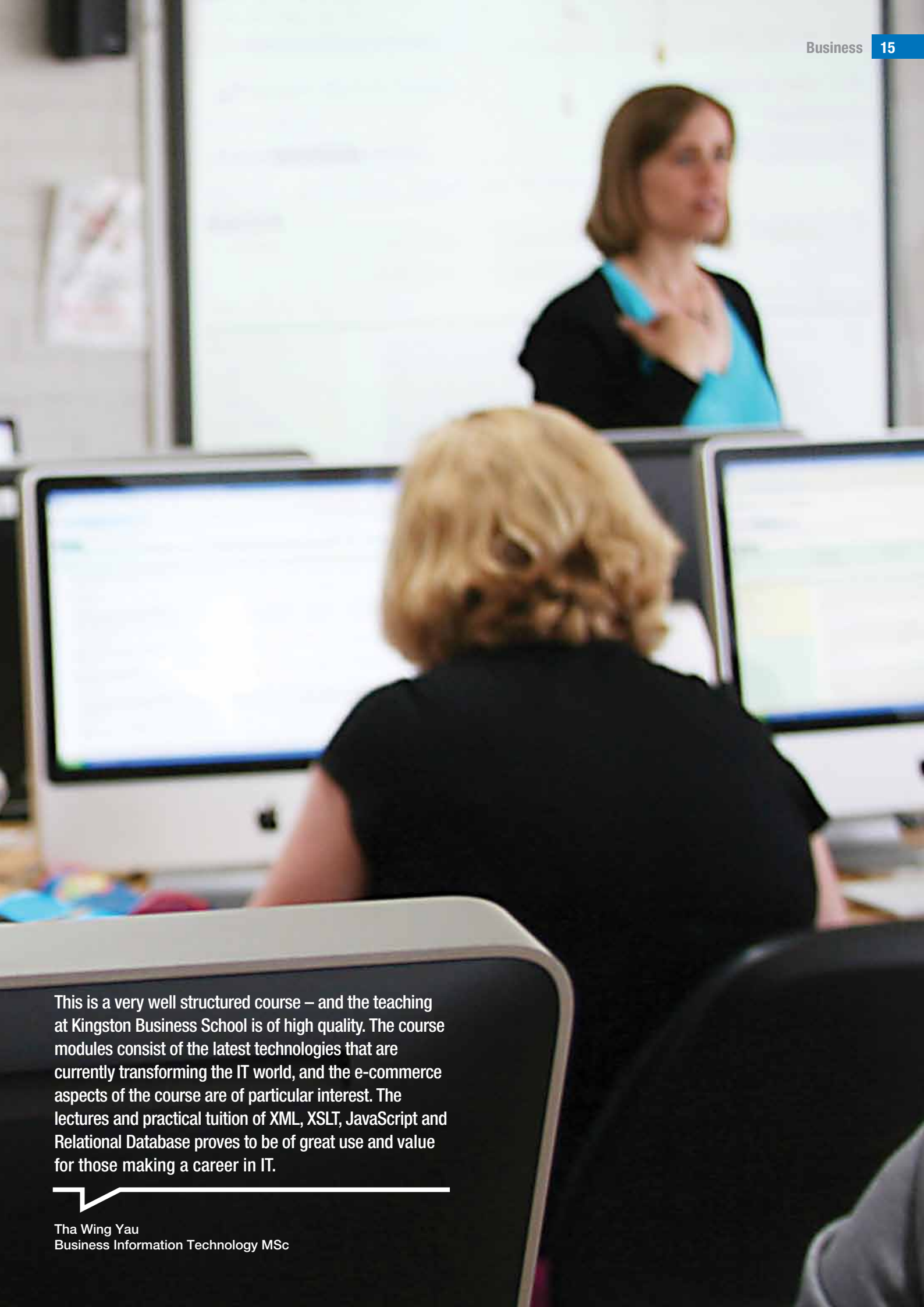
We place an emphasis on working in groups, and many of our courses offer practical components that enable you to test out the theory.

For example:

- MSc International Business Management students have the option to work with an external organisation and, through a real project, develop the personal, planning and problem-solving skills needed to perform the consultancy task. Using key consultancy tools and techniques you will look at how to plan, monitor and manage projects, evaluate briefs and assess consultancy proposals.
- MBA students take part in a Business Simulation Game, an online, PC-based exercise where students in teams run a fictitious but otherwise operationally authentic company in a head-to-head, business strategy-based competition against classmates and other MBA students from around the world.
- Postgraduate Human Resources Management students write a work-based management report for a host organisation, applying HR theory to practice.

I found the curriculum and learning very high quality with a good focus on practical application, such as the use of case studies based on recent issues or events. This was all quantified by guest speakers from various different industries.

Mo Karim, UK Employee Relations and Industrial Relations Adviser at Royal Dutch Shell, Human Resource Management MA



This is a very well structured course – and the teaching at Kingston Business School is of high quality. The course modules consist of the latest technologies that are currently transforming the IT world, and the e-commerce aspects of the course are of particular interest. The lectures and practical tuition of XML, XSLT, JavaScript and Relational Database proves to be of great use and value for those making a career in IT.

Tha Wing Yau
Business Information Technology MSc

Sharing knowledge

In addition to your lectures, you can attend seminars and events that focus on current issues in the business world.

Strategy into Practice seminars

Strategy into Practice is a series of free, evening, guest lectures on current strategic management themes delivered by eminent business practitioners from private- and public-sector organisations. This programme of lectures is designed to provide first-hand accounts of the management of complex international organisations, the promotion of innovation and creativity, and advice on how to institute cultural change and manage growth. These lectures not only offer you the ideal opportunity to supplement your business studies, but also enable you to ask questions, and provide plenty of scope for lively discussion and networking.

HRM seminars

A series of seminars covering topics related to human resource management is available, enabling you to gain an insight into the latest developments in the area and add a further dimension to your studies. The seminars are run by our Department of Leadership, HRM and Organisation, which is renowned for its teaching and research on human resource management and organisational behaviour.

We're keen on entrepreneurship here at Kingston: if you've got an idea for a business start-up, there's lots of support on offer.

The Entrepreneurship Experience

The Entrepreneurship Experience is a series of panel-led discussions that challenge you to think more deeply about what entrepreneurship really entails. These sessions aim to encourage all those who aspire to create something new and turn their dreams into a reality. They also enable you to pick up tips and advice, and allow you to network with entrepreneurs, experts and fellow students.

WestFocus

WestFocus is an integrated innovation programme that brings businesses and community groups together with seven universities (based in south and west London and the Thames Valley) to ensure that higher education engages fully with business and the local community. Together, Kingston University and the six other WestFocus universities provide an integrated package of support that ranges from training, advice and expertise, to access to financing for licensing and spin-out projects.

See www.westfocus.org.uk to find out more.

The Kingston University Entrepreneurship Centre

The Kingston University Entrepreneurship Centre (KUEC) provides a core service for students, staff, small business owners and our six WestFocus university partners. In addition to promoting and supporting entrepreneurship, the Centre also serves as a central point of reference for the many and varied entrepreneurial activities that take place within and across Kingston University.



Insider knowledge: visiting lecturers and guest speakers provide unique insights into current business thinking. Here are some recent examples.

Sir Andrew Cahn, Chief Executive of UK Trade & Investment, led a Strategy into Practice seminar that explored the challenges facing Britain's global trade, and explained how UKTI – the UK Government's trade promotion and inward investment services organisation – is helping companies to win new business in overseas markets and bring new investment to the UK.

Neta Tully, Director, Enterprise Business AR/PR EMEA, Hewlett Packard, led a Strategy into Practice seminar that examined the position of Hewlett Packard within today's market and gave an in-depth look at international marketing and the challenges facing companies today. The seminar also investigated areas that can be focused on to increase marketing effectiveness. Neta has a masters degree in Strategic Marketing from Kingston University.

Professor Peter Saville, a pioneer and acknowledged expert in the use of psychometric testing, visited the School to deliver a lecture on the 'state of the art' regarding this management tool. He also examined the use of psychometric tests in selecting future leaders, drawing on a recent research report produced by his consultancy business, Saville Consulting.

Kingston University is a founding member of the Association of Business Schools Alumni Networking Group, which runs networking events and career-enhancing activities. At a recent event, Kingston graduates attended a lecture by **PR guru Max Clifford** at a London venue. As well as hearing an address from Mr Clifford, the graduates were able to network with around 800 alumni from other leading business schools.

Serial entrepreneur and Business Angel Simon Hulme led a Strategy into Practice seminar that examined the lessons learnt from his experiences of starting up, running and selling two successful businesses. Simon's lecture gave a background to each business – what they cost to start and what factors made them work. Simon is a specialist in franchise consultancy and Entrepreneur in Residence at Kingston University.

Kingston Business School graduates work all over the world. Our FREE alumni association will enable you to keep in touch with your classmates.

At Kingston, we place a high value on the relationships our students form during their studies, and offer you ongoing support throughout your professional life. The Faculty of Business and Law's alumni association is part of the University-wide Alumni Association and grants free lifelong membership, giving you the opportunity to keep in touch with the other 17,000 members.

In addition to the many services and benefits available to members of the University Alumni Association, you will also be offered membership of the Kingston Business School Sailing Club and the MBA Golf Club (MBA alumni only), a jobs noticeboard, regular e-newsletters and the chance to undertake further study as part of your continuing professional development.

Kingston has a track record for turning out employable graduates and entrepreneurs, with more than 100 start-ups created each year.

Working together

Our partners and collaborators include large multinational corporations, but also small businesses, the not-for-profit sector, non-governmental organisations, United Nations bodies and governments throughout the world, as well as at national and regional levels. This enables us to shape, inform and evaluate what we do – ensuring that your studies reflect current thinking in business practice. Here are a few of the organisations that we work with.





Global financial services company **Barclays Bank** and Kingston Business School have collaborated on recent research projects on the current trends in exporting behaviour of British SMEs.



Designersblock is a leader in the field of connecting creativity and business. It has produced and curated over 50 design shows in 13 cities in 10 countries, with over 2,000 exhibits from 30 countries. These exhibitions showcase all aspects of design, from furniture to conceptual work, and involve designers, artists and businesses. Members of Designersblock act as industry mentors to our MA Creative Industries course, and will be working with us on projects, activities and events.



Founded in 1957, **Enterprise Rent-A-Car** is an internationally recognised brand with more than 6,000 neighbourhood and airport locations in the United States, Canada, the UK, Ireland and Germany. Many former Kingston students have found their first graduate job with Enterprise over the last academic year, and we hope to continue with this success over the next year.



KPMG is one of the world's leading professional services organisations, offering audit, tax and advisory services to thousands of clients; from some of the largest multinationals and best-known brands to public bodies and private individuals. It recruits and retains the best people and is consistently placed in the top 10 of *The Sunday Times* 'Best Big Companies To Work For' list.



Optimum is an IT skills consultancy that specialises in user-focused business system training. Its mission is to bring people and technology together to make change happen. Optimum has worked with Kingston Business School on a recent research project looking into the impact that an ERP systems implementation has on employees and managers of an organisation, and the training challenges that result from this change. In addition, the company has supported our CIPD courses and student research projects.



United Biscuits is one of the world's leading branded snacks businesses producing some of the best-known and loved sweet and savoury snacks, with products ranging from biscuits and crackers to cakes and savoury snacks. United Biscuits has an active graduate recruitment scheme (from September 2011) and a work placement scheme (from October/November 2011), which we encourage our students and graduates to apply for.



Workplace Innovation Ltd is part of the UK Work Organisation Network, a not-for-profit coalition concerned with finding better ways of working. The organisation is committed to evidence-based practice and draws on international research and networking with companies across Europe. Its directors have close links with the Business School and facilitate sessions on leadership, professional development and change management. It has also worked with us to co-deliver engagement seminars for MBA and postgraduate students.



Kingston, London

Close to central London, Kingston is a beautiful place to study.

