

Norwich  
Business  
School

Postgraduate Prospectus



## Welcome

Managing within organisations is both an art and a science. It hinges upon the ability to understand social behaviour; it relies on being able to handle successfully the somewhat contradictory processes of controlling action while fostering motivation, creativity and commitment.

Norwich Business School adopts an approach to teaching and learning which is designed to promote academic achievement as well as developing the potential for future managerial excellence.

The strategy underpinning Norwich Business School's courses is:

- To provide a framework for the acquisition and progressive development of knowledge throughout the learning experience
- To enable the development of personal and professional business skills that will support fast career progression
- To stimulate a positive attitude towards lifelong learning and a culture of creativity and innovation.

We are committed to instilling confidence in our students.

We will support you to:

- Develop assertive and confident communication skills
- Plan, monitor and review individual development
- Understand the dynamics of effective team working
- Make use of advanced problem-solving techniques
- Develop and practise your leadership skills
- Develop and hone employable skills throughout your year of study

The latest research assessment (RAE 2008) confirmed our excellent research performance, rating 90% of the research in the Business School to be of international standing, with 45% of all its research judged as 'world-leading' or 'internationally excellent' in terms of originality, significance and rigour.

Overall, the combination of state-of-the-art research, a student-oriented and friendly teaching and learning environment, alongside strong industry relationships, make Norwich Business School a great start for your future success.

Professor Paul Dobson, Head of Norwich Business School

- ✦ Enabling development of personal and professional business skills
- ✦ Supporting fast career progression for all our students
- ✦ Stimulating a positive attitude towards lifelong learning
- ✦ Providing first-class teaching
- ✦ Culture of creativity, research and innovation

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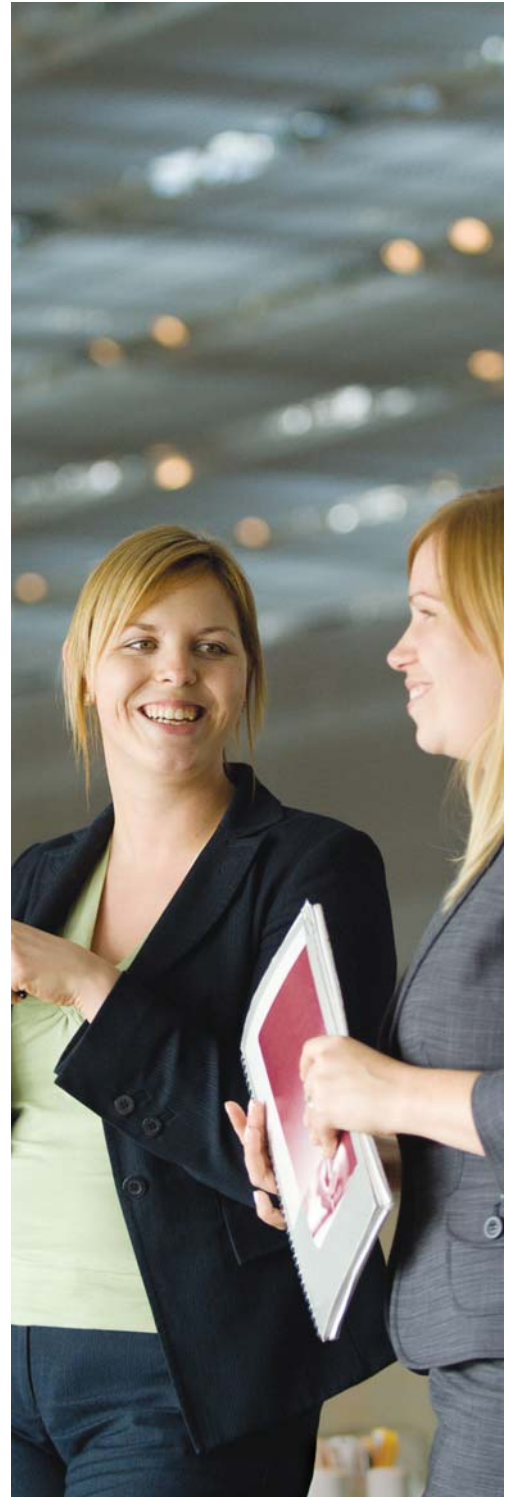
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“...the broad subject combinations which the University of East Anglia pioneered from its origins in the 1960s are highly regarded in the academic world.”

The Times Good University Guide 2011



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## MSc Programme Structure

The overall aim of our postgraduate MSc programme is to develop the next generation of managers through the provision of skills and competencies that are highly valued by leading contemporary firms.

The programme structure has a common first semester. Students then specialise in the second semester in one of the following MSc courses:

- MSc Business Management
- MSc International Accounting and Financial Management
- MSc Human Resource Management
- MSc Marketing
- MSc Strategic Information Systems
- MSc Supply Chain Management

The programme is intended to meet the needs of graduates who have not previously specialised in management, or who have studied any subject in a non-UK context.

We pride ourselves on being able to offer excellent career prospects to our students. The programme provides students with a broad introduction to key aspects of business and seeks to enable them to perform effectively in their future industrial, commercial and/or professional careers.

### Teaching Methods

Teaching is provided by members of academic staff, often in a relatively informal learning environment, and programmes may incorporate lectures, seminars, practical work and projects.

### Assessment

Students are required to complete a combination of compulsory modules and specialist optional modules to gain the degree of Master of Science (MSc). Assessment may incorporate written examinations, presentations and coursework.

### Entry Requirements and How to Apply

Applications should be made directly to the University. Please see page 22 for details.

### Scholarships and Funding

Funding for postgraduate study may be available both from the University and from a number of external schemes. For further information please see page 23.

### Key Features

Our MSc programme has a number of features that make it attractive to prospective students. These include:

- A final cash prize of £1,000 to the best student on each MSc course
- Opening up recruitment opportunities through direct interaction with businesses and access to our careers advice service
- Hands on development of management skills and personal development

In the most recent UK Government teaching quality audit Norwich Business School gained 23 points (out of a maximum of 24) for the excellence of its teaching.

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## MSc Business Management

### Semester 1

#### Core Modules

- Accounting Finance and Technology Management
- Management Skills and Personal Development
- Managing People and Organisations
- Marketing and Strategy: Markets, Competitors and Customers

### Semester 2

#### Core Module

- Management Skills and Personal Development

#### Optional Modules

- Career Management
- Corporate Financial Management
- E-Business Management
- Entrepreneurship and Small Business Management
- Managing Across the Globe
- Organisational Learning and Knowledge Management
- Retail Marketing and Management

### Semester 3

#### Core Modules

- Business Leadership and Change Management
- Integrated Business Decisions
- Management Skills and Personal Development

This course adopts a strong managerial perspective. The course fosters the intellectual development of students to enable them to function effectively within a wide range of business sectors. There is a balance between academic knowledge and functional ability, and by integrating these two aspects of learning students are able to identify, analyse and evaluate business issues and problems within an international business environment.

#### Aim

The course lays the foundation for general managerial responsibility, enabling successful participants to develop effective management careers.

Students are prepared for careers in business and management by providing a foundation in relevant theories, concepts, and techniques. The programme focuses on intellectual and practical skills and develops analytical tools and perspectives that will provide a sound basis for making managerial decisions.

#### Chartered Institute of Marketing

Our MSc Business Management is recognised by the Chartered Institute of Marketing (CIM). This means you should be able to progress straight to the Professional Certificate in Marketing after successfully completing your MSc Business Management at Norwich Business School (conditions apply). See [www.cim.co.uk](http://www.cim.co.uk).

#### Learning Outcomes

On completion of this course students will be able to:

- Understand and explain the role of management in a range of contextual settings
- Understand how to build and sustain competitive advantage for companies in a variety of sectors, drawing on the resources of company-wide specialisms and competencies
- Utilise analytical tools and understand different managerial perspectives which will provide a sound basis for managerial decisions
- Appreciate the impact on managerial decision-making of the inter-relationships between a range of management disciplines
- Appreciate how to compete effectively in domestic and/or international markets
- Gain the knowledge, skills and confidence necessary to become a more effective manager by learning to integrate and align organisational processes, systems, and people to meet today's critical challenges and goals.

“I chose to study at Norwich Business School because of its reputation. My Masters included the academic disciplines, practical knowledge, professional field of study, key business issues and creative thinking that I particularly wanted to achieve.”

Ferhan Erdinc, MSc Business Management

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**Length of Course:** 1 year, full-time.