Kingston upon Thames is located on the south-west edge of London, around 12 miles (19km) from Trafalgar Square. Although part of Greater London, Kingston is a thriving town in its own right, packed with historic buildings, great shops, leisure venues and open spaces. Situated by the river Thames and close to Richmond and Bushy Parks, Kingston is one of the Capital's most attractive areas; it's also one of the safest. The city centre is only 25 minutes away by train, so you don't have far to travel to enjoy all the cultural and business opportunities that London has to offer.

Travelling to Kingston

Getting to Kingston University is easy wherever you live. Situated just off the M25, serviced by both Kingston and Norbiton train stations and on many bus routes, Kingston is easily accessible whichever mode of transport you choose. Heathrow and Gatwick airports are just a short distance away too. See page 58 for maps and travel details.



Kingston Hill campus

We're based at the University's Kingston Hill campus, located around three miles from Kingston's town centre. Kingston Hill offers you a safe, attractive environment in which to study, with a first-class Learning Resources Centre. It also benefits from good transport links.

What is the campus like?

Kingston Hill's spacious, leafy campus was once a country estate, and still retains some of the original landscaped gardens and the large Victorian house based there. Over the decades, a range of modern buildings has gone up as the campus's functions have increased.

Learning Resources Centre

The Nightingale Centre (Learning Resources Centre, LRC) at Kingston Hill is open 24 hours per day during term time, and gives you access to libraries, study spaces and computer facilities. A wide range of resources, including texts, periodicals, journals and newspapers, is available. The Centre is named after Florence Nightingale (1820–1910) who was a regular visitor to Kingston Hill.

The University recently invested £5million in redeveloping the Centre, which now provides an attractive, modern and airy environment for study. There's even a learning cafe where you can study and socialise.

The dedicated business and law library holds major texts, periodicals and computer learning packages, which can be accessed from over 200 networked workstations. You can also use the Bloomberg trading room where different trading techniques can be applied in practice with real live data. Kingston University is one of only a small number of universities across the UK that have introduced this facility.

You will be able to book seminar rooms for group study. There are also facilities to watch and listen to audiovisual materials, and other equipment such as photocopiers and printers.

Extra help and information is available for students with disabilities or special needs. The LRC's Adaptive Technology Room has specialist enabling software and equipment.

Expert advice and support is available from LRC staff, and the LRC provides a base for careers, accommodation and student finance consultations. We also provide information and links to e-resources, referencing guides, and resources for your subject on the student intranet, StudentSpace, as well as information on all the services we provide.

As a student at Kingston University you can use the LRCs on all four campuses. In total, our libraries provide access to over 420,000 books and audiovisual materials, and subscriptions to over 2,000 printed and 45,000 electronic journals, many of which are available both on and off campus.

Graduate Centre

Our Graduate Centres provide postgraduate students with dedicated space for private study, meetings and seminars, computing facilities and a social area for relaxing. Postgraduate students can also mix with staff in dedicated restaurant areas at both the Penrhyn Road and Kingston Hill campus (the Centenary Room).

Support

Kingston Business School provides a supportive and stimulating study environment. In addition, you'll have access to a range of University support services, see www.kingston.ac.uk/pgsupport for details.

Other campus facilities include:

- Free parking
- Tennis courts
- Student shop
- Cashpoint machine
- Health and counselling services
- Sports and recreation societies
- Career and financial advice

Travelling to Kingston Hill

The University bus service connects Kingston Hill to the other campuses, main halls of residence, Kingston train station and town centre. The service runs on weekdays during term-time: for timetables, see www.kingston.ac.uk/bus

At other times, students use public transport to get to Kingston Hill – there's a bus stop right next to the campus (routes 85 and K3, which stop close to Kingston train station).

If you're coming by car, Kingston Hill is very close to the A3, making it accessible from a wide area. Free parking (limited spaces) is available on campus.







Our new home

In 2012/3, Kingston Business School will move into a £26million new building at our Kingston Hill campus. As well as formal teaching areas, the new development will include space for informal learning. We want to make the building as sustainable as possible, so we are planning to include rainwater harvesting, natural ventilation and low-carbon energy use, and renewable energy generation.

Pictured: architect's impression of the new building

International students

Kingston University welcomes students from 151 countries all over the world. We offer a range of support services specifically for international students, designed to ensure that you feel at home in our vibrant, multicultural community.

On your arrival we will help you adapt to your new life in the UK by meeting you at the airport and showing you around the University and the local area. You will also have the opportunity to meet staff and other international students at our welcome and orientation events. In addition, we run social events for international students throughout the year.

If you have any problems, our International Student Advisors are available to help you.



After some research into where to do my masters degree, I settled on Kingston Business School because the course had everything I was looking for without being too expensive.

Right from the start I found there was excellent back-up from the staff and facilities. I'd had some delay with my visa and the course administrator helped me a lot, gave me advice and assured me that the place would still be there for me when my visa was sorted out. It was a big relief.

I found studying at Kingston to be a really good experience – it's a great place to study. The library is excellent and, as I didn't have an internet connection where I was living, it was great to be able to use the computers there for my coursework.

The standard of the MSc BIT course is high and very challenging. The lecturers have a very broad range of knowledge and were really keen to help. The fact that all the modules have assignments was really helpful for developing practical skills. I've learnt a lot.

Sathya Narayanan Jayaprakash
Business Information Technology MSc
Sathya is originally from India

Why choose Kingston?

Kingston University is one of the top universities for teaching in the United Kingdom (UK) and has achieved strong results in national assessments of teaching quality. In 2008, *The Sunday Times* placed Kingston 32nd out of 120 UK universities for teaching excellence. Our courses place an emphasis on developing work-based skills and many have close links with industry. We also offer lots of support to help you get the most from your studies and from the experience of living in London. Our location means you can study in a safe, attractive part of the city, away from the crowds of the centre but with easy access to all its attractions.

Study English as part of your business MA/MSc

Several of our well-established courses are now also offered with a minor field in Business English, enabling applicants from outside the UK to improve their language skills while developing their knowledge of specialised areas of business.

English language

If your first language is not English, you will need to demonstrate a good standard of written and spoken English as an entry requirement onto our postgraduate courses (see each course webpage for more details). However, before the start of the academic

year (ie September), we offer a pre-sessional English course to help you develop the language skills you will need for postgraduate study – see www.kingston.ac.uk/preseasonal. Once you start your postgraduate studies, you can use the University's free English Language Development Programme.

Pre-masters programme

If you do not meet the entry requirements for a masters degree at Kingston, or would like to refresh your knowledge, our specialist pre-masters programme, designed especially for international students, will give you the skills, knowledge and confidence to succeed in your postgraduate studies.

Taught over two or three terms, the pre-masters combines academic subjects, study skills and English language training. Once you have successfully completed the course, you can then proceed directly on to your chosen masters programme. Visit www.kingston.ac.uk/premasters to find out more.

Accommodation

International (non-EU) students who apply for halls accommodation in good time are guaranteed an offer of accommodation for our halls of residence during their first year (providing they meet our eligibility criteria). For more details, see www.kingston.ac.uk/pgaccommodation

Scholarships

We offer a large number of postgraduate scholarships each year for international students. See www.kingston.ac.uk/scholarships for details.

Working in the UK after your studies

International students who have successfully completed their studies may be able to work in the UK. For details, visit:

- www.ukba.homeoffice.gov.uk/workingintheuk
- www.ukcisa.org.uk/student/working_after.php
- www.educationuk.org (for the guide 'Find your way to work')

Find out more

To find out more about Kingston University, and to download our *International Student Guide*, visit www.kingston.ac.uk/international

Research in the School

In the 2008 Research Assessment Exercise (RAE), Kingston Business School's research output was very highly rated, with 90 per cent of submitted research being of a quality that is 'recognised internationally' or better in terms of originality, significance and rigour. Of this, 10 per cent was classified as 'world leading' and 35 per cent as 'internationally excellent'. This result puts research undertaken in the School as joint 35th in the league table of 90 submissions, and places it as the top post-1992 university in terms of research quality.



Strong research culture

The strong research culture at Kingston Business School underpins our teaching, and forms both an essential part of the day-to-day intellectual activities of our academic staff and the development strategy of the Faculty of Business and Law as a whole. Our commitment to research is illustrated by the Faculty's investment strategy in staff and students, links with our stakeholders and in the School's excellent recent research assessment results. We seek to undertake research that has an impact in the real world.

Consequently, our research involves a substantial level of external collaboration in setting agendas, conducting research and disseminating results. We provide a supportive infrastructure to stimulate research, including encouraging staff to present at international conferences, hosting a number of seminar programmes and producing a research monograph series.

Kingston Business School also has a very active doctoral research programme and runs EPAS-accredited PhD and DBA pathways. The School is a member of the European Doctoral School on Knowledge and Management, and the European Doctoral Programmes Association in Management and Business Administration – an international consortium for the training of postgraduate research students.

RAE results 2008

'World-class' outputs were found in small business and entrepreneurship and marketing. The Small Business Research Centre was cited as having world-class activity across all sub-profiles. We are also particularly strong in HRM and marketing. There was also recognition of plans to develop other research fields.

International reputation

The excellent quality of work produced by Kingston Business School is reflected in the international reputations of staff through papers published in refereed journals, as well as prize-winning conference papers, and in the substantial external funding from private- and public-sector sponsors. These include Barclays Bank, Nokia, the Soros Foundation and the Economic and Social Research Council (ESRC).

Research centres/groups

Kingston Business School has a number of research centres and groups with a track record in high-quality research and expertise.

Research centres

- Asia Business Research Centre
- Business-to-Business Marketing Research Centre
- Centre for Insolvency Law and Policy (CILP)
- Centre for Research in Employment, Skills and Society (CRESS), which includes the Employee Engagement Consortium
- Small Business Research Centre (SBRC)

Departmental research groups

- Business Modelling and Analysis Group
- Emerging Technologies Group
- Knowledge, Process and Project Management Group
- Operations Research Group
- Leadership and Occupational Psychology
- Employee Engagement Consortium
- Creative Economy Research Group
- CHARM project
- Consumer Research Group

Further information

To find out more about these research groups and the work carried out by the research centres/units in the Business School, visit www.kingston.ac.uk/businessresearch

Research degrees

Kingston Business School offers both a PhD and the innovative Doctor of Business Administration (DBA) research programmes.

The School also offers a Management and Business Studies Research MSc, which, in addition to being a masters degree in its own right, is also an integrated part of Kingston's DBA and PhD, enabling you to gain the MSc as part of your studies (see page 57). The MSc is designed to provide a sound training in business research methods as well as a critical understanding of how organisations and their external environment are managed.

We have also introduced an MSc in Health Management Research for those wanting to specialise in this area (see page 57). Kingston Business School's was the first UK educational institution whose PhD programme is accredited by EPAS.