**Registration:** September.

**Please note:** Although every effort is made to provide the full range of modules, some combinations may not be possible, and in some years certain modules may not be available.

# MSc International Accounting and Financial Management

This course presents a strong model of integrating business, management, financial management and accounting skills and knowledge that will appeal to many students and their future employers.

Students are expected to have good numeracy skills, but are not expected to have prior business studies experience or a knowledge of accounting or finance. The course lays the foundation for general financial management responsibility, and will allow successful participants to develop effective careers in financial management.

## Aim

The aim is to enable individuals to prepare for a career in international accounting and financial management by focusing on relevant theories, concepts and techniques, and by developing skills, knowledge and competencies in business, accounting and financial management.

## Chartered Institute of Marketing

Our MSc International Accounting and Financial Management is recognised by the Chartered Institute of Marketing (CIM). This means you should be able to progress straight to the Professional Certificate in Marketing after successfully completing your MSc International Accounting and Financial Management at Norwich Business School (conditions apply). See [www.cim.co.uk](http://www.cim.co.uk).

## Association of Chartered Certified Accountants

Our MSc International Accounting and Financial Management is recognised by the Association of Chartered Certified Accountants (ACCA). This means that you will be exempt from certain papers of the ACCA examinations after successfully completing the programme.

## Learning Outcomes

On completion of this course students will be able to:

- Understand and explain the role of management in a range of contextual settings
- Utilise analytical tools, and understand different managerial perspectives that will provide a sound basis for managerial decisions
- Develop an understanding of some of the contexts in which accounting and financial management operates
- Extend knowledge and understanding of the main current technical language and practices of accounting and financial management
- Apply the methods of research and enquiry to understand, interpret and apply knowledge of international accounting and financial management in specific contexts and situations
- Gain the knowledge, skills and confidence necessary to become a more effective manager by learning to integrate and align organisational processes, systems, and people to meet today's critical challenges and goals.



## Semester 1

### Core Modules

- Accounting Finance and Technology Management
- Management Skills and Personal Development
- Managing People and Organisations
- Marketing and Strategy: Markets, Competitors and Customers

## Semester 2

### Core Modules

- Corporate Financial Management
- International Financial Reporting
- Management Skills and Personal Development
- Managerial Accounting

## Semester 3

### Core Modules

- Critical Issues in Accounting and Business Finance Research
- Integrated Business Decisions
- Management Skills and Personal Development

**Length of Course:** 1 year, full-time.

**Registration:** September.

**Please note:** Although every effort is made to provide the full range of modules, some combinations may not be possible, and in some years certain modules may not be available.

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# MSc Human Resource Management

With the increasing competition and globalisation of world markets, human resource management is becoming complex and transcending geographical boundaries. This degree prepares graduates to be able to face that challenge and complexity. It is suited to the needs of UK and non-UK students alike.

The course assumes that graduates have no specialised background in human resource management, and stretches their knowledge and skills to an advanced level. It provides a sound foundation for successful participants to develop careers in human resource management (HRM).

## Aim

The aim is for students to combine intellectual and practical skills that will enable effective HRM decision-making. The programme seeks to develop advanced knowledge and skills in HRM. It exposes students to the HRM function, how it affects and is affected by globalisation, and the present day competitive environment, as well as technological developments, and the implications for various HRM operational and strategic dimensions. It provides a foundation in the theories, concepts and techniques relevant to human resource management practice, and applies these to the present day markets.

## Chartered Institute of Marketing

Our MSc Human Resource Management is recognised by the Chartered Institute of Marketing (CIM). This means you should be able to progress straight to the Professional Certificate in Marketing after successfully completing your MSc Human Resource Management at Norwich Business School (conditions apply). See [www.cim.co.uk](http://www.cim.co.uk).

## Learning Outcomes

On completion of this course students will be able to:

- Understand and explain the role of management in a range of contextual settings
- Understand how to build and sustain competitive advantage for companies in a variety of sectors, drawing on the resources of company-wide specialisms and competencies
- Utilise analytical tools, and understand different managerial perspectives that will provide a sound basis for managerial decisions
- Appreciate the impact on managerial decision-making of the inter-relationships between a range of management disciplines
- Appreciate how to compete effectively in domestic and/or international markets
- Gain the knowledge, skills and confidence necessary to become a more effective manager by learning to integrate and align organisational processes, systems, and people to meet today's critical challenges and goals.



## Semester 1

### Core Modules

- Accounting, Finance and Technology Management
- Management Skills and Personal Development
- Managing People and Organisations
- Marketing and Strategy: Markets, Competitors and Customers

## Semester 2

### Core Modules

- Career Management
- Management Skills and Personal Development
- Managing Across The Globe
- Organisational Learning and Knowledge Management

## Semester 3

### Core Modules

- Business Leadership and Change Management
- Integrated Business Decisions
- Management Skills and Personal Development

**Length of Course:** 1 year, full-time.

**Registration:** September.

**Please note:** Although every effort is made to provide the full range of modules, some combinations may not be possible, and in some years certain modules may not be available.

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## MSc Marketing

### Semester 1

#### Core Modules

- Accounting, Finance and Technology Management
- Management Skills and Personal Development
- Managing People and Organisations
- Marketing and Strategy: Markets, Competitors and Customers

### Semester 2

#### Core Modules

- Buyer Behaviour and Interactive Marketing
- Global Brand Strategy
- Management Skills and Personal Development
- Retail Marketing and Management

### Semester 3

#### Core Modules

- Integrated Business Decisions
- Management, Skills and Personal Development

#### Optional Modules (treated as core)

- Integrated Marketing Communications
- Marketing Research

This advanced course of study enables students to launch their careers in marketing. By gaining an understanding of specialist marketing approaches students completing this programme place themselves in a strong position with the needs and wants of organisations and their future employment.

Whilst marketing is the most important subject it does not exist alone and to be at their most successful marketing managers and directors must gain an understanding of the other functions within management and business.

Providing an excellent foundation to develop a career in marketing, the course explores the boundaries of marketing decision-making. Along with fundamentals of marketing the course also investigates new areas critical to success including internationalisation and the global marketplace, the power of the internet and the need to demonstrate socially responsible marketing. The course will enable students to lead and respond, both operationally and strategically, in the dynamic global marketplace where marketing is 'the' critical success factor.

#### Aim

Through creating marketing competences within individuals the course lays the foundations for participants in developing their successful and effective marketing careers. This will be achieved by focusing on theories, concepts and techniques of relevance to the practice of marketing. It aims to clarify intellectual and practical skills and develop analytical tools and perspectives that will provide a lifelong sound basis for making marketing management decisions.

A joy of studying marketing is the obvious and immediate link to the world around us in the products and services offered and purchased by us all. This relevance to the real world is actively used in the teaching of the subject where we can use theory to understand why companies are successful, or not, in their marketing.

The knowledge gained empowers us in making our own marketing decisions ensuring they are responsible and will lead to sustainable competitive advantage. Learning is further enhanced by marketing professionals adding to our insight and to the richness of our understanding.

#### Chartered Institute of Marketing

Our MSc Marketing is recognised by the Chartered Institute of Marketing (CIM). This will enable you in progressing straight to the Chartered Postgraduate Diploma in Marketing after successfully completing your MSc Marketing at Norwich Business School (Senior Marketing Management experience required). See [www.cim.co.uk](http://www.cim.co.uk) (conditions apply).

#### Learning Outcomes

On completion of this programme students will be able to:

- Understand, explain and lead the role of marketing in a range of contextual settings
- Appreciate the impact on marketing managerial decision-making of the inter-relationships between a range of management disciplines, including strategy and the marketing function
- Recognise the strategic importance of marketing to the success of the organisation
- Utilise analytical tools, and understand different marketing perspectives which will provide a sound basis for marketing decisions
- Apply knowledge relating to specialist functions in both domestic and international contexts
- Appreciate the impact of marketing strategies on growth, cash flow and profitability
- Gain the knowledge, skills and confidence necessary to become a more effective manager by learning to integrate and align organisational processes, systems, and people to meet today's critical challenges and goals.

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**Length of Course:** 1 year, full-time.

**Registration:** September.

**Please note:** Although every effort is made to provide the full range of modules, some combinations may not be possible, and in some years certain modules may not be available.



# MSc Strategic Information Systems

This degree is offered in partnership with the School of Computing Sciences, [www.uea.ac.uk/cmp](http://www.uea.ac.uk/cmp). It exposes students to the fundamentals of management and information systems and enables them to consider the implications of specialist strategic information systems (IS) approaches.

The course provides a foundation for those aiming to develop a career in strategic IS management in the IT industry, and for general or functional managers who will have responsibility for IS in their organisation. There is a balance between academic knowledge and functional ability, and the programme integrates these two aspects of learning, enabling students to respond to the dynamic pace of change in strategic IS management.

The University of East Anglia is one of only a small number of universities in the UK to be a member of the SAP University Alliance Programme. An integral part of the MSc Strategic Information Systems is the use of the SAP R/3 Enterprise Resource Planning package.

## Aim

The course lays the foundation for strategic IS managerial responsibility, allowing successful participants to develop effective IS management careers. It focuses on developing intellectual and practical skills and offers analytical tools and perspectives that will provide a sound basis for making strategic IS decisions.

## Chartered Institute of Marketing

Our MSc Strategic Information Systems is recognised by the Chartered Institute of Marketing (CIM). This means you should be able to progress straight to the Professional Certificate in Marketing after successfully completing your MSc Strategic Information Systems at Norwich Business School (conditions apply). See [www.cim.co.uk](http://www.cim.co.uk).

## Learning Outcomes

On completion of this course students will be able to:

- Understand and explain the role of strategic IS in a range of contextual settings
- Understand the fundamentals of the design, development and implementation of IS in modern business settings
- Appreciate the changing nature of strategic information systems and the importance of distributed systems in strategic IS provision
- Utilise analytical tools and understand different information systems perspectives
- Appreciate the impact on strategic IS managerial decision-making of the inter-relationships between a range of management disciplines, including strategy, operations and the IS function
- Recognise the strategic importance of IS to the success of the organisation
- Apply knowledge relating to specialist information systems functions in both domestic and international contexts
- Gain the knowledge, skills and confidence necessary to become a more effective manager by learning to integrate and align organisational processes, systems, and people to meet today's critical challenges and goals.

## Semester 1

### Core Modules

- Information Systems and Operations
- Internet and Multimedia Techniques
- Management Skills and Personal Development
- Marketing and Strategy: Markets, Competitors and Customers

## Semester 2

### Core Module

- Management Skills and Personal Development

### Optional Modules

- Buyer Behaviour and Interactive Marketing
- Data Mining
- E-Business Management
- Supply Chain Strategy and Processes
- Systems Engineering Issues

## Semester 3

### Core Modules

- Integrated Business Decisions
- Management Skills and Personal Development
- Strategic Information Systems

**Length of Course:** 1 year, full-time.

**Registration:** September.

**Please note:** Although every effort is made to provide the full range of modules, some combinations may not be possible, and in some years certain modules may not be available.

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# MSc Supply Chain Management

This Masters degree focuses on supply chain management, purchasing and procurement, and operations and logistics. It will introduce students to the inter-related functions of management and allow them to consider the implications of specialist management approaches.

The course also explores the boundaries of strategic decision-making, and provides a foundation for those seeking to develop a career in supply chain management, purchasing and procurement, and operations and logistics management.

## Aim

Management of the supply chain is increasingly a strategic imperative for all types of organisation, in both product and service sectors. Supply chain strategies and tactics involve a complex set of product, process and information flows between organisations and their operational nodes. This course aims to equip students with cross-functional understanding and sound technical and managerial skills that are becoming increasingly important in expanding markets often reliant upon international operations. The skills and knowledge gained as part of this degree will provide students with impressive career opportunities.

## Chartered Institute of Marketing

Our MSc Supply Chain Management is recognised by the Chartered Institute of Marketing (CIM). This means you should be able to progress straight to the Professional Certificate in Marketing after successfully completing your MSc Supply Chain Management at Norwich Business School (conditions apply). See [www.cim.co.uk](http://www.cim.co.uk).

## Learning Outcomes

On completion of this course students will be able to:

- Understand and explain the role of supply chain management, purchasing and procurement, and operations and logistics in a range of contextual settings
- Recognise the strategic importance of supply chain management to the organisation
- Apply knowledge relating to specialist supply chain management in both domestic and international contexts
- Utilise analytical tools, and understand different supply chain management, purchasing and procurement, and operations and logistics perspectives which will provide a sound basis for marketing decisions
- Appreciate the impact of supply chain management strategies on growth, cash-flow and profitability
- Gain the knowledge, skills and confidence necessary to become a more effective manager by learning to integrate and align organisational processes, systems, and people to meet today's critical challenges and goals.



## Semester 1

### Core Modules

- Accounting, Finance and Technology Management
- Management Skills and Personal Development
- Managing People and Organisations
- Marketing and Strategy: Markets, Competitors and Customers

## Semester 2

### Core Modules

- E-Business Management
- Management Skills and Personal Development
- Purchasing and Services Management
- Supply Chain Strategy and Processes

## Semester 3

### Core Modules

- Critical Issues in Supply Chain Management
- Integrated Business Decisions
- Management Skills and Personal Development

**Length of Course:** 1 year, full-time.

**Registration:** September.

**Please note:** Although every effort is made to provide the full range of modules, some combinations may not be possible, and in some years certain modules may not be available.

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## MSc Brand Leadership

### The Shape of the Programme

#### Before – Get Ready

- Meet the Course Director
- Define Objectives
- Choose Your Mentor

#### Semester One – The Big Picture

- Introduction to Brand
- Brand and Strategy
- Innovation and Transformation

#### Semester Two – Go Deeper

- Brand and Society
- Consumer Behaviour
- Research

#### Semester Three – Apply it All

- Dissertation

#### After – Keep Learning

- Optional Work Experience
- Online Community

Brands are everywhere. They shape our decisions as consumers, and influence politics, culture and education.

They are ideas that help us navigate an increasingly complex world. They are essential for businesses to define, produce and communicate value. They are big money – the Coca-Cola brand is worth \$70 billion. And they are an industry in their own right, with an estimated 60,000 people working in branding in the UK alone.

#### Who is the Programme for?

The programme is for people who want to be brand leaders. Students so far have come from all over the world – including Brazil, USA, Britain, Germany, Russia, India and China. You may be a graduate in business or economics, or someone with three or more years' experience in marketing or strategy work. Whatever your background, you must be ambitious, creative and fascinated by brands.

#### Who is behind the Programme?

This is a unique collaboration between senior brand professionals and business experts at the University of East Anglia. The course is led by Robert Jones, author of *The Big Idea* (Profile Books, 2000) and Head of New Thinking at Wolff Olins, the firm behind Orange, Tate, GE and Unilever. Robert works closely with a teaching team from the highly innovative Norwich Business School at UEA. Other participants include AMV.BBDO, Britain's biggest advertising agency; AXA, the global insurance company; Oxfam; and Interbrand, the brand consultancy.

#### What will I Achieve?

Everything you need to build a hugely rewarding career in branding. Critical concepts, tools and techniques. Real-life experience. Creative projects. A network of branding experts, including some of the most distinguished professionals in Britain. Ideas, inspiration and self-confidence.

#### What kinds of Learning will I do?

You will study seven taught modules, all involving project work and class discussions, and many with guest lecturers. One groundbreaking module looks at the role of brands in society, with experts from across the University in economics, culture, politics, international development and climate change.

You will do your own new thinking, backed up by research, in a dissertation. You will get to visit the people behind brands such as First Direct. You will be helped to build your own personal brand for the career marketplace. And many students get the chance of work experience at a big brand, in a top branding consultancy or leading ad agency. Most excitingly of all, you will get a personal tutor who is a senior branding professional – for example, the chairman of Wolff Olins, the chief executive of AMV.BBDO or the sales and marketing director of Faber & Faber.

The world needs people who understand branding, who can build world-leading brands, who can use branding to help lead organisations, and who can lead branding consultancies. We have therefore created the world's first postgraduate programme in brand leadership.

#### Contact us

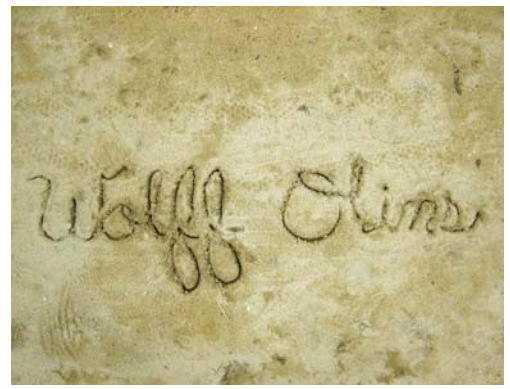
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[www.business.uea.ac.uk](http://www.business.uea.ac.uk)

**Length of Course:** 1 year, full-time.

**Registration:** September.



### Compulsory Modules

- Brand Now
- Brands and Strategy
- Brands in Action
- Brands, Society and Culture
- Consumer Brand Behaviour
- Understanding Research for Brand Leadership
- Innovation and Organisational Transformation
- Dissertation

### Plus

- Brand Me
- Mentoring
- Visits and Events
- Work Experience (optional)

### Fee

Full details of the fee for the MSc Brand Leadership is available from [www.business.uea.ac.uk](http://www.business.uea.ac.uk).