Further information

To find out more about the research opportunities that are available, contact: Professor Robert Blackburn
T: +44 (0)20 8417 5354
E: r.blackburn@kingston.ac.uk
www.kingston.ac.uk/businessresearch



Full-time courses

General management courses

- The Kingston MBA (Master of Business Administration)
- International Business Management with Entrepreneurship MSc
- International Business Management with Project Management MSc
- International Business Management with Finance MSc
- International Business Management MSc (General Management)
- International Supply Chain & Logistics Management MA
- Management Consultancy MSc
- Public Services Management MSc

Business research courses

- Business PhD
- Health Management Research MSc
- Management and Business Studies Research MSc

Accounting and finance courses

- Accounting & Finance MSc
- Accounting & Finance with Business English MSc
- Accounting and Information Systems MSc
- Banking & Finance MSc
- Financial & Business Management MSc
- International Finance MSc
- International Finance with Business English MSc
- Investment & Financial Risk Management MSc

Business information technology courses

- Business Information Technology MSc
- Information Technology for Business Management MSc
- Information Technology for Supply Chain & Logistics Management MSc
- IT Consultancy Services Management MSc

Leadership, human resource management and organisation courses

- Business Psychology MSc
- Human Resource Management MA
- International Human Resource Management MSc
- Leadership & Management in Health PgDip/MSc
- Occupational Psychology MSc

Marketing courses

- Corporate Communications MA
- Customer Services Management MSc
- Marketing MA
- Marketing & Finance MA
- Marketing with English MA
- Marketing Communications & Advertising MA
- Retail Management & Marketing MSc

Creative Industries & the Creative Economy courses

- Managing in the Creative Economy MA
- Communications Design & the Creative Economy MA
- Design: Product and Space & the Creative Economy MA
- Fashion & the Creative Economy MA
- Museums and Galleries & the Creative Economy MA
- Advertising & the Creative Economy MA
- Creative Writing & the Creative Economy MA
- film making & the Creative Economy MA
- Journalism & the Creative Economy MA
- Publishing & the Creative Economy MA
- Music & the Creative Economy MA

Part-time courses

General management courses

- The Kingston MBA (Master of Business Administration)
- Management Studies MA/PgDip/MA top-up
- International Business Management with Project Management MSc

Business research courses

- The Kingston DBA (Doctor of Business Administration)
- Business PhD
- Health Management Research MSc
- Management and Business Studies Research MSc

Business information technology courses

- Business Information Technology MSc
- Information Technology for Business Management MSc

Leadership, human resource management and organisation courses

- Business Psychology MSc
- Coaching & Mentoring for High Performance MSc/PgDip
- Human Resource Management PgDip
- Human Resource Management MA top-up
- Internal Communication Management PgDip/MA top-up
- Leadership & Management in Health PgDip/MSc
- Occupational Psychology MSc
- Organisational Development & Change Management MSc/PgDip

Marketing courses

- Advanced & Strategic Marketing MSc

Creative Industries & the Creative Economy courses

- Managing in the Creative Economy MA
- Communications Design & the Creative Economy MA
- Design: Product and Space & the Creative Economy MA
- Fashion & the Creative Economy MA
- Museums and Galleries & the Creative Economy MA
- Advertising & the Creative Economy MA
- Creative Writing & the Creative Economy MA
- film making & the Creative Economy MA
- Journalism & the Creative Economy MA
- Publishing & the Creative Economy MA
- Music & the Creative Economy MA

How long is each course?

Unless otherwise stated, courses run for the following duration:

FT Full-time courses: 1 year. Full-time study can range from three to five days' per week attendance, supplemented by your own study.

PT Part-time courses: 2 years. Part-time study often takes place at weekends or in the evenings.

For full details, please check the webpage listed for each course.

General Management



Our general management postgraduate courses are designed to teach you all the core skill sets needed to be a manager in today's environment. You will learn and enhance your existing skills in all areas of management, from finance to marketing.

The core skills you learn can help drive your career into whichever industry sector that interests you, as the broad knowledge you gain will give you transferable skills to take into a variety of job roles. Plus, the option of elective modules on many courses will give you the opportunity to focus and further your skills in the areas of management that interest you most.

Master of Business Administration MBA

www.kingston.ac.uk/mba

FT PT

The Kingston MBA offers a stimulating and challenging learning experience in a London location, providing you with the knowledge and understanding of the broad disciplines of business and management to assume a senior strategic role in an organisation. You will develop new ways of thinking, communicating and managing projects, whether you choose full-time or part-time study. The programme is accredited by the Association of MBAs (AMBA); when joining Kingston you are given lifetime membership of AMBA.

What you will study

The MBA course is delivered in two parts, starting with an introductory week during which you will get to know Kingston Business School and the expectations and ethos of the course.

Part one gives you a thorough grounding in general management, including skills and perspectives across the main business function areas. The core modules will develop your understanding of management theory and practice. You will also reflect on your learning style and interpersonal skills, including teamworking and leadership.

In the second part of the course, your choice of option modules will enable you to focus on a particular field of specialisation; for example, finance, marketing, human resource management, innovation, change, risk or performance.

For your MBA project, you will analyse a specific business problem or issue through this substantial piece of independent work.

Key features

- The programme offers specialist advice on careers development, including a provision for one-to-one counselling.
- You will be enrolled with the Chartered Management Institute and be eligible for full membership on completion of your MBA.
- The Kingston MBA runs at our partner institutions in Greece and Russia; there will be opportunities for study exchanges. Electives may also be offered in Paris and Berlin, subject to discussions with European business schools.
- The high calibre of Kingston's students, past and present, offers excellent networking opportunities, with guest lectures and social activities providing the chance to mix with alumni.
- Students come from a variety of business and non-business backgrounds, bringing a range of skills and knowledge to enhance the learning experience on the MBA.



International Business Management (with pathways) MSc

www.kingston.ac.uk/pgbm

FT

Open to applicants with a degree in any discipline, this programme will equip you with the skills and knowledge required of today's managers. It builds on the theory and practical application of key business functions to help you develop a sound understanding of the field of global business. Strategic and operational perspectives are addressed, with an emphasis on the practical skills essential for the modern international business manager.

What you will study

The programme offers a choice of four pathways:

- MSc International Business with Entrepreneurship
- MSc International Business with Project Management
- MSc International Business with Finance (subject to validation)
- MSc International Business Management (this is a general management pathway)

After an induction programme, you will go on to study the underpinning elements of business management from a national and international context. The business-related areas comprise information management, operations management, marketing, financial resources management, and the management of people and organisations. These areas will be covered in depth to include areas of research, analysis and consultancy.

The second stage of the course includes core work on strategy and business research together with a range of options covering international business areas and a practical consultancy project. This project gives you the opportunity to work for an external client organisation for a period of five to six weeks, putting your business knowledge and skills into practice. Finally, your dissertation enables you to research a specific area of interest in depth.

Key features

- These courses have been granted EPAS-accreditation by the European Foundation for Management.
- Kingston's Business Management MSc was among the first courses internationally to be awarded AMBA's PEMM accreditation (Pre-Experience Masters in General Management).
- You can choose to undertake a consultancy project for an external client or study elective modules.



"I chose the Kingston MBA for three reasons: firstly, its location; secondly, it was very well priced; and thirdly, for its accreditation... It's been a very rich experience for me... the strategy topics really helped me focus on the bigger picture for businesses."

Karen Macdonald

International Supply Chain & Logistics Management MA

www.kingston.ac.uk/pgsupplychain

FT

This course will enable you to gain a sound understanding of the supply chain and logistics aspects of global business from a strategic and operational perspective while working alongside students from around the world. You will enjoy a culturally stimulating and enriching study experience in which classroom debate takes on a worldwide perspective. The course is accredited by the Chartered Institute of Purchasing and Supply (CIPS) and has EPAS accreditation.

What you will study

The programme combines theory with practical application to develop your understanding of global business and, in particular, the role of supply chain and logistics management. Strategic and operational perspectives are addressed.

In the first semester you will evaluate operational processes in the service and manufacturing sectors, and examine logistics management from both an operational and a marketing perspective. You will explore information management, looking at the tools used for data analysis, presentation and modeling, and assess the likely impact of emerging technologies. A module in managing people and organisations will enable you to reflect critically upon your performance and plan your professional development.

In the second semester you will examine how to develop and apply effective logistics strategies when operating internationally, and will explore issues related to supply chain management (eg buyer/supplier relationships) and operations management on a national, international and global level. Finally, you will complete a dissertation, focusing on a specific aspect of international business: this enables you to further tailor your MA to your interests and career aspirations.

Key features

- A highlight of the programme is the consultancy project, which gives you the chance to put theory into practice through consultancy work for a client company. Previous projects have been run for a diverse range of organisations, from SMEs to national and global businesses such as the BBC, ICL, IBM, Virgin Atlantic, Zeneca, Diageo Bangkok, Sony SES, ThinkInc Kingston, and Historic Royal Palaces, Hampton Court Palace.
- The course is accredited by the Chartered Institute of Purchasing and Supply (CIPS), of which you will become a member after three years' experience in purchasing and supply chain management.
- The course has also been granted EPAS-accreditation by the European Foundation for Management.

Management Consultancy MSc

www.kingston.ac.uk/pgmanagementconsultancy

FT

The Management Consultancy MSc covers a range of issues related to service operations, consumer behaviour, project management and the legal issues related to business. You will focus on management consultancy topics, exploring key developments and trends in this area through a range of workshops and consultancy projects.

What you will study

This programme is one of a suite of five services management courses sharing several modules between them, other courses are:

- MSc in Retail Management and Marketing
- MSc in Public Services Management
- MSc in Customer Services Management
- MSc in IT Consultancy Services Management

A specialist module in management consulting aims to provide you with an in-depth understanding of the field. You will examine the strategic issues facing consultancy firms and consider the consulting process in practice as well as understanding consultancy from the client's perspective.

Areas of study will include:

- the tools and techniques used by consultants;
- managing projects and clients; and
- handling problems.

Key features

- Our services management courses have been designed around new management roles in core sectors, and will help you to develop your skills in management and consultancy.
- The structure of the course means that your studies remain flexible in the first semester, at the end of which you can choose which services management pathway to study in your final semester.
- Expert academics, along with guest speakers from industry, will teach and coach you.
- The course adopts new approaches to assessment, with a reduced focus on exams and more focus on writing management reports.



Management Studies MA/PgDip and MA top-up

www.kingston.ac.uk/dms

PT

Our Management Studies programme will provide you with a nationally recognised qualification that demonstrates your strategic and analytical skills and your ability as a manager of people. It is suitable for professionals working in all sectors of the economy – from local government or healthcare, to private-sector IT companies – and is recognised by the Chartered Management Institute (CMI).

What you will study

The course begins with an induction programme introducing you to Kingston Business School and the expectations and ethos of the course.

Following induction, you will take a set of modules that focus on the primary business functions of finance, operations, human resource management and marketing. You will develop your evaluation and analytical skills and focus on the application of management techniques to the workplace.

In the second year of the course you will acquire the skills to take a strategic and holistic perspective of your organisation. You will take core modules in managing information and strategic management, together with two option modules that enable you to focus on a specialist business area. These currently include subjects such as creative leadership, entrepreneurial management and services marketing, although the selection varies from year to year.

Masters-level students will undertake a research methods and dissertation module.

Key features

- This is a part-time programme, and is taught at weekends. The MA and PgDip involve six to eight weekends per year for two years, while the one-year MA top-up course involves one weekend and two additional Saturdays.
- You can enrol either for the MA or the Diploma in Management Studies (DMS) programme. Once you have successfully completed the DMS you can undertake a further year's study to top up your qualification to masters level.
- The programme is recognised by the Chartered Management Institute (CMI). Successful graduates are eligible for Associate Membership of the CMI and you will have the chance to upgrade to full member status depending on your management experience.
- The wide choice of option modules in the second year enables you to tailor your studies to your interests and career aspirations.
- You can start the course in either September or February.

Public Services Management MSc

www.kingston.ac.uk/pgpublicservices

FT

The Public Services Management MSc covers a range of issues related to service operations, consumer behaviour, project management and the legal issues related to the public sector. You will focus on public services topics, exploring key developments and trends in this area through a range of workshops and consultancy projects.

What you will study

This programme is one of a suite of five services management courses sharing several modules between them offered by Kingston Business School, other courses are:

- MSc in Retail Management and Marketing
- MSc in Management Consultancy
- MSc in Customer Services Management
- MSc in IT Consultancy Services Management.

A specialist module in public services management aims to explore current challenges for managers working with and within public and non-profit organisations, and support managers in developing a tool kit to address these issues. It draws on the expertise of professional practitioners in the field, who will also actively contribute to the module's delivery and associated dissertation supervision. The activities of the Public Service Management Interest Group, a Kingston Business School alumni association, also support the module.

Key features

- Our services management courses have been designed around new management roles in core sectors, and will help you to develop your skills in management and consultancy.
- The structure of this course means that your studies remain flexible in the first semester, at the end of which you can choose which services management pathway to study in your final semester.
- Expert academics, along with guest speakers from industry, will teach and coach you.
- The course adopts new approaches to assessment, with a reduced focus on exams and more focus on writing management reports.

“I can honestly say the last two years studying the DMS have helped me develop as a manager better than at any other time in my career. Being able to apply what I am learning has provided me with personal opportunities and clear business benefits.”