### Entry Requirements

Applicants for the MSc Brand Leadership should normally have a 2:1 university degree (or international equivalent) in business or economics, OR a degree with at least 25% of overall assessment in business, management or economics, OR a good degree and three years' experience in marketing or strategy.

### English Language Requirements

We welcome applications from those whose first language is not English or whose degree was not taught in English. To ensure such students benefit fully from postgraduate study, we require evidence of proficiency in English:

**IELTS** **7.0** (minimum 6.5 in all components)

In certain circumstances we may require you to complete a Pre-Sessional English course prior to beginning your Programme. This may be taken at the University's INTO Language Learning Centre, see page 25 or [www.intohigher.com/uea](http://www.intohigher.com/uea) for further details.

### How to Apply

Please refer to page 22 for details about how to submit your application. Applicants should pay particular attention to Section 10 of the Application Form with regard to their Personal Statement: Please state why you want to be a brand leader – why branding matters to you, why you want to build a career in branding, and the contribution you want to make to the future of branding. Applicants may be requested to attend for interview.

### MSc Brand Leadership Scholarships and Bursaries

Scholarships are awarded to students on a merit basis taking into consideration background and exceptional ability, which is expected to be above and beyond our normal admissions requirements.

For further details about all Scholarship and Bursary opportunities, please see [www.business.uea.ac.uk](http://www.business.uea.ac.uk).

“My time on this programme has been one of the most valuable experiences in my life. I have enjoyed our creative work, challenging tasks, masterclasses and workshops. I received an incredible opportunity to gain knowledge and advice from leading branding experts through mentorship and a unique work placement experience.”

Maria Gribova, MSc Brand Leadership

#### Useful links:

[www.business.uea.ac.uk](http://www.business.uea.ac.uk)  
[www.wolffolins.com](http://www.wolffolins.com)

To request an MSc Brand Leadership brochure or for further information, please contact [brandleadership@uea.ac.uk](mailto:brandleadership@uea.ac.uk)

**Please note:** Although every effort is made to provide the full range of modules, some combinations may not be possible, and in some years certain modules may not be available.

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# MBA Programme

Norwich Business School's MBA programme is an applied education in modern business practice. It provides students with a kitbag of tools and techniques to help manage today's turbulent business environments and an awareness of the key trends and approaches to management characterising successful business.

In addition to the normal knowledge base in functional areas and overarching strategy management, our MBA integrates knowledge and learning through consultancy projects with local and national organisations. Given our commitment to developing consultancy skills, most of our students graduate with a joint MBA and Diploma in Management Consultancy (awarded by the Chartered Management Institute). We have also created a MBA Career Impact Programme to prepare students for their post-course job search.

## Key Features

- January start
- Organisation-based consultancy projects
- Scholarships and bursaries available
- The UK's first MBA that jointly awards a Diploma in Management Consultancy

Our style of teaching is interactive. Members of the cohort not only learn from formal lectures, but also from the knowledge and experience they themselves bring to the classroom. All students have at least three years' business experience to share. Regular Masterclasses with successful business managers are offered as part of the programme. Assessment is a combination of assignments and examinations.

## Learning Outcomes

On completion of an MBA students should:

- Be capable of putting a strategic business plan into operation
- Be able to set objectives that are specific, measurable, appropriate, realistic and time bound
- Have gained a distinct ability to enable them to solve complex problems and make appropriate decisions, establish criteria including identification, formulation and implementation
- Be able to think critically, manage the creative process, organise thoughts, analyse, synthesise and critically appraise
- Be able to discuss and agree, with those they report to, a development plan to address identified gaps in knowledge, understanding and skills
- Be able to demonstrate effective performance within team environments
- Be capable of encouraging the identification and practical implementation of innovative ideas for future direction.

The following two pages outline the three variants of our MBA programme.



## Entry Requirements

Candidates should normally have:

- A good undergraduate degree or professional qualification; applicants without a degree will be considered on the basis of their business and management experience, their career to date and likelihood of benefiting from the programme
- At least three years' recent full-time business or management experience
- Ability, as an applicant, to contribute effectively to the programme.

Personal characteristics are as important as intellectual ability. Applicants need to be team players, with good interpersonal skills and be able to provide evidence of career progression and potential.

At the discretion of the MBA Programme Director further assessment of a candidate's level may be requested by means of an interview or evaluation of written work.

## English Language Requirements

Students whose first language is not English must have a minimum overall IELTS score of 6.5 (minimum 6.0 in all components).

## How to Apply

Please refer to page 22 for details about how to submit your application. Applicants should pay particular attention to Section 10 of the Application Form with regard to their Personal Statement: Please also include what you perceive to be your major strengths and weaknesses. In addition, applicants should include their full Curriculum Vitae.

**To request an MBA brochure or for further information, please contact the [mbateam@uea.ac.uk](mailto:mbateam@uea.ac.uk)**

**Fee:** Full details of the fee for the MBA Programme is available from [www.business.uea.ac.uk](http://www.business.uea.ac.uk).

## Contact us

**Tel** +44 (0) 1603 591753  
**Email** [mbateam@uea.ac.uk](mailto:mbateam@uea.ac.uk)  
**[www.business.uea.ac.uk](http://www.business.uea.ac.uk)**



### MBA Scholarships and Bursaries

Scholarships are awarded to students on a merit basis taking into consideration background and exceptional ability, which is expected to be above and beyond our normal admissions requirements.

For further details about all Scholarship and Bursary opportunities, please see [www.business.uea.ac.uk](http://www.business.uea.ac.uk).

To request an MBA brochure or for further information please contact the [mbateam@uea.ac.uk](mailto:mbateam@uea.ac.uk)

### MBA

The most popular approach to achieve the MBA is through the full-time programme. Students following this pathway undertake fourteen modules during the January-December study period:

#### MBA Compulsory Modules

- Corporate Responsibility
- Customer Focus and Innovation
- Entrepreneurship
- Finance and Management Accounting
- Information Systems for Management
- International Economic Environment
- Leadership and Change
- Management Consultancy Skills
- Managing Talent
- Operations and Logistics
- Organisational Behaviour
- Strategic Risk Management
- Strategy

#### Optional Modules

Students are required to select one option from:

- Corporate Finance
- Economic and Business Forecasting

### MBA with Strategic Carbon Management

The emerging low carbon global economy presents challenges and opportunities for businesses of all kinds. It demands alternative business tools, fresh ways of thinking, and a new generation of managers. That's what the full-time MBA with Strategic Carbon Management is designed to produce. The course focuses on business management in general and climate change management in particular. You will emerge with a skillset that is already in demand.

#### MBA Strategic Carbon Management Compulsory Modules

- Climate Change and Energy – past, present and future
- Climate Change Governance and Compliance
- Corporate Climate Change Management
- Corporate Responsibility
- Customer Focus and Innovation
- Economics of the Low-Carbon Environment
- Financial and Management Accounting for Strategic Carbon Management
- Leadership and Change Management
- Low-Carbon Technologies and Solutions
- Management Consultancy Skills
- Operations and Logistics
- Organisational Behaviour
- Strategy

#### Optional Modules

Students are required to select one option from:

- Economic and Business Forecasting
- Strategic Risk Management

“I thought the Strategic Carbon MBA course perfectly married my career experience of tackling green issues with my ambition to become more business literate.”

Jim Fielder, MBA Graduate

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**www.business.uea.ac.uk**

**Length of Course:** 1 year, full-time.

**Registration:** January.

**Please note:** Although every effort is made to provide the full range of modules, some combinations may not be possible, and in some years certain modules may not be available.



## Executive MBA (part-time)

Increasingly, ambitious managers are recognising the value of creating a point of differentiation for themselves through post-experience personal and professional development.

Moreover, enlightened employers recognise the need to invest in the quality of their managers to ensure continued organisational competitiveness. Norwich Business School's Executive MBA is a part-time programme designed to attract practising managers who are aspiring towards senior positions in their organisations.

Our Executive MBA has been running for over fifteen years. It is a broad programme that enables students to undertake an MBA that is related to their work situation, so building on and broadening their existing knowledge. The emphasis is on stimulating managers to enquire intelligently about the nature and scope of management responsibility.

### Programme Design

The programme comprises fourteen modules of study, with seven taken in the first year. In the second year, five compulsory modules and two optional modules are taken. Modules are normally taught either one evening per week or as Friday/Saturday blocks.

One of the optional modules is a consultancy project, designed to assist managers in applying their developed skills. This involves a week-long trip to the Czech Republic, where participants will work in small teams within selected organisations.

### Executive MBA Modules

#### Year 1 Compulsory Modules

- Customer Focus and Innovation
- Finance and Accounting
- Information Systems for Management
- International Business Environment
- Operations and Logistics
- Organisational Behaviour
- Strategic Risk Management

#### Year 2 Compulsory Modules

- Corporate Social Responsibility
- Leadership and Change
- Management Consultancy Skills
- Managing Talent
- Strategy

#### Year 2 Optional Modules

Students are required to select two optional modules from:

- Corporate Finance
- Economic and Business Forecasting
- Entrepreneurship
- International Consultancy
- Marketing and Management of Services

“I had been considering undertaking a managerial course that would not only be useful in my role as business partner at a busy medical practice, but also one that was respected in the business world. It has been a fantastic experience and one that I would have hated to miss! It was the push I needed to reach my full potential.”

Sarah Harris, Executive MBA Graduate (Medical Practice Manager)

“To drive my career forward I needed a qualification that would develop, strengthen and highlight my skills as a leader and manager of people and business and of course the MBA was the perfect match.”

Jonathan Crook, MBA MCMI,  
PepsiCo International

To request an Executive MBA brochure or for further information please contact the [mbateam@uea.ac.uk](mailto:mbateam@uea.ac.uk)

**Length of Course:** Two years (27 months), part-time.

**Registration:** January.

**Please note:** Although every effort is made to provide the full range of modules, some combinations may not be possible, and in some years certain modules may not be available.

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## Research Degrees

Norwich Business School offers students two different pathways to a Doctorate. Those needing to further develop their disciplinary and research technique training are encouraged to take the Master of Research (MRes) degree; those who have undertaken previous training will be able to register for PhD study, subject to meeting our entry requirements.

Our research programmes have been designed to meet the needs of students at varying stages of their careers. Research degrees are offered on a full-time or part-time basis.

### MRes Social Science Research Methods

Our MRes Social Science Research Methods aims to provide a rigorous programme in research studies with a high level of support and a robust structure of training. This taught programme is suitable either for those planning to proceed to the PhD programme, or for those wishing to improve their research skills for application in business.

### PhD Programme

Our PhD programme is usually taken over a period of three years (or six years part-time). The first year incorporates the design phase, during which time the student will work closely with their supervisor. Data is gathered in the second year, and in the final year students will write up their thesis.

Throughout the entire period of PhD study, students will be supervised by two members of academic staff who will advise on the direction and structure of the research thesis. Within the first three weeks, students' initial training will be assessed and any additional training requirements will be identified. All students will be required to undertake professional skills training as part of their research degree, providing essential training in areas such as communication skills, project management, teaching and presentation skills, preparing papers for publication and career development.

### Entry Requirements and How to Apply

Applications should be made directly to the University. Please see page 22 for details.

### Scholarships and Funding

Funding for postgraduate study may be available both from the University and from a number of external schemes. For further information please see page 23.

“Of all the Universities in the world I have researched about PhD courses, I have chosen to travel all the way from Hong Kong to study at UEA. I have been attracted by its research esteem, reputation, high quality supervision, and administrative efficiency. Wonderful memories and experiences have confirmed all this.”

Alex Wong, PhD

For further details about the Research opportunities in the School, please see [www.business.uea.ac.uk/research-degrees](http://www.business.uea.ac.uk/research-degrees)

#### Contact us

**Tel** +44 (0) 1603 591709

**Email** [pgr.enquiries.admiss@uea.ac.uk](mailto:pgr.enquiries.admiss@uea.ac.uk)

**www.business.uea.ac.uk**

#### Length of Course:

**MRes** 1 year full-time; 2 years part-time.

**PhD** 3 years full-time; 6 years part-time.

**Registration:** October, January, April, July

## Research Areas

The University of East Anglia has a track record of excellence in research and is committed to a year-on-year increase in the number of its postgraduate students. In the 2008 Research Assessment Exercise, over 45% of Norwich Business School's research activity was deemed to be world-leading or internationally excellent, with 90% in total being of international standing.

Our research ethos supports an interdisciplinary approach and this can be demonstrated through the University's academic research centres, which include the ESRC Centre for Competition Policy where business experts collaborate with competition law and economist specialists; and the Centre for Diversity and Equality in Careers and Employment Research which brings together research expertise from across business, economics, law, international development and social work.

The research-led character of Norwich Business School means that our academic staff are internationally recognised as experts within their field of study. The School supports five distinct but related Research Themes:

### Regulation

**The ESRC Centre for Competition Policy** provides independent expertise in all aspects of competition and economic regulation policy, providing academic output and a forum for debate and policy-relevant findings for governments, authorities, private practitioners and the general public.

**Financial Accounting Regulation** research projects, funded by professional accountancy and actuarial bodies, include research on the regulation of accounting, audit, corporate governance, and the supervision of the financial services industry. Research undertaken has

advanced our understanding of the dual role played by professions as private actors in public regulation at national, European and international levels.

Research on **Small Firm Insolvency and Regulation** has evaluated rehabilitation mechanisms, particularly the UK Company Voluntary Arrangement (CVA) which is part of the Enterprise Act 2002. Our work has attracted policy-maker (Department of Trade and Industry), professional body (ICAEW and R3- Association of Business Recovery Professionals) and practitioner (BDO Stoy Hayward) interest.

### Business Relationships

Research in this area is directed towards the conceptual development and empirical testing of the link between business relationships and business performance.

### Research Centre on Diversity and Equality in Careers and Employment Research

The aim of this Centre is to promote high quality research, supervision and research-led dissemination activities in equality, and diversity in careers and employment.

### Strategy Implementation

Research work focuses, among others, on the examination of the nature of strategic intelligence; the use of executive information systems; the implications of strategic scorecards on corporate governance; and on strategic knowledge and innovation management.

### Strategic Operations

The School's Strategic Operations Management Centre promotes high quality research and teaching in operational management, operations strategy and organisational theory.



Norwich Business School believes that research is a process that brings value to its people, its students, and value to the wider community.

For further details about these research themes see [www.business.uea.ac.uk/research](http://www.business.uea.ac.uk/research)

For information about the research interests of Academic members, please see [www.business.uea.ac.uk/people](http://www.business.uea.ac.uk/people)

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[www.business.uea.ac.uk](http://www.business.uea.ac.uk)



## Academic Staff

Our academic staff represent a significant range of professional and scholarly accomplishment and many have achieved national or international prominence. All share a common commitment to the importance of teaching, research and supervision.

**Nor Zetty Hasniza Abdul Kadir** is a Lecturer in Accounting. She teaches financial accounting as well as management accounting. Her recent research is in public higher education. She is particularly interested in illuminating issues from field study based on organisational sociological perspectives.

**Hammad Akbar's** research interests include knowledge creation, organisational learning, new product development and knowledge epistemology.

**Haya Al-Dajani** is a Lecturer in Entrepreneurship and Small Business Management and Associate Director for enterprise, engagement and external relations. Her main research interests are focused on women's enterprise and empowerment, enterprise in disadvantaged communities, business growth for micro and small firms, and the pedagogy of enterprise in higher education.

**Sarah Allen** is School Plagiarism Officer and Lecturer in Business and Employment Law. She also works for the Ministry of Justice as an Employment Tribunal Panel Member, and as a volunteer adviser for the Citizens' Advice Bureau.

**Alfonso Avila's** main teaching and research interests include economics and policy of the internet and telecommunications industries, as well as the business models related to the provision and creation of ICT products and services.

**Giovanni Baiocchi** is Senior Lecturer in Business and Economics of Climate. His interests include the impact of economic activities, including international trade and technological development on energy consumption and the environment.

**Stuart Barnes'** primary research interests centre on the successful utilisation of new information and communications technologies by businesses, governments and consumers.

**Zografia Bika** is a Lecturer in Entrepreneurship and Small Business Management. Her interests include rural, family and institutional entrepreneurship, business relationships and socio-economic development.