Jason Forster, network manager at Veolia Water, Diploma in Management Studies

Accounting, Banking & Finance



The world of finance offers exciting opportunities for students looking to enter the industry, with its wide range of career opportunities and desire for top-level individuals to fill roles within large organisations. The variety of roles can range from working with investments in large banks to developing the cutting-edge technology that supports financial systems.

Our range of courses give you the option to develop your skills and knowledge in the area of finance that interests you, and to focus your knowledge on key areas through the different elective modules available.

Accounting & Finance / with Business English MSc

www.kingston.ac.uk/pgaccountfinance

www.kingston.ac.uk/pgaccountenglish

FT

Designed for graduates of any discipline, this course will enable you to enhance your career prospects in the wider business practice of accounting and financial management. The 'with Business English' pathway enables international students to develop their English language skills in a business context.

What you will study

The curriculum offers a rigorous and challenging programme of study that will provide you with a well-integrated knowledge of financial accounting, finance and investment, and management accounting, together with the ability to relate this to the wider issues of management and corporate strategy.

You will develop your understanding of the purpose and nature of financial accounting and reporting. You will look at the integration of theoretical and conceptual issues within the operational and practical activities of management accounting. You will also look at the political, economic, social, technological, legal and environmental factors that influence an organisation's social responsibilities and how they integrate with a company's strategic decision-making processes.

In addition you will examine the core theories of finance and investment and how they can be used in practical decision-making contexts.

Accounting and Finance with Business English

The English language modules aim to develop your language skills to a level at which you can understand and respond effectively to written and spoken conversation within an academic business context.

Key features

- You will acquire knowledge of the theories, models and practice of accounting and finance at an advanced level, together with an understanding of how they integrate in the wider business environment.
- You will be able to demonstrate the ability to critically analyse and use relevant information to offer interpretations and solutions to problems.
- You can focus in depth on a specific area of business finance.

Accounting & Information Systems MSc

www.kingston.ac.uk/pgaccountinfosys

FT

This course will enable you to develop two areas of expertise that are likely to enhance your career prospects. The curriculum will build your knowledge of accounting and financial decision making, as well as your understanding and practical ability to create and manage the information systems that support these functions. You will have the opportunity to integrate your studies and demonstrate your practical expertise by working on a live consultancy project.

What you will study

The course is designed to develop your understanding of how modern information technology is best used to support the accounting activities within an organisation. It will improve your knowledge and understanding of accounting, financial decision-making and the information systems that support and inform these activities.

After an induction programme introducing you to Kingston Business School and the expectations and ethos of the course, you will go on to learn about the principal communications technologies available to an organisation and how to develop a framework for handling major issues in e-commerce. You will develop a clear understanding of current accounting practice, as well as technical management accounting skills. You will also examine strategic financial management issues.

In addition, you will gain a solid foundation in web programming and develop strategies for the exploitation, management and implementation of internet and e-commerce applications. The consultancy project gives you hands-on experience of working on a live internet start-up project.

Key features

- You can use your option modules to tailor your studies to your career aims or interests.
- We provide you with a supportive study environment and an expert academic team to help you achieve your academic goals.

"The financial sector in which I am now involved demands the ability to gain knowledge of different financial markets; add this to the accounting base provided with this course and you have made yourself extremely marketable. I would not be holding this position without my Accounting & Finance MA from Kingston and the help and understanding of all the staff there."

Matthew Spencer, fixed income analyst, UBS Warburg

Banking & Finance MSc

www.kingston.ac.uk/pgbankingfinance



Do you want a rewarding, exciting and challenging career? Then this is the course to set you on the path to a wide variety of careers that are available in banking, financial services, finance and financial consultancy. It is aimed at students from a variety of academic backgrounds, including those who have not studied economics, finance or accountancy at bachelors level.

What you will study

You will take six core modules and two option modules, plus a research project and dissertation.

After an induction programme introducing you to Kingston Business School and the expectations and ethos of the course, you will go on to address the main operations of banks, money markets, capital markets and the role and functions of major central banks. You will cover major OECD and emerging countries' financial services, including offshore banking and Islamic banking and insurance. You will also develop a critical knowledge and understanding of the core theories and concepts in the field of corporate finance and investment.

In the second term you will examine key risks to which banks are exposed, and their measurement and management techniques. You will also consider the theoretical background to the regulation of financial services, and study the main operations of investment banks. The research project will enable you to focus in depth on a specific area of banking or another area of financial services.

Key features

- The course has been developed with advice from managers at a number of banks, including RBS Capital Markets, Commerzbank AG, Standard Chartered Bank and NatWest Bank.
- The curriculum is designed to demonstrate the links between theory and practice. We use real-life examples and case studies, and the assessments will expose you to real-life problems and solutions.
- Teaching is from banking and finance experts, and the course content is supported by active researchers. There is also a programme of guest lectures from banking and financial services sector experts.
- The Faculty has a number of industry-standard financial databases, such as DataStream, FAME, One Banker and Thomson Deals. You'll also have access to our Bloomberg Trading Room and Thomson DataStream Advance.

Financial & Business Management MSc

www.kingston.ac.uk/pgfinancialbusmgt



This course is ideal if you're looking for a management education with a strong focus on financial knowledge and skills. It covers the theories, models and practice of management accounting and finance at an advanced level and provides an understanding of how they integrate in the wider business environment. You will learn to critically analyse and use relevant information to offer solutions to problems.

What you will study

You will take core and optional taught modules, together with a research methods and dissertation module.

The course explores the theory and practice of management accounting and examines how financial management can be used to measure and enhance an organisation's performance. You will study the theoretical developments and concepts of corporate finance and investments, together with the theories and empirical evidence about international risk management related to foreign exchange and interest rates. A module in quantitative methods will provide you with the computer and research skills required by employers in this highly competitive sector. In addition, you will study key business disciplines, which will enable you to demonstrate your strategic and analytical skills, your ability to apply your knowledge to solve business problems and your competence as a manager.

Option subjects currently available include corporate strategy, international marketing, consultancy practice and managing people and organisations. You can use your dissertation subject to reflect your career aims.

Key features

- This is a new course specifically designed for students with a broad interest in both management and finance. The curriculum is based on our well-established masters degrees in both these areas.
- An international curriculum, together with staff collaborations worldwide, ensure that the programme is globally relevant.

“Prior to attending the Banking & Finance MSc course, I worked for HSBC's Treasury Management department in Germany. Wanting to further develop my knowledge and understanding of the banking sector, I found that this course was my ideal choice. [It] has reputable staff with great teaching qualities and connections to the banking industry.”

Philip Hoffmann, Russell Investment Group

International Finance / with Business English MSc

www.kingston.ac.uk/pgintfinance

www.kingston.ac.uk/pgintfinanceenglish

FT

Designed for graduates of any discipline, this course will enable you to enhance your career prospects in the wider business practice of corporate finance and financial management. The 'with Business English' pathway enables international students to develop their English language skills in a business context.

What you will study

The curriculum shares several modules with our Accounting & Finance MSc, covering the purpose and nature of financial accounting and reporting, and the operational and practical activities of management accounting. You will examine the factors that influence an organisation's social responsibilities, together with how they integrate with its strategic decision-making processes, alongside core theories of finance and investment.

A specialist module in International Money and Finance is designed to give you an appreciation of the international dimension of corporate activities and of the risks and challenges involved in the globalisation of the economic environment. You will also take a module in International Financial Markets – this analyses the operation, growth, development and economic significance of the main international financial markets. It also examines the most important financial institutions that operate in these key markets, including the central banks and the large investment banks.

International Finance with Business English

The English language modules aim to develop your English language competence to a level at which you can understand and respond effectively to written and spoken conversation within an academic business context.

Key features

- You will acquire knowledge of the theories, models and practice of accounting and finance at an advanced level, together with an understanding of how they integrate in the wider business environment.
- You will be able to demonstrate the ability to critically analyse and use relevant information to offer interpretations and solutions to problems.
- You can use your dissertation to focus in depth on a specific area of business finance, thus increasing your career choices.

Investment & Financial Risk Management MSc

www.kingston.ac.uk/pginvestmentandrisk

FT

This course is designed to set you on the path to a wide variety of careers in investment, trading, financial analysis, fund management, banking, financial services, finance and financial consultancy. It is aimed at students from a variety of academic backgrounds, including those who have not studied economics, finance or accountancy at bachelors level. Graduates of quantitative degrees will particularly enjoy the programme.

What you will study

The programme will enable you to develop the computer and research skills required by employers in this highly competitive sector. After an induction programme, you will go on to:

- address the modern portfolio theory and its implications for the pricing of assets;
- develop a critical knowledge and understanding of the core theories and concepts in the field of corporate finance and investment and financial accounting; and
- examine in detail the key risks (credit, liquidity, interest rate and market risk) to which investment firms and banks are exposed, and their measurement and management techniques.

In the second term you will examine the key issues in investment banking and trading. You will have a dedicated Bloomberg trading room where different trading techniques will be applied in practice with real, live data. You will also analyse and explore in detail the investment management, financial engineering, fixed income and securities, derivatives, financial management and/or the regulation and compliance of financial institutions. The research element of the course will enable you to focus in depth on a specific area of investment and financial risk management.

Key features

- The course has been developed with advice from managers at a number of banks, including RBS Capital Markets, Commerzbank AG, Standard Chartered Bank and NatWest Bank.
- Teaching is by investment, risk management, banking and finance experts, and the course content is supported by active researchers. There is also a programme of guest lectures from investment, risk management, banking and financial services sector experts.
- The course is designed to prepare students for a variety of careers in banking, investment banking, trading, fund management, risk management and financial services.
- We provide a number of industry-standard financial databases, such as DataStream, FAME, One Banker and Thomson Deals. You'll also have access to our Bloomberg Trading Room and Thomson DataStream Advance.

Business Information Technology



The field of information technology is a fast-moving landscape, with new developments surfacing on an almost daily basis. While the field continues to be a key part of any organisation, it is the ability of individuals to integrate IT skills with core business management knowledge that helps them to stand out from the crowd.

Our range of courses take the practical, technical knowledge and combine it with key business elements to give you a full understanding of how both elements can contribute to the success of an organisation.

Business Information Technology MSc

www.kingston.ac.uk/pgbit

FT PT

This course will enable you to integrate your management and IT skills, prepare for new developments in digital business, and equip yourself with the knowledge needed to harness the benefits of emerging technologies. It will enable you to bridge the gap between business and IT practitioners, ensuring you are fluent in the language of e-business/e-commerce and that you possess the transferable skills necessary to enhance your career opportunities.

What you will study

After an induction programme introducing you to Kingston Business School and the course, you will go on to explore how current technologies are being used to provide more-effective management systems. You will gain an overview of what constitutes business information technology and will develop a detailed knowledge of the technology and issues to plan, design and predict new document management applications.

You will also have the opportunity to gain a solid foundation in practical web programming and related security issues. In addition, you will look at strategies for the exploitation, management and implementation of internet and e-commerce applications. You can choose to specialise via your choice of option modules.

The consultancy project will develop your management consultancy skills through a live project, the results of which you and your team will present to a client. The dissertation will enable you to explore a business information technology topic of your choice in depth.

Key features

- Through your dissertation you can research a business/IT issue of particular personal interest or relevance to your career aspirations. Recent topics have included customer relationship management (CRM) systems; consumer behaviour towards online shopping; information technology outsourcing; strategic alliances; web services; and business process management.

Information Technology for Business Management MSc

www.kingston.ac.uk/pgitmanagement

FT PT

This programme is designed to provide you with an integrated, interdisciplinary knowledge of business management and IT. The combination of theory and practice in an accessible and applied style makes this course a good option if you aim to start a business career in which you apply IT skills.

What you will study

You will graduate with a sound knowledge of the language of e-business and be equipped to deal with emerging technologies. The course builds on theory and the practical application of key business functions in a business management context. This provides a focus for the integration of information technology.

You will have the opportunity to integrate your studies and demonstrate your practical expertise by working on a live consultancy project.

Through your dissertation you can also research an IT management-related issue of particular personal interest or relevance to your career aspirations.