**Ian Brodie's** areas of special interest include systems approaches to managing complexity, information systems management, operations management and technology management.

**Julian Campbell's** interests include entrepreneurship and growth strategies for SMEs and he works with a range of external organisations on branding and marketing planning. He is the Course Leader for the Executive MBA programme.

**Ratula Chakraborty's** research interests focus on pricing strategy and tactics, where she is currently investigating a range of pricing practices employed by the leading UK supermarket retailers and assessing their impact on competition and consumer welfare.

**Konstantinos Chalvatzis** is a Lecturer in Business and Climate Change teaching on the MBA Strategic Carbon Management. He researches on energy policy and security using tools from finance and decision sciences. Prior to UEA, he consulted in energy sector projects in 12 countries.

**Hing Kai Chan's** research interests include supply chain modelling and simulation, advanced industrial or manufacturing systems, and applications of soft computing on intelligent industrial systems and supply chains.

**Georgios Chrysochoidis** researches in the areas of marketing with particular experience in agribusiness. He has focused on the marketing of agricultural and food products, and consumer behaviour within this market.

**Sara Connolly** is a Reader in Personnel Economics and Organisational Behaviour. Her current research explores the relationship between gender, pay and promotion amongst scientists working in Higher Education and Research Institutes, careers within the European Commission and attitudes to administrative reform amongst officials working at the European Commission.

**James Cornford's** current research is in the areas of managing and leading multi-agency partnerships, then implementation of electronic government and the processes of urban and regional development.

**George Daskalakis** is a Lecturer in Finance. His research is focused in the carbon and energy markets where he investigates issues related to derivatives pricing, risk management, and environmental and energy policy.

**Ian Dewing's** current research examines the new financial services regulatory regime, corporate governance and company auditing frameworks, and is partly funded by ICAS.

**Ivan Diaz-Rainey's** interdisciplinary policy-focused research applies concepts from finance theory and innovation research to energy and environmental policy.

**Paul Dobson's** work spans the fields of business strategy, marketing and economics. He is recognised as a leading international authority on retail strategy, supply chain relations, market power and completion policy.

**Dimitrios Dousios** is a Lecturer in Entrepreneurship. His research interests include corporate entrepreneurship, organisational flexibility and small firm growth.

**David Dowdeswell-Allaway** is Director of Skills Development and Employability. He is responsible for directing the School's provision of 'soft' or 'graduate' skills for the benefit of our students' employability. He is interested in researching new pedagogic approaches. Much of his interest stems from the applications of Neuro-Linguistic Programming (NLP) to teaching practice.

**Peter Ellington** is an accountant and economist teaching taxation, financial and management accounting. He has over 30 years experience in commerce as an accountant, experience ranging from small to large businesses in IT, telecommunications, insurance and publishing. Research interests are the economics and finance of climate change.

**Andrea Finegan** is a Lecturer in Corporate Finance. Her interests include socially responsible investment and environmental finance. She brings with her 20 years' experience of working in European financial institutions in the areas of project finance and fund management.

**Annilee Game's** current research interests include leader-follower relations, careers, emotions at work, and the application of attachment theory to organisational life.

**Omiros Georgiou's** research interests are in the area of financial reporting and include the institutionalisation of accounting practices and accounting history. His current research examines the implications of fair value accounting to the perceptions and practice of investors and analysts.

**Jackie Granleese** is researching in the areas of personality, social psychology, educational psychology, health psychology, psychology applied to work related issues, behavioural accounting, and assessment in higher education.

**Pinar Guven Uslu's** research focuses on the management of change in large organisations and the implementation of benchmarking in NHS Trusts. Her research interests include accounting and organisational change in private and public sector organisations, implementation of new performance measures and their effects on professional behaviour.

**Robert Jones** is head of new thinking at Wolff Olins, the brand consultants, and Visiting Professor at the University. He is author of *The Big Idea* (Profile Books, 2008), and helped create the Brand Leadership MSc programme. Over the last 20 years he has helped over 50 organisations, in the UK and globally, to find their big idea.

**Simy Joy** teaches organisational behaviour and HRM. Her research interests include emergent work and managerial practices, especially in non-Western nations, as well as diversity and inclusion. Before joining academia, she worked in the finance sector in the areas of training and development, organisational restructuring and change management.

### Contact us

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[www.business.uea.ac.uk](http://www.business.uea.ac.uk)



**Terry Kendrick** is Programme Director of the MBA and a Lecturer in Marketing with a particular interest in strategic marketing planning. He has over 20 years' experience of international marketing planning, working on projects with companies such as BP, Shell, Oxford University Press, De Beers, Pirelli and Aviva.

**Josie Kinge** teaches human resource management and organisational behaviour. Her research interests are in employee relations and equality and diversity. She is currently researching into the role of equality and diversity practitioners in the Higher Education sector and has a particular interest in developing partnerships between management and trade unions in the National Health Service.

**Apostolos Kourtis's** research areas include portfolio selection, asset pricing, financial engineering, mathematical modelling and scientific computing. He is currently investigating the efficient use of modern portfolio theory in investment management applications.

**Kenneth Le Meunier-FitzHugh** is a Senior Lecturer in Marketing and his areas of interest include sales and marketing strategy, and the impact of service dominant logic. His research has mainly focused on improvements in the sales and marketing interface. He has extensive industrial experience at senior management level and this informs his research and teaching.

**Leslie Le Meunier-FitzHugh** is a Lecturer in Strategic Management and International Strategy. Her areas of particular interest are internal integration, networking and managing across boundaries. She is researching the importance of internal interfaces to business performance.

**Fiona Lettice's** research is on new product development and innovation management. Her main areas of focus are green innovation and supply chain management, social innovation, disruptive innovation, buyer-supplier relationships and partnerships, and innovative diversity management practices.

**Yan Li** is a Lecturer in Strategic Management. Her research interests focus on industrial economics and regulatory economics. She specialises in industrial innovation and performance evaluation of industrial regulations and competition policy.

**Raphael Markellos** is a Professor in Finance. His research interests are in the area of finance and time series econometrics and focus on estimation risk, environmental finance, sovereign debt markets, models and securities for volatility and higher moments, financial information demand and prediction markets.

**Roy McLarty** lectures in entrepreneurship and has interests in both undergraduate and postgraduate programmes. He maintains a strong interest in strategy within SMEs. His industrial experience extends to the retail sector, estate management and economic development.

**Gideon Middleton** is a Senior Lecturer in Business and Climate Change and Course Director for the MBA Strategic Carbon Management. Before joining Norwich Business School he worked as a corporate responsibility and environmental manager for a range of high profile companies.

**Prithwiraj Nath** is a Senior Lecturer in Marketing. His research interests include: the impact of marketing on financials, the marketing-operations interface, marketing decision models, marketing performance measurement, customer satisfaction, measuring service efficiency, and internet marketing.

**Peter Ormosi's** research is mapped around various topics in competition law and economics, with particular focus on merger litigation strategies, measuring the impact of competition enforcement, and competition in hospital services.

**Naresh Pandit** is Professor of Management specialising in International Economics and Business. His two main research interests are: (1) clusters and productivity; and, (2) corporate insolvency and turnaround.

**Sally Piff** is a Lecturer in Quantitative Methods for Business. Prior to working in education, she was employed as a chartered accountant and was involved in the preparation of accounts for small businesses and also in the audit of a variety of organisations.

**Efthimios Poulis** is a Senior Lecturer in Strategic Management. His research interests lie in the area of dynamic capabilities, complexity and fitness landscapes.

**Duncan Robertson** is a Lecturer in Strategic Management. His research centres on the dynamics of competitive strategy; competition in high-velocity and turbulent environments; dynamic capabilities; and agent-based modelling of inter-firm competition.

**Peter Russell** is a Senior Lecturer in Accounting. His research interests include audit, corporate governance and regulation, especially of the financial services industry.

**Susan Sayce's** current research interest is pension trusteeship. She is exploring the meaning that individual pension trustees give to this complex and challenging role and has conducted interviews with a variety of trustees to understand how diversity on pension boards is interpreted.

**Peter Schmidt-Hansen** is Lecturer and Course Leader of the MSc Brand Leadership. He teaches brand strategy and consumer behaviour at both undergraduate and postgraduate levels. He also teaches operations strategy on the MBA programme. His consultancy work is based on strategic development, change management, innovation and technology networking.

**Olga Tregaskis** is Professor of International Human Resource Management. She engages in research with multinational and policy actors in the area of human capital development and knowledge diffusion.