Key features

- The course offers ample scope for career development for recent graduates and those who have some years' work experience. Its 'hybrid' nature means that graduates can pursue careers either as business or IT professionals.

“The career advantages associated with the Business Information Technology course are endless. After two years of study, hard work and dedication, I have received three career-changing promotions which have led me to my current dream position of Chief Operating Officer for a multibillion dollar Fortune 1000 company.”

Steve Garske, Chief Operating Officer, Perot Systems, USA

Information Technology for Supply Chain & Logistics Management MSc

www.kingston.ac.uk/pgitsupplychain



This course will equip you with the practical skills and knowledge needed to make an immediate and effective contribution in a supply chain and logistics-related role. You will gain a sound understanding of global business from a strategic and operational perspective, coupled with a conceptual framework for applying IT within the discipline.

What you will study

After an induction programme introducing you to Kingston Business School and the course, you will take IT-focused modules in e-commerce, digital document management and business information systems. These will enable you to understand the strategy, theory and operational issues involved in setting up an e-business operation; to explore the technology needed to plan, design and predict new document management applications; and to learn the theory and practical techniques of systems analysis and design.

You will also take specialist modules in project management, operations management, logistics, outsourcing and supply chain management. These cover areas such as the theory and techniques associated with logistics management, from both an operational and a marketing perspective, and the strategic and operational implications of outsourcing.

You can use your dissertation to research an area of relevance to your interests or career aims.

IT Consultancy Services Management

MSc

www.kingston.ac.uk/pgitconsultancy



The IT Consultancy Services Management MSc will be of interest if you want to follow a career in IT consulting or to further your knowledge in the key areas of IT consultancy opportunity. The course covers a range of issues related to service operations, consumer behaviour, project management and the legal issues related to information technology in businesses and organisations. You will focus on IT topics, exploring key developments and trends in this area through a range of workshops and consultancy projects.

What you will study

This programme is one of a suite of five services management courses sharing several modules offered by Kingston Business School. Other courses are:

- MSc in Retail Management and Marketing
- MSc in Public Services Management
- MSc in Customer Services Management
- MSc in Management Consultancy

A specialist module in IT Consultancy Services Management covers the key areas involved in setting up and managing an IT consulting services business. It also identifies the management consultancy skills you need to work effectively in the world of information technology. The module consists of regular practical case study analysis (including student group presentations) and is assessed by an individual consultancy report on a practical business problem.

Key features

- Our services management courses have been designed around new management roles in core sectors, and will help you to develop your skills in management and consultancy.
- The structure of this course means that your studies remain flexible in the first semester, at the end of which you can choose which services management pathway to study in your final semester.
- Expert academics, along with guest speakers from industry, will teach and coach you.
- The course adopts new approaches to assessment, with a reduced focus on exams and more focus on writing management reports.

Creative Industries & The Creative Economy



The creative industries account for a significant proportion of national revenue and job creation, and the economy continues to depend on both the creative and management skills of individuals across a variety of disciplines.

Our Creative Economy courses are designed to bring together a practical creative field and, in addition, give you some core business knowledge to help you drive your career down this chosen path. Often, to achieve individual success in these creative areas, it is key that you have an understanding of how business operates and how relationships with others can assist you.



Above: product designers Yashar Sadeghi (pictured left) and Alex Farnea (right), who are also studying a Creative Economy MA at Kingston. Our Creative Economy courses are designed to bridge the gap between creativity and business skills, something that attracted Yashar and Alex when they formed their company, nuu. "Setting up the business was followed very quickly with the realisation that we lacked some key skills that would be necessary to run it effectively," says Yashar. "The course makes you question what you do; why you do it; how you do it; should you be doing it at all. It's like an MOT for your brain. I'd recommend it."

www.nuonline.co.uk

The Creative Industries & the Creative Economy MAs

(with pathways in the design industries, heritage and the visual arts, the media and the performing arts)

FT PT

Whether you have a few years' experience as a 'creative' or are relatively new to the creative industries, whether you are working for a creative organisation and/or planning to set up your own venture, the Creative Industries and the Creative Economy MAs will help you develop your entrepreneurial, management and networking skills to a level where you can connect creativity and commerce in a successful and meaningful way.

What you will study

You can choose from a number of specialisms in the following categories:

- The Design Industries
- Heritage and the Visual Arts
- The Media
- The Performing Arts

We also offer a Managing in the Creative Economy MA.

All the routes are structured in three phases. The first phase is very practical, as you work with a multidisciplinary team to develop your own creative enterprise project. The second phase enables you to focus on your chosen creative industry specialism. The final phase is where you bring your business and creative modules together through your Personal Research Project. Each course provides a challenging and active learning environment.

Key features

- Creativity and the management of creativity: this programme is about acquiring different perspectives and will encourage lateral thinking while looking at the nature of creativity (and innovation) and the ways to effectively manage creative teams.
- Multidisciplinarity: a significant feature of the programme will be the diverse nature of the student intake, mixing individuals from different creative disciplines and with varied backgrounds. The modules offered on the various routes of the MA will be chosen from three different faculties (Business and Law, Arts and Social Sciences, and Art, Design & Architecture).
- Experiential: together with their teams, students will set up a real business that will develop a new product/service and take it to the market.
- Networking: the course will encourage networking through market-focused projects that demand the development of industry contacts and career-enhancing networks.

How to register

To register on a Creative Economy course, you should contact the Faculty of Business and Law (see the course webpage), which will be your host faculty.

Find out more

Visit www.ourcreativeeconomy.com to find out more about our Creative Economy courses or see the webpages listed below for details about the individual courses.

Management (creative industry of your choice)

- Managing in the Creative Economy MA
www.kingston.ac.uk/pgmanagingcreative

Design Industries

- Communication Design & the Creative Economy MA
www.kingston.ac.uk/pgcommunicationcreative
- Design: Product and Space & the Creative Economy MA
www.kingston.ac.uk/pgproductspacecreative
- Fashion & the Creative Economy MA
www.kingston.ac.uk/pgfashioncreative

Heritage and the Visual Arts

- Museums and Galleries & the Creative Economy MA
www.kingston.ac.uk/pgmuseumscreative

Media

- Advertising & the Creative Economy MA
www.kingston.ac.uk/pgadvertisingcreative
- Creative Writing & the Creative Economy MA
www.kingston.ac.uk/pgcreativewritingcreative
- Film making & the Creative Economy MA
www.kingston.ac.uk/pgfilmmakingcreative
- Journalism & the Creative Economy MA
www.kingston.ac.uk/pgjournalismcreative
- Publishing & the Creative Economy MA
www.kingston.ac.uk/pgpublishingcreative

Performing Arts

- Music & the Creative Economy MA
www.kingston.ac.uk/pgmusiccreative

Leadership, Human Resource Management & Organisation



We offer a range of courses through which you can explore issues relating to managing people in organisations. You can choose to focus on the psychological aspects of managing people by taking a business or occupational psychology course, or on the more functionally oriented aspects by taking a course in human resource management (HRM). Our courses mainly focus on the United Kingdom (UK) context, but you can choose to specialise in international HRM. We also provide courses in leadership within a healthcare context, and in internal communications.

Our courses provide you with advanced understanding of these topics and prepare you to pursue a career in the management of people. Several of the HRM courses equip you with membership of the UK's key HR professional body, the Chartered Institute of Personnel and Development, while our Masters in Occupational Psychology is accredited by the British Psychological Society.

Business Psychology MSc

www.kingston.ac.uk/pgbusinesspsychology

FT PT

Our Business Psychology MSc is ideal if you want to focus on the psychological aspects of managing people but don't have a background in psychology. The course enables you to apply theory to practice and ensures that you develop your skills to enhance the performance of people at work.

If you have an honours degree in psychology accredited by the British Psychological Society, our MSc Occupational Psychology is more appropriate – see page 50.

What you will study

The curriculum is very similar to that of our Occupational Psychology MSc, covering areas such as career counselling, training and development; leadership and change; performance appraisal; selection and assessment; ergonomics and human/machine interaction; work design, health and wellbeing; together with research methods and the dissertation.

You may be able to apply to take two modules from our Human Resources Management MA in place of two of the core modules. Other practice-based training will also be offered, including psychometric testing (offered as an additional short course).

Key features

- Business psychologists often work in management training centres, assessment centres, organisational development departments and for private companies. There are also many private-sector business psychology companies that require people with a masters-level qualification.
- The course utilises Kingston's highly skilled academic staff from the Department of Leadership, HRM & Organisation in the Business School and the Department of Psychology in the Faculty of Arts and Social Sciences.
- You can choose to study the course in either full-time or part-time mode. The part-time course is taught through a flexible mix of online and face-to-face teaching, which is particularly suited to students working full time, enabling them to balance work and study.

i Find out more from the course director in a film featured on the course webpage.

Coaching & Mentoring for High Performance PgDip/MSc

www.kingston.ac.uk/pgcoaching

PT

This flexible new programme is designed to meet the needs of those already working or intending to work as professional coaches in public- and private-sector organisations.

What you will study

The course will cover the areas of knowledge needed to practise in the area of high performance business coaching. These include:

- ethics and standards;
- establishing the coaching agreement;
- establishing trust and intimacy with the client;
- coaching presence;
- active listening;
- powerful questioning;
- direct communication;
- creating awareness;
- designing actions;
- planning and goal setting; and
- managing progress and accountability.

The course will place an emphasis on applying your skills and knowledge to work-based contexts.

Key features

- The course is taught part-time over two to four years on 15 days per year (approx.) in blocks of two days' face-to-face, weekend attendance per month, supported by online learning.
- The course integrates face-to-face and electronic modes of study, and will enable you to make the best use of your own particular learning style.
- Students taking the Coaching & Mentoring for High Performance MSc will be able to progress through top-up modules, coach mentoring and numbers of practice hours to apply for the International Coach Federation's Professional Certified Coach qualification.

Human Resource Management MA

www.kingston.ac.uk/pghrm

FT

Whether you are starting a career in human resource management (HRM) or are already working in the field and would like to progress at a professional level, this MA can help you to achieve your career goals. It is designed to provide you with a foundation of knowledge and practical skills as well as an understanding of the role of the HR profession relevant to the strategic objectives of an organisation and the wider environment in which it operates. Successful completion of the course leads to graduate membership of the Chartered Institute of Personnel and Development (CIPD).

What you will study

You will take eight specialist modules, a research methods module and a dissertation. The taught modules currently include HRM in Context; Leading, Managing and Developing People; Developing Skills for Business Leadership; Investigating a Business Issue from an HR Perspective; Resourcing and Talent Management; Reward Management; Managing Employment Relations; and Employment Law.

You will look at:

- the varying approaches to labour regulations and standards across the globe;
- human behaviour in organisations and how organisational and management performance can be enhanced through effective HRM;
- strategic HRM and the national differences and varying approaches adopted by multinational companies;
- learning and development processes; and
- the major types of employee relations management.

You will also develop a knowledge of resourcing issues and techniques.

It is a CIPD requirement that all students also write a work-based management report of approx 7,000–7,500 words. A host organisation will be required for this, as well as for some pieces of coursework.

Key features

- The course is approved by the Chartered Institute of Personnel and Development (CIPD).
- A key feature of studying at Kingston is that we allow you to put theory into practice – through your management report and dissertation.
- An international curriculum, along with worldwide collaborations, ensure the programme is globally relevant.

i Find out more from the course director in a film featured on the course webpage.

Human Resource Management PgDip

www.kingston.ac.uk/pghumanresourcepgdip

PT

Our two-year, part-time diploma in human resources management (HRM) enables you to work towards a professionally orientated qualification alongside other commitments such as work or family. On successful completion of your PgDip, you can choose to top-up your qualification to an MA in HRM by completing the research methods module and a dissertation (see next page).

What you will study

This PgDip consists of eight core modules, four of which are taken in the first year and four in the second year. The modules currently include HRM in Context; Leading, Managing and Developing People; Developing Skills for Business Leadership; Investigating a Business Issue from an HR Perspective; Resourcing and Talent Management*; Reward Management*; Managing Employment Relations*; and Employment Law (*this module may be substituted by an International HRM module).

You will evaluate the external influences on organisations, such as European developments, employment law, ethical issues and social responsibility. You will also gain an understanding of human behaviour in organisations and how organisational and management performance can be enhanced through effective HRM.

In addition, you will look at strategic HRM and the national differences and varying approaches adopted by multinational companies. You will also study the major types of employee relations management and will develop a knowledge of resourcing and reward issues and techniques.

Key features

- Flexible part-time attendance (two evenings per week or one afternoon/evening per week) enables you to combine this course with other commitments.
- The course is approved by the Chartered Institute of Personnel and Development (CIPD).
- On successful completion of the PgDip in HRM, you will be entitled to graduate membership of the CIPD.

“The [Human Resource Management] MA has given me a solid, credible background from my first professional role and has continued to be one of the best decisions I have made in my life. I have carried my learning and experiences to all of the roles I have done since that time.”

Mo Karim, UK Employee Relations and Industrial Relations Adviser at Royal Dutch Shell

Human Resource Management MA top-up

www.kingston.ac.uk/pghumanresourcetopup

PT

If you have completed a PgDip in Human Resource Management within the last five years and would like to upgrade your qualification to an MA, our part-time HRM top-up course is ideal. The course is taught in the evenings, enabling you to combine work and study.

What you will study

The MA top-up usually lasts between six months and a year's duration and consists of an induction programme, a module in research methods and a dissertation.

The research methods module is designed to guide you through all stages of a research project step by step, from developing and clarifying the basic idea to writing up the final dissertation. You will take an in-depth look at issues such as carrying out a literature review, research design, qualitative and quantitative data collection methods, and data analysis techniques.

The dissertation revolves around the identification of an HR issue or problem that merits investigation. The research should involve collection and analysis of original data or analysis of existing data in an original way, and should make a contribution to the specific area under investigation. Supervised by an academic member of the Department of Leadership, Human Resource Management & Organisation with an interest in your area of research, you will analyse and structure the problem, examine relevant source material, carry out research and produce an action-orientated report on your findings.

Key features

- This one-year part-time course is taught over one evening per week during the autumn term.
- This course is approved by the Chartered Institute of Personnel and Development (CIPD).
- Through your dissertation you can focus on an area of particular interest or relevance to your career aspirations.

Internal Communication Management PgDip/MA top-up

www.kingston.ac.uk/pgintcomms

PT

Run jointly by Kingston Business School, Capita Learning and Development, and the Institute of Internal Communication, this is the only course of its kind offered at masters level in the UK. The course is professionally accredited and is designed to develop your interpersonal and leadership skills as well as your understanding of the importance of communication and change in the organisational context.

What you will study

The programme comprises an induction day at Kingston Business School and four modules delivered in central London. Each module consists of a workshop, including expert speakers and topical case studies where you will study the role of the internal communication manager, employment practices and the nature of information and communication.

The course enables you to:

- explore the effects of internal communication on an organisation and the impact of organisational factors on internal communication;
- examine the strategies and policies needed to underpin internal communication objectives and actions;
- learn how to measure the effectiveness of internal communications;
- develop the skills and knowledge necessary to facilitate organisational change, optimise message delivery and manage the complex issues that affect the people in your organisation; and
- gain an understanding of how to manage and optimise internal communication across structures, cultures and management styles, and across economies, sectors and geographical boundaries.

On successful completion of the diploma, you can top up your qualification to the MA in Internal Communication Management at Kingston University by undertaking a research project.

Key features

- The PgDip is a one-year part-time course (September start date) with a maximum three days' attendance per quarter, plus an induction day.
- The MA top-up is a part-time course that takes 11 months to complete (February and September start dates), with attendance on one weekend plus two further Saturdays.
- The course is recognised by Communicators in Business (CiB), the professional body for communications specialists.

“Many communications professionals will have a gut feel about how to do their job, but the diploma [in Internal Communication Management] opens your eyes to the wealth of academic theory that underpins why some strategies work and some don't.”

Pauline Page, Director of research and development communications, GlaxoSmithKline

International Human Resource Management MSc

www.kingston.ac.uk/pginthumanresourcema

FT

This route of our HRM programme enables you to focus on international issues. It is designed to equip you with knowledge relevant to both the strategic objectives of an international organisation and the wider environment in which it operates.

What you will study

You will take eight taught modules, a research methods module and a dissertation. The taught modules currently include HRM in Context; Leading, Managing and Developing People; Developing Skills for Business Leadership; Investigating a Business Issue from an HR Perspective; Resourcing and Talent Management; Reward Management; International and Comparative Labour Law; and International HRM.

The International HRM module considers the global and national contextual factors that impact on international human resource management and employee relations. You will identify the human resource challenges and opportunities that face multinational enterprises, such as how national and regional differences impact on the employment relationship, and you will evaluate international human resource management strategies and policies in a range of operational areas.

In the Comparative Labour Law module you will focus on the different international approaches to labour regulation; developments in transnational labour regulation and business practice; and the complexities of international labour law, examining key trends and debates with attention to issues of flexibility, social protection and equity.

Key features

- The Faculty of Business and Law is offering six bursaries to international students on our full-time masters programmes. To find out more, contact ftthm@kingston.ac.uk or see the course webpage.

i Find out more from the course director in a film featured on the course webpage.

Leadership & Management in Health

PgDip/MSc

www.kingston.ac.uk/pghealthleadership

PT

This course is relevant if you are already working or intending to work in the health and social care services in the public, private and voluntary sectors in both the UK and internationally. Its evidence base is drawn from the latest research and practice in health-sector leadership and management combined with the practical application of new knowledge and skills to work-based situations. The course is based on the new health leadership competencies in the UK; all assessments are designed to have application in the workplace.

What you will study

Please note that Royal Holloway, University of London offers the full-time route of this course – see their website for details (www.rhul.ac.uk).

There will be an induction programme introducing you to the modules and the aims of the course, and giving guidance on the approach to study. You will study the functional aspects of strategic healthcare management and governance; leadership and management of people; ways of delivering quality, finance and marketing in the healthcare industry; information management; and the management of organisational change. You can then choose to study either international health policy or healthcare economics.

Finally, for those taking the MSc, you will complete a Research Methods module and a dissertation, researching a specific area of healthcare management in depth.

Key features

- This part-time course is taught over two-to-four years on approximately 15 days per year (two days face-to-face per month plus supported online learning).
- The part-time route is taught at Kingston Business School, Kingston University, and the full-time route at Royal Holloway, University of London. In partnership with St George's, University of London, these centres of learning are the principal members of the Institute of Leadership & Management in Health (ILMH), part of the SouthWest London Academic Network (SWAN).
- Professional and leadership development activities will take place throughout the course, and you can update your knowledge and network at events arranged by the SWAN partners and ILMH.

i Find out more from the course director in a film featured on the course webpage.



“I chose the MSc [in Leadership and Management in Health] because I wanted to develop my management skills. I love the blended learning aspect – the discussion boards are great – and the lecturers are very supportive, particularly during my assignments. I’d really recommend this course.”

Tawanda Chirisa, clinical team leader, Huntercombe Roehampton Hospital

Occupational Psychology MSc

www.kingston.ac.uk/pgoccupationalpsychology

FT PT

This course enables you to focus on the psychological aspects of managing people, and brings together Kingston's expertise in the areas of organisational behaviour and psychology. The course is accredited by the British Psychological Society (BPS) and is designed for students who have an honours degree in a BPS-accredited psychology course or equivalent psychology qualifications from overseas. Our MSc in Business Psychology (page 46) is more suitable if you don't have a background in psychology.

What you will study

Occupational psychology is concerned with how people behave at work. It involves the study and analysis of leadership, selection, assessment, motivation, development and the organisation of people.

An induction programme will introduce you to Kingston Business School and the expectations and ethos of the course, during which you will complete psychometric tests for personal and professional development throughout the programme. You will then look at the varying approaches to applying psychological principles to the workplace and how these ideas can increase organisational, team and individual performance in today's business environment.

The course will enable you to effectively apply theories and models of organisational behaviour to the work of occupational psychology, and will cover the eight main areas required by the British Psychological Society. You will critically evaluate the evidence base, ethical considerations and your role in organisations as a business psychologist to enhance your professional skills.

Key features

- The part-time course is taught through a flexible mix of online and face-to-face teaching (mainly at weekends).
- The course has been accredited by the British Psychological Society. Successful completion fulfils stage one of the requirements leading towards Chartered Membership of the Society and full membership of the Division of Occupational Psychology.
- The course utilises Kingston's academic staff from the Department of Leadership, HRM & Organisation in the Business School and the Department of Psychology in the Faculty of Arts and Social Sciences, giving you a broad range of knowledge and skills on which to base your personal and professional development.

i Find out more from the course director in a film featured on the course webpage.



Organisational Development & Change Management PgDip/MSc

www.kingston.ac.uk/pgmanagingchange

PT

This flexible new programme is designed to meet the needs of those already working or intending to work in the area of organisational development and change in public- and private-sector organisations. The curriculum is based on the latest research and practice in the field, combined with the practical application of new knowledge and skills to work-based situations.

What you will study

The course provides an in-depth understanding of seven knowledge areas within the field of managing change and, via the dissertation, offers opportunities for advanced study in specific aspects of this area of organisation development.

The seven knowledge areas are:

- the context of change and the organisation;
- organisation development;
- organisational behaviour;
- theories of leadership and management;
- change agency and consulting;
- planning and managing change; and
- complexity and emergent change.

The course will enable you to gain a critical understanding of contemporary practice. You will also develop an in-depth knowledge of the competing perspectives of managing change and organisation development, together with their applicability within a wide range of complex organisational contexts.

Key features

- The course is taught part-time over two years on 15 days per year (approx.) in blocks of two days' face-to-face, weekend attendance per month, supported by online learning.
- The course integrates physical (face-to-face) and electronic modes of study and enables you to make the best use of your own particular learning style.
- The range of topics and theory discussed will be of use to both public- and private-sector practitioners and managers.

Marketing



The field of marketing offers a variety of interesting and challenging career opportunities, ranging from advertising to product development and brand management. For high-calibre professionals already working within marketing, there is also the opportunity to develop your strategic skills to influence your organisation's future direction.

Directly or indirectly, marketing is fundamental to all organisations, whether it is directly selling products or helping to raise brand awareness. Our range of courses will help you develop the core range of broad marketing skills needed to help you advance your existing career or begin a new career in the field.

Kingston Business School is recognised by the foremost professional marketing bodies in the UK: the Association of MBAs; The Chartered Institute of Marketing as an accredited study centre for the provision of Continuing Professional Development; The Chartered Management Institute; and The Institute of Direct Marketing.

Advanced & Strategic Marketing MSc

www.kingston.ac.uk/pgadvancedmarketing

PT

As a marketing professional, you will already have a thorough grounding in the basic principles of marketing. However, you will also probably have an eye on how to achieve more, how to get promoted or how to move between organisations in order to advance your marketing career. A key way to achieve personal differentiation is to augment practical experience and product successes with a higher level of professional and academic qualifications.

What you will study

This programme is focused on bridging the gap between academic theory and marketing best practice. The taught part of the programme is structured around the activities which marketers perform on a daily basis, such as: market research, planning and budgeting; development of marketing strategies; the management of promotional activities and brands as corporate assets; and managing relationships across other business functions and with sales forces and customers.

Key features

- This is a one-year course starting in October, and is taught entirely at weekends so as to not disrupt students' careers.
- This course was established with input from marketing practitioners to ensure content is relevant to real-world marketing
- Students have the opportunity to develop a practical research project which can be linked directly to their organisation and any of the marketing-related challenges which their industry may be facing.
- An over-riding focus of this course is on career development, helping practitioners differentiate themselves.

Corporate Communications MA

www.kingston.ac.uk/pgcorpcomms

FT

This course is designed for graduates of any discipline who are seeking to make corporate communications an integral part of their career progression. It will enable you to enhance your career prospects by gaining a professional qualification and developing your practical skills. It will also equip you with the necessary skills to make a significant contribution in the areas of communications and marketing, particularly in specialist areas such as public relations and internal communication.