**Nikolaos Tzokas'** research focuses on how inter-organisational and customer based relationships can be harnessed to increase the performance of organisations in terms of their new product development and sales efforts. His research in these areas has been supported by considerable funding from the EU, ESRC-ROPA, Chartered Institute of Marketing, Institute of Professional Sales and the Institute of Direct Marketing.

**Andy Vassallo** is Lecturer in Business with over 20 years experience in the private sector, ranging from entrepreneurial organisations to global corporations during periods of expansion, recession and acquisition. Current research interests include the changing psychological contract in public sector organisations.

**Kevan Williams** is Director of Enterprise, Engagement and External Relations. He lectures in the areas of strategy, change, leadership and marketing. Previously he has worked in business, the Government and has set-up and run a small business. He has recently published two books: a pocket guide to strategic management and Brilliant Business Plan.

**Markus Wohlfeil** is a Lecturer in Marketing and Consumer Behaviour. His research interests are in consumer culture theory (CCT) and the film industry, which include celebrity fandom, film consumption experiences, film marketing and business as well as experiential consumption and marketing in other creative industries.

**Dominic Yeo's** research is at the intersection of social media, advertising, and consumer behaviour. His research emphasises the instrumental role of ordinary individuals in the uncertain, fast-changing, and complex marketplace facilitated by social media and digital technologies.

**Nick Yip's** research is in value co-creation, service pricing and service dominant logic. He explores value creation between firms and customers, and how it impacts on pricing. He has worked with BAE Systems and the NHS. Currently, he serves as an academic supervisor for a Knowledge Transfer Partnership on service transformation.

Further information about our academic staff and their research/publications can be found at [www.business.uea.ac.uk/people](http://www.business.uea.ac.uk/people)

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## Entry Requirements and How to Apply

UEA is in the top one per cent of Higher Education institutes in the world.

Times Higher Education World University Rankings 2011-2012

### Academic Entry Qualifications

#### Standard MSc Programme:

Applicants should have a good first degree in a non-business related subject or any subject studied in a non-UK context.

#### Research Degrees:

Applicants should have a good first degree in a business related subject or equivalent work experience.

### English Language Requirements

We welcome applications from those whose first language is not English or whose degree was not taught in English. To ensure such students benefit fully from postgraduate study, we require evidence of proficiency in English:

	IELTS (or an equivalent qualification)
Taught	6.5 (minimum 6.0 in all components)
Research	7.0 (minimum 6.5 in all components)

In certain circumstances we may require the applicant to complete a Pre-Sessional English course prior to beginning their programme. This course may be taken at the University's INTO Language Learning Centre, see page 25 or [www.intohigher.com/uea](http://www.intohigher.com/uea) for further details.

### Special Entry Requirements

**MSc Brand Leadership:** Please refer to page 13 for Entry Requirements.

**MBA Programme:** Please refer to page 15 for Entry Requirements.

### How to Apply

**ALL applications** need to be accompanied by certified transcripts and the final graduation certificate (if available) from the candidate's earlier university, setting out examination results to date and the official results of IELTS (or equivalent) English tests where applicable. Applicants should also include two formal academic references.

Applications can be completed online. Application and Reference forms may also be downloaded from the individual course pages of Norwich Business School's website.

**MSc Brand Leadership** and **MBA** applicants should pay particular attention to the content of their Personal Statement: Please refer to the relevant course pages. MBA applicants should include their full Curriculum Vitae.

**Research Degree** applicants should also include their full Curriculum Vitae and a comprehensive statement of their proposed area of research.

### Research Proposals

Research candidates are required to submit a detailed proposal of 2,000 words with their application (excluding references). This should clearly specify the research question they intend to answer, and the methodology they plan to use. There are no prescribed areas of study for research and all business-based subjects will be considered, provided that a suitable supervisor or team of supervisors are available.

Applicants should refer to the research interests of members of faculty as detailed in this prospectus and on our website (see [www.business.uea.ac.uk](http://www.business.uea.ac.uk)) and are invited to request a particular supervisor. They are also welcome to contact academic members directly in order to informally discuss research ideas. Academic staff may be able to offer some guidance, but it remains the responsibility of each applicant to draft a proposal that is suitable for the degree they have chosen.

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[www.business.uea.ac.uk](http://www.business.uea.ac.uk)



## Fees, Scholarships and Funding

### Fees

Full details of the fees for Norwich Business School are available from [www.business.uea.ac.uk](http://www.business.uea.ac.uk).

Fees include tuition costs, supervision, and access to the library and computing facilities. In addition to tuition fees there will be the costs of, for example, accommodation, food, general living costs, and, where applicable, medical insurance and return air travel to the UK.

### Funding

Funding for postgraduate study is available both from the University and from a number of external schemes. Applicants should note that many award schemes have early closing dates and may require the acceptance of the offer of a place as a condition of eligibility. If you wish to apply for funding **you are therefore strongly advised to apply to Norwich Business School as early as possible in the year of entry**. Please indicate in your application that you wish to be considered for an award.

Brief descriptions of some of the major sources of funding are described in this prospectus. For further details please contact Norwich Business School. International applicants may also wish to contact the International Office, see [www.uea.ac.uk/international](http://www.uea.ac.uk/international).

### External Scholarship Schemes

**British Council Scholarships:** A number of business students receive funding from the British Council. International students should contact their local British Council office for more information, see [www.britishcouncil.org](http://www.britishcouncil.org).

### University and Norwich Business School Scholarships

**MSc International Scholarships:** Fee reduction scholarships may be awarded to well-qualified applicants on the basis of academic excellence.

**UEA Alumni Scholarships:** Norwich Business School MSc scholarships may be available to UEA alumni.

### Social Sciences Faculty Research

**Studentships:** Studentships may be available to applicants who, in their research proposal, can clearly demonstrate academic excellence in areas relevant to the strategic research interests of Norwich Business School.

### Research and Teaching Studentships:

Fully funded (3-year) PhD studentships may be available, including an average six hours teaching obligation per week during semester periods.

For further details about all Scholarship and Funding opportunities, please see [www.business.uea.ac.uk](http://www.business.uea.ac.uk)

**Please note:** The funding opportunities listed here refer to the standard **MSc Programme** and **Research Degrees**. Applicants for the **MSc Brand Leadership** and **MBA Programmes** should refer to the Norwich Business School website, see [www.business.uea.ac.uk](http://www.business.uea.ac.uk)

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**www.business.uea.ac.uk**



“The University of East Anglia is among the best [universities] on virtually any grounds you care to mention.”

The Virgin Guide to  
British Universities 2012

Sportspark:  
[www.sportspark.co.uk](http://www.sportspark.co.uk)

Sainsbury Centre for Visual Arts:  
[www.scva.org.uk](http://www.scva.org.uk)

Accommodation:  
[www.uea.ac.uk/accom](http://www.uea.ac.uk/accom)

## The University of East Anglia

Our postgraduate community forms one of the central strengths of the University of East Anglia. Since our foundation we have established a reputation as an internationally-recognised centre for research and teaching.

The University maintains this reputation by selecting the most able and dedicated staff and students from around the world, and challenging them to reach their full potential. Our large, cosmopolitan postgraduate community (nearly a fifth of our 14,000 students) ensure that graduate study and activities are well supported throughout the University.

We are internationally renowned for top quality research and teaching in a wide range of subject areas. The majority of our departments that have undergone external teaching quality assessments have achieved ‘Excellent’ ratings, and the last research assessment exercise placed us among the top research universities in the UK. The University currently has externally-funded research projects worth over £100 million.

The University is made up of four Faculties spanning the Arts and Humanities, Health, Science and Social Sciences. Within these Faculties are a number of Schools of Study. Most Schools are interdisciplinary, so, for example, in Norwich Business School, economists, educationalists, professionals in business, lawyers, sociologists, political scientists, psychologists, environmentalists, natural scientists and the health sector often work together on research projects. All our Schools of Study carry out research, and many host distinguished experts, research groups and centres of excellence which are recognised on the world stage. The research and graduate studies activities of the University are complemented by a group of internationally-renowned research institutes adjacent to the campus, including the John Innes Centre, the Sainsbury Laboratory and the Institute of Food Research.

### A Safe and Friendly Campus

Built on 320 acres of beautiful parkland on the outskirts of the medieval city of Norwich, the campus is one of the most innovative in the country, combining natural beauty with architectural flair. The campus has won more than 20 architectural awards and ongoing multi-million pound investment continues to improve teaching and research facilities.