What you will study

The course is full time over one academic year (five days per week) and consists of the following modules: Public Relations; The Internal Communications Environment; Cross-Cultural Management Communications; Integrated Marketing Communications; Managing Corporate Social Responsibility and Sustainable Development; Global Marketing Management; Data Analysis; Market Research; Research Methods and Dissertation.

The taught element of the course addresses key issues in corporate communications and marketing theory as well as practice. You will study the principles and practice of public relations, internal communication and the impact of cross-cultural management communications. You will also investigate the importance to organisations of managing corporate social responsibility and sustainable development.

You will develop an appreciation of the core marketing principles and practices from which all communications-related activity must flow, and you will also examine the role of integrated marketing communications campaigns. In addition, you will learn about the value of using market research to help make sound, business-based communications decisions.

Through your dissertation, you can focus on a specific area or issue, tailoring your MA to your own interests and career aspirations.

Key features

- You will be taught by staff from Kingston Business School's Department of Strategy, Marketing and Entrepreneurship, who have a broad range of knowledge and industry experience; this will be augmented by guest speakers from a range of disciplines and business sectors.
- If you are not currently working in a corporate communications role, the knowledge and skills you gain from this course will enable you to make an immediate and positive contribution once you gain your first position.

i Find out more from the course director and students in films featured on the course webpage.

Marketing Communications & Advertising MA

www.kingston.ac.uk/pgmarketingcommsadvertising

FT

Marketing communications is the discipline of planning, organising, managing and evaluating communications between an organisation and its stakeholders. Designed for recent graduates of any discipline seeking employment in an area of integrated marketing communications such as advertising, public relations, direct marketing, sales promotion or sponsorship, this course covers all areas of the field, with a particular focus on the role and importance of advertising.

What you will study

The curriculum integrates theory and practice, so that you understand the practical issues involved in creating effective communications as well as the theoretical issues that underpin them. It aims to give you a clear understanding of the function of marketing communications in marketing management and business in general, and you will study the closely related topics of marketing management, market research and buyer behaviour. There is also a focus on career planning, with a tailored module to help you develop the skills, techniques and materials needed to launch your career. You will be able to conduct individual research through a dissertation.

Key features

- You will have the opportunity to attend seminars and lectures delivered by guest speakers from the marketing and communications industry.
- There is a wide range of teaching styles – lectures, seminars, guest speakers, workshops, case studies, field trips – and assessment styles.

i Find out more from the course director in a film featured on the course webpage.

Marketing / with English MA

www.kingston.ac.uk/pgmarketing

www.kingston.ac.uk/pgmarketingenglish

FT

Designed for graduates of any discipline, this course will launch your career in marketing by teaching you the latest in marketing theory and practice. It will prepare you for a variety of careers in marketing management and in specialist areas such as market research, advertising, public relations and direct marketing. The ‘with English’ pathway enables international students to develop their English language skills in a business context.

What you will study

You will:

- study the latest issues in marketing theory and practice from an international perspective;
- learn about the operational management decisions that form the basis of the marketing plan;
- look at how marketing strategy places marketing management decisions and marketing plans within the broader framework of an organisation’s corporate structure, industry and business environment;
- evaluate brands and branding strategy;
- examine the principles and theory of finance and their relevance to marketing decisions;
- focus on the collection, analysis and use of market research data for marketing decisions, as well as studying buyer behaviour;
- study marketing communications tools such as advertising, sales promotions and public relations in the context of an integrated communications campaign; and
- take a career planning module.

MA Marketing with English

You will study the modules described above, addressing the latest issues in marketing theory and practice; however, the finance and branding modules will be replaced with two English language modules.

Both courses

The Research Methods module will prepare you for your dissertation, through which you can focus on a specific area of marketing, enabling you to tailor your MA to your interests and career aspirations.

Key features

- You will have the opportunity to attend seminars and lectures delivered by guest speakers from the marketing and communications industry.
- Potential career areas could include brand management, product development, retailing, services marketing, business-to-business marketing and not-for-profit marketing, and specialist areas such as market research, advertising, public relations and direct marketing.

i Find out more from the course director in a film featured on the course webpage.

“The Marketing MA was the hardest but most rewarding thing I have ever done. I can sum up the course in just a few words – blood, sweat and tears, sleepless nights, friendship, fun and, most importantly, a future.”

Julie Hill, Product manager, Liverpool Friendly Society

Marketing & Finance MA

www.kingston.ac.uk/pgmarketingfinance

FT

Organisations are increasingly recognising the need to build bridges between the marketing and finance functions. Building on our long-established reputation for masters programmes in both marketing and finance, this course is designed to prepare you for a career in marketing management while providing you with valuable knowledge of the financial elements of business. You don't have to have a first degree in marketing or finance to join the course.

What you will study

The course is divided into two parts. Stage one is the taught element, in which you take eight modules: four from marketing and four from finance.

The taught modules in finance cover an introduction to financial modelling, finance and investment, financial management and international money and finance. They explore the theories, models and practice of accounting and finance at an advanced level, together with an understanding of how they integrate in the wider business environment.

The marketing modules cover advanced marketing concepts together with the skills to make an immediate and effective contribution in a marketing-related role. They cover global marketing management, market research and marketing strategy. You can choose to study either buyer behaviour or integrated marketing communications.

Stage two consists of your dissertation – an in-depth, independent piece of research on a subject of your choice. This could either focus on a marketing or a finance topic, or combine elements of the two (for example, measuring brand value). You will conduct your dissertation under the supervision of an academic.

Key features

- You will have the opportunity to attend seminars and lectures delivered by guest speakers from the marketing and communications industry.
- The course gives you the opportunity to become fluent in the language of both marketer and financial professional – a valuable asset for your future career. It will also be useful if you aim to run your own business one day, as marketing and finance are fundamental areas of running any successful operation.

i Find out more from the course director in a film featured on the course webpage.

Retail Management & Marketing MSc

www.kingston.ac.uk/pgretailmanagement

Customer Services Management MSc

www.kingston.ac.uk/pgcustomerservice

FT

These courses cover a range of issues related to service operations, consumer behaviour, project management and the legal issues related to business. You will focus on either retail management and marketing or customer services management topics, exploring key developments and trends in these areas through a range of workshops and consultancy projects.

What you will study

- Services Marketing Strategy
- Services Operations Management
- Buyer Behaviour
- Entrepreneurship in an International Context
- Consultancy Practice
- E-Commerce Operations
- Retail Management and Marketing (Retail Management & Marketing MSc only) OR Customer Services Management (Customer Services Management MSc only)
- Services Management Workshops
- Research Methods
- Dissertation

Key features

- These courses are part of our new services management programme: other routes of the programme are IT Consultancy Services Management, Management Consultancy and Public Services Management.
- Our services management courses have been designed around new management roles in core sectors, and will help you to develop your skills in management and consultancy.
- The structure of the courses means that your studies remains flexible in the first semester, at the end of which you can choose which services management pathway to study in your final semester.
- Expert academics, along with guest speakers from industry, will teach and coach you.
- These courses adopt new approaches to assessment, with a reduced focus on exams and more focus on writing management reports.

Business Research Programmes



A research degree will give you the opportunity to study a specific field of business or management that interests you to an advanced level. The aim of our doctoral and research degrees is to provide you with the skills necessary to carry out an in-depth investigation of a topic that culminates in the submission and defence of a doctorate thesis.

You will be supervised by a dedicated team of experienced, research-active members of Kingston Business School, and will become part of a mutually supportive group of researchers.

Business PhD

www.kingston.ac.uk/businessphd

FT PT

Whether you are planning a career as an academic within the education sector or as a professional researcher within the public or private sectors, the Kingston Business PhD will enable you to develop the appropriate research skills and enhance your professional credibility. The course is designed following the guidelines proposed by the Economic and Social Research Council, and enables you to gain an MSc in Management & Business Studies Research as part of the programme.

What you will study

You will work on a programme of supported independent study where you will be expected to have regular meetings with your director of studies and/or supervisory team.

Your studies culminate in the submission and defence of the PhD thesis – a substantial piece of research that makes a distinct and original contribution to knowledge within the relevant field of work. Specifically, it demonstrates you:

- advanced level of critical thinking ability and analytical powers;
- knowledge of, and ability to apply, appropriate research techniques;
- ability to create and interpret new knowledge through original research or other advanced scholarship of a quality to satisfy peer review, extend the forefront of the discipline and merit publication; and
- systematic acquisition and understanding of a substantial body of knowledge that is at the forefront of an academic discipline or area of professional practice.

Your PhD thesis should be around 80,000 words and will be the subject of an oral examination in which you will show both how you have critically investigated your area of research and made an independent and original contribution to knowledge.

Key features

- This PhD takes three to four years full time or six to eight years part time (weekend sessions) to complete.
- The distinctive characteristic of this programme is that you can gain an MSc in Management & Business Studies Research as part of your doctoral studies. The MSc provides a sound training in the methods of business and management research and a critical understanding of how organisations and their external environment are managed. As well as being a qualification in its own right, the MSc is fully integrated within the PhD programme structure and is awarded in formal recognition of the successful completion of the research methods training.
- Kingston Business School is the first UK educational institution whose doctoral programme is accredited by EPAS.



Doctor of Business Administration DBA

www.kingston.ac.uk/dba

PT

The Kingston DBA offers those at senior management level, whether in business, academia or the public sector, the opportunity to build upon their MBA or business-related masters qualification and develop professional excellence through a programme of study that is both academically challenging and professionally relevant. This was one of the first three DBA programmes globally to receive accreditation from the Association of MBAs (AMBA); at the time of writing, only Cranfield and Aston also offered AMBA-accredited DBAs in the UK.

What you will study

The Kingston DBA comprises two stages and takes a minimum of four years to complete. Stage one leads to the award of MSc in Management & Business Studies Research; stage two involves the completion of a 50,000-word thesis and Professional Development Portfolio.

Our aim is to provide you with a supportive educational environment within which you can obtain a doctorate-level qualification that is directly relevant to your chosen profession.

The programme is designed to extend your knowledge of leading-edge business management issues and enable you to develop a high level of skill in areas such as business research, as well as gaining a multidisciplinary perspective on complex management issues.

The programme also focuses on personal and professional development skills, increasing your powers of critical self-reflection and enhancing your competence.

Key features

- The part-time DBA takes four to eight years (weekend sessions) to complete.
- The distinctive characteristic of this programme is that you can gain an MSc in Management & Business Studies Research as part of your doctoral studies. The MSc provides a sound training in the methods of business and management research and a critical understanding of how organisations and their external environment are managed. As well as being a qualification in its own right, the MSc is fully integrated within the DBA programme structure and is awarded in formal recognition of the successful completion of the research methods training.
- Kingston Business School is the first UK educational institution whose doctoral programme is accredited by EPAS.



Health Management Research MSc

www.kingston.ac.uk/pghealthmanagementresearch

FT PT

There is increasing demand in the health sector for managers who can understand and manage research and evidence-based practice. This MSc will provide a grounding in this area and introduce a critical understanding of how health organisations are managed. The course provides doctoral students on health management PhD and DBA programmes with preliminary training in research methods and related skills, adhering to the national standards.

What you will study

After an induction programme introducing you to Kingston Business School and the expectations and ethos of the course, you will go on to study and examine research design and data collection as well as data analysis and reporting, linking qualitative and quantitative methods and techniques. You will study advanced research methods, which will introduce you to some statistical techniques, and computer-aided analysis of qualitative data. You will also look at perspectives on health management through the two health-specific modules (your choice of modules will depend on your dissertation research topic).

The research project proposal sessions will prepare you for your dissertation (15,000 words), which in turn can be used to prepare the ground for your doctoral research.

Key features

- On successful completion of the course you will be able to demonstrate an advanced level of proficiency in selecting and implementing appropriate business research methodologies, as well as an in-depth understanding of how health organisations are managed.
- In addition to being a masters degree in its own right, this programme is an integrated part of the Kingston DBA and PhD.
- You will be involved in at least two modules from our successful Leadership & Management in Health programme, and invited to health management events such as our health leadership forums.
- You will be able to discuss your research ideas with staff from the Institute of Leadership & Management in Health research centre, which comprises Kingston University, Royal Holloway, University of London and St George's, University of London.

Management & Business Studies Research MSc

www.kingston.ac.uk/pgbusinessresearch

FT PT

This course offers preliminary training in research methods and related skills for doctoral students on PhD and DBA programmes. It is also ideal if you are a business professional and would like to gain a sound training in the methods of business and management research, as well as a critical understanding of how organisations are managed. Students who are contemplating doctoral studies but who have not yet enrolled on the PhD or DBA can be accepted onto this programme.

What you will study

After an induction programme introducing you to Kingston Business School and the expectations and ethos of the course, you will go on to study and examine research design and data collection as well as data analysis and reporting, linking qualitative and quantitative methods and techniques. You will also look at perspectives on organisational studies and further background materials to encourage debate about research and philosophies.

In addition you will study advanced research methods, which will introduce you to some statistical techniques, and computer-aided analysis of qualitative data. The research project proposal sessions will prepare you for your dissertation, which in turn can be used to prepare the ground for your doctoral research.

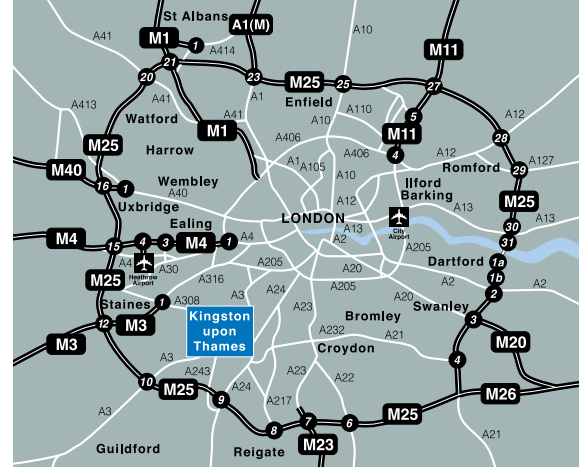
Key features

- On successful completion of the course you will be able to demonstrate an advanced level of proficiency in selecting and implementing appropriate business research methodologies, as well as an in-depth understanding of how organisations are managed.
- In addition to being a masters degree in its own right, this programme is an integrated part of the Kingston DBA and PhD.
- Through your dissertation you can focus in depth on a specific relevant area or issue, enabling you to tailor your MSc to your interests and your doctoral research.

Travelling to Kingston



Kingston University within the British Isles
 Kingston University within the M25
 Kingston University campuses and other sites



Trains
 Trains from London Waterloo station, via Clapham Junction and Wimbledon, are frequent to both Kingston (for all campuses) or Surbiton (for Penrhyn Road and Knights Park campuses only). Trains go direct from Kingston and Surbiton to Waterloo.
www.nationalrail.co.uk

Buses
 From London

- 57 (Streatham)
- 65 (Ealing)
- 71 (Chessington)
- 85 (Putney Bridge)
- K3 (Roehampton and Esher)
- 111 and 285 (Heathrow)
- 213 (Sutton)
- 216 (Staines)

www.tfl.gov.uk

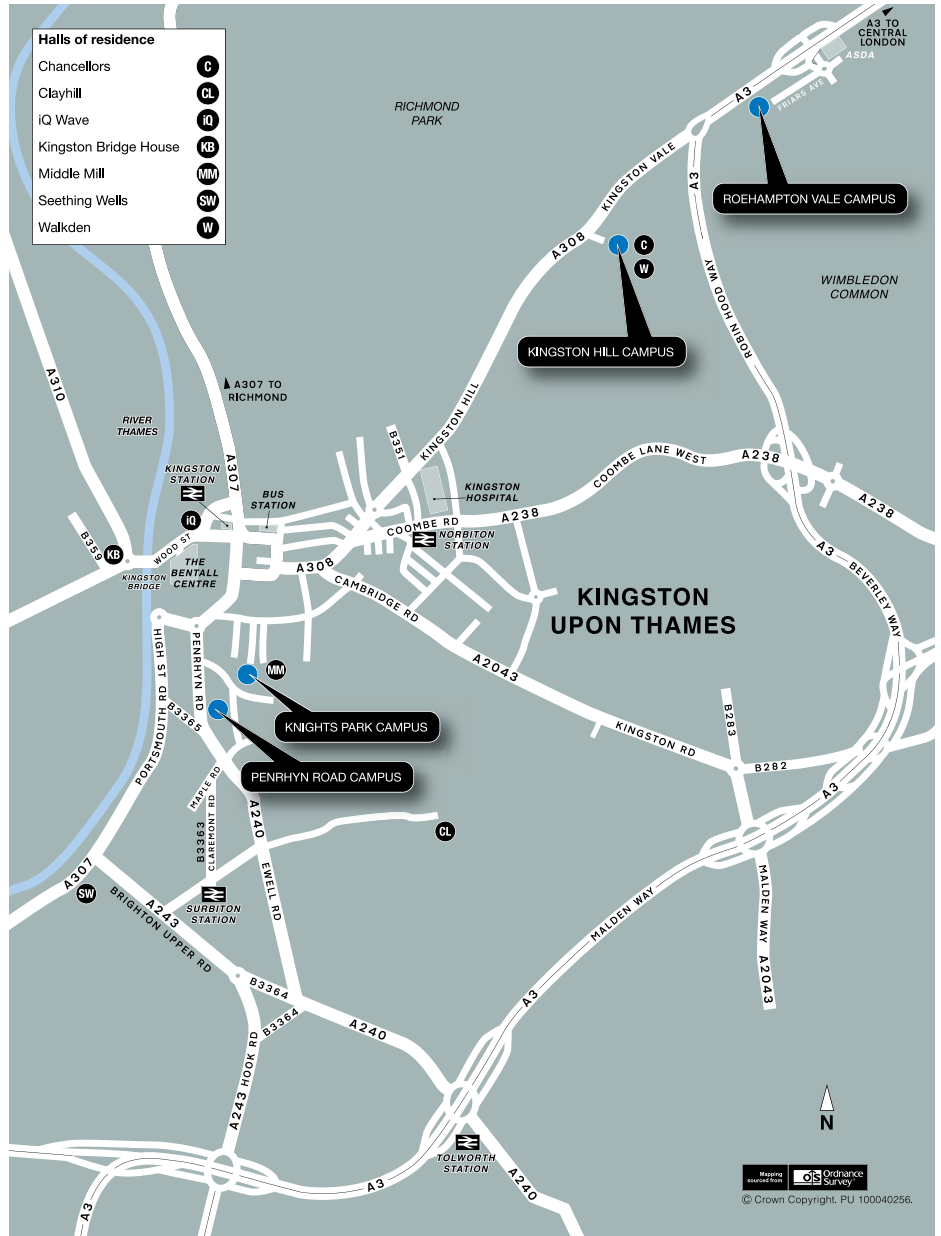
From Heathrow

- Take the 111 or 285 bus to Kingston
- By tube/train: take the Piccadilly Line underground service to Earls Court, change to District Line to Wimbledon, and catch a main line train for Kingston or Surbiton.

From Gatwick

- Take a train to Clapham Junction, and catch a Kingston- or Surbiton-bound train.

Further information
 For detailed instructions on travelling to the Kingston University campuses, see the University's website:
www.kingston.ac.uk/directions



Applications and further information

Applications

You can now apply for most of our postgraduate courses online. Just visit the course webpage or see www.kingston.ac.uk/pgapply for more information, including how to apply by post or email.

Entry requirements

Please see the relevant course webpage for entry requirements or contact the appropriate person for further information.

You will be expected to demonstrate the ability to study at an advanced level and will normally have relevant professional experience in a setting appropriate to the chosen specialism.

Overseas applicants must be able to demonstrate that they are able to study at masters level and have achieved the equivalent academic level. They must also have a good level of competence in written and spoken English.

Prior learning – AP(E)L

Applicants offering prior qualifications and learning may be exempt from appropriate parts of a course in accordance with the University's mechanisms and policy for the assessment of prior learning and prior experiential learning.

Interview

Home applicants may be invited to attend an interview prior to selection. Overseas applicants may be exempt from interview as long as they can demonstrate that they meet the specified entry requirements.

Research degrees

For further information on research degrees, see page 29.

Students with disabilities

The University welcomes applications from students with disabilities and is working towards improving access, facilities and services.

If you think you may require individual support or adaptations to facilities, our Disability Advisor can give you information on what is available. Once we have received your application form with details of your disability, we may invite you to visit the University to talk to you about your needs in advance. The University Disability Statement gives detailed information of the types of support available and of the accessibility of each site. The Statement is available in standard, large print or braille, on audiotape and on the University website.

For more information or a copy of the University Disability Statement and Policy, or to arrange a visit to assess the University's facilities, contact: Disability Advisor
Kingston University
Penrhyn Road
Kingston upon Thames
Surrey KT1 2EE
T: +44 (0)20 8417 4282
Minicom: +44 (0)20 8417 4447
F: +44 (0)20 8417 4443
www.kingston.ac.uk/disability

International students

Faculty staff visit international education fairs, where you can talk to them about our courses and programmes. For details of the fairs and to find out what Kingston University has to offer international students, see www.kingston.ac.uk/international

To request a copy of our *International Student Guide*, email int.recruit@kingston.ac.uk

Tuition fees

Tuition fees for your course can be found on the course webpage. For information about payment options, please contact Applicant Services. Please check our website for the latest fee information: www.kingston.ac.uk/pgfunding

Disclaimer

This prospectus was issued in July 2011 and is primarily intended for use by prospective students wishing to start courses in 2012. It gives an outline of the courses and services offered by Kingston University. The information was correct at the time of going to press.

The University makes every effort to ensure that the contents of and statements made in this prospectus are fair and accurate, but it cannot accept any responsibility for omissions, errors or subsequent changes that may occur.

The statements made and the information provided is a general guide, and there may be changes following publication that affect the contents. Programmes or modules may be revised, altered or withdrawn without notice, and assessment arrangements may be changed. It should be noted that information on entry requirements for courses and modules is for guidance only. The conditions attached to offers may vary from year to year and from applicant to applicant.

The University website contains the most up-to-date information available and should be checked before applying. Every effort is made to ensure that any changes referred to above are updated on the website as soon as practicable; however, the University cannot be held responsible for any delays in doing so.

General Student Regulations

Acceptance of an offer and enrolment at the University are subject to the then current General Student Regulations of the University, a copy of which can be viewed on the University website at www.kingston.ac.uk/policies

Please note that nothing within the contents of this prospectus or the University website is intended to constitute a placement offer (or form part of an offer) to any prospective student, nor should it be construed as such.

How to find us

For information on travelling to Kingston and the University sites, please see the page opposite or visit our website: www.kingston.ac.uk/directions

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Useful links

Courses

Kingston University offers a wide range of courses across a variety of subject areas. We continually add to and update our portfolio of courses. For the latest details, including entry requirements and how to apply, visit our website: www.kingston.ac.uk/courses

Visit us

Why not come and visit the University to discover more about us and our courses? To find out how to arrange a visit, contact your faculty. See: www.kingston.ac.uk/faculties

Virtual tour

If you aren't able to come and visit us in person but you'd still like to see what the University is like, you can take a virtual tour of the University campuses on our website: www.kingston.ac.uk/tour

Accommodation

To find out about all the accommodation options you'll have as a Kingston student, with advice and guidance from our specialist staff, see: www.kingston.ac.uk/accommodation

Money matters

Funding a postgraduate course can be a big financial commitment. At Kingston we'll do everything we can to help you keep your finances in order. See: www.kingston.ac.uk/pgfunding

International

For guidance and advice for students from overseas, including the opportunity to chat with virtual student advisors, watch video clips of current international students and find out about funding opportunities, see: www.kingston.ac.uk/international

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E: pgaps@kingston.ac.uk

www.kingston.ac.uk