Virtually no part of our campus is more than a few minutes’ walk from anywhere else, and almost every student need is catered for on site. On campus there is a student services centre, library, medical centre, dentist, pharmacy, travel agent, large food shop, newsagent, post office, two banks, two launderettes and a bookshop which is kept well-stocked with core texts. There are plenty of places to eat and drink, including three bars.

Our £30 million Sportspark provides one of the finest sports complexes in Britain, boasting facilities unrivalled at any other British university. Students can also visit our stunning art museum, the Sainsbury Centre for Visual Arts, which houses the Robert and Lisa Sainsbury Collection – one of the greatest art collections of the twentieth century.

### Accommodation for Postgraduate Students

The University offers some of the best student accommodation in the country. There are around 3,500 student rooms available, including a small number of two bedroom units for students with families. All study rooms are connected to the University’s computer network for free and fast access to the internet.

The Students’ Union also provides help and advice for students looking for private accommodation through their ‘Home Run’ housing bureau.

### Contact us

Tel +44 (0) 1603 591515

Email [admissions@uea.ac.uk](mailto:admissions@uea.ac.uk)

[www.business.uea.ac.uk](http://www.business.uea.ac.uk)

## International Students: A Dynamic Community

The University's relaxed, compact campus is home to more than 2,500 international students from more than 100 countries worldwide. We offer a high quality British educational experience and welcome the cultural diversity our international students bring to the University.

Our aim is to ensure that this is, above all, a rewarding experience for you, intellectually, academically, socially and culturally. Once you accept your place as a postgraduate student, we will send you a copy of the International Students' Handbook containing information on preparing to travel, health advice and immigration regulations.

### Welcome to the UK

Staff and current students will be on hand to greet as many students as possible at the Heathrow and Norwich airport, train or bus station and will do all they can to help you to settle in.

There is also a special orientation programme for new international students, which provides an excellent opportunity to meet with other students and to find out more about living and studying in Britain. It covers social and cultural issues and includes social events and tours of the campus and the city of Norwich.

### Taking Care of You

The International Student Advisory Team within the Dean of Students' office will be a key point of contact for you during your studies. The team are available to offer advice and practical support in areas such as immigration, employment regulations, academic learning skills, childcare provision and any personal matters. In addition, the team organises a year-round social programme for international students and their families.

### Guaranteed Accommodation

Single international postgraduate students are normally guaranteed accommodation in their first year, provided that they meet certain requirements. For full details of your eligibility for accommodation, please refer to the UEA accommodation website [www.uea.ac.uk/accom](http://www.uea.ac.uk/accom).

### Improving Your English

To be able to study at university level you will need to have a good command of English for writing, speaking, listening and reading. If you do not meet the University's direct entry requirements, our INTO Language Learning Centre offers a range of courses to help you develop the high level of academic and English skills necessary for successful postgraduate study.

Our state-of-the-art centre provides a world-class student experience, where you will live and study in the same building on the University campus. The purpose-built centre incorporates first class learning facilities including tutorial and teaching classrooms, a multi-purpose lecture theatre, language laboratories, and a dedicated learning resources centre.



Winner – Whatuni.com  
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Awards 2011

International Office:  
[www.uea.ac.uk/international](http://www.uea.ac.uk/international)

Dean of Students' Office:  
[www.uea.ac.uk/dos\\_international](http://www.uea.ac.uk/dos_international)

Accommodation:  
[www.uea.ac.uk/accom](http://www.uea.ac.uk/accom)

Improving Your English:  
[www.intohigher.com/uea](http://www.intohigher.com/uea)

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## Student Services

### Money Matters

The Financial Advisers in the Dean of Students' Office can help you formulate strategies to manage your finances effectively and avoid financial difficulty. You will need to make adequate provision for your fees and maintenance, but a range of hardship funds can help towards essential living costs if your circumstances change unexpectedly after arrival.

### Effective Learning

The Learning Enhancement Tutors provide a range of resources for students who wish to develop their academic researching and writing skills and achieve their full potential at postgraduate level. Tutors can offer guidance with the core skills of postgraduate research, across all subjects. Specialists also offer advice to students who wish to develop their mathematical skills and to international students who are studying in the UK for the first time or have English as a second language. The Learning Enhancement resources may be particularly helpful if you have had a break from study since your first degree.

### Students with Disabilities

The University welcomes disabled students, including those with mental health difficulties. We encourage you to tell us about your disability to ensure you receive the information you need. This will also help us to make any necessary adjustments before the start of your course.

### Counselling

You will have access to a confidential, professional counselling service which offers help with a wide range of concerns. Individual counselling is provided by both male and female counsellors, who are advised by a consultant psychiatrist. An educational counsellor is available if you have academic concerns and group sessions on topics including stress management are also offered.

### Medical and Dental Services

A purpose-built Medical Centre on campus provides a full range of medical services for students who register as patients. The Medical Centre also houses a pharmacy and a dental practice offering NHS treatment to students and their families.

### Career Planning

The Careers Centre provides impartial information, advice and guidance to first help students understand themselves and the employment market and then plan and prepare for their future by developing suitable career-related skills and knowledge. As well as an up-to-date library, we keep comprehensive electronic resources with information on occupations, employers and further study opportunities. We arrange presentations by employers and many other events, fairs and workshops throughout the year.

### Student Union

The trained Advice Workers in the Union's Advice Centre offer confidential student-focused advice in a range of areas including academic appeals and complaints, legal matters, and employment and housing rights.

### Student Parents

The University has an excellent Nursery for children from six weeks old to school age. Parents wishing to apply for places should contact the Nursery as soon as possible. Student parents seeking advice about meeting the cost of fees should contact the Dean of Students' Office, which administers a discretionary Nursery Hardship Fund.

### Religious Activity

Our multifaith Chaplaincy provides a centre for quiet reflection, worship and conversation between students and staff of all faiths or none. The Chaplains maintain a safe and respectful environment in which all at the University are welcome. There is also an Islamic Prayer Centre on campus.

Dean of Students' Office:  
[www.uea.ac.uk/dos](http://www.uea.ac.uk/dos)

Disability Team:  
[www.uea.ac.uk/services/students/disability](http://www.uea.ac.uk/services/students/disability)

Chaplaincy:  
[www.uea.ac.uk/chap](http://www.uea.ac.uk/chap)

University Medical Services:  
[www.umsuea.co.uk](http://www.umsuea.co.uk)

Nursery:  
[www.ueanursery.co.uk](http://www.ueanursery.co.uk)

Union Advice Centre:  
[www.ueastudent.com/advice](http://www.ueastudent.com/advice)

Careers Centre:  
[www.uea.ac.uk/careers](http://www.uea.ac.uk/careers)

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## Learning Resources

### The Library

The Library is an essential resource for anyone embarking on postgraduate study. Open seven days a week, and open until midnight on six nights a week during semesters, it provides:

- More than 800,000 volumes of books and journals
- A range of electronic resources including major bibliographic and citation databases, full-text archives of journals and newspapers and a range of e-books
- An extensive audio visual collection, including microform material, sound recordings and DVDs
- A designated postgraduate reading room
- A range of other bookable study facilities to suit both individual and group working including technology-rich group study pods and individual study carrels
- An interlending and document supply service providing access to materials from other library collections not held on campus
- Regular training sessions to help you make the most of the facilities
- Library and IT helpdesks available seven days a week during semesters
- Faculty librarians available for in-depth enquiries and advice
- Over 260 networked PCs (providing word-processing, email, internet and other applications), and print facilities available 24 hours a day
- A range of assistive technology including two specially equipped workstations designed to meet the needs of students with visual impairment or mobility difficulties
- A wireless network available throughout the building for laptops and other mobile devices
- Specialist equipment and software including scanners, colour printing and mass storage devices.

### Information Technology and Computing

Centrally located on campus, the Information Technology and Computing Service provides a wide range of services including:

- IT areas across campus equipped with networked PCs offering standard office software and printing facilities
- Wireless network for laptop and mobile access
- IT-equipped teaching areas with specialist software and audio visual projection facilities
- A high speed data network connecting the whole University, with facilities for students to connect their own computer to the network from University residences or from external locations
- A Unix and High Performance Computing Service
- IT helpdesks available until 6.30pm every day during semesters and six days a week during vacations.

### Audio Visual Services

The Audio Visual Services provide lecture room support for teaching and research as well as other activities on campus including conferences, public events, presentations, training programmes and film shows. There are TV studio, video production, video conferencing and access grid facilities on campus. There is also a wide range of current audio visual equipment to support the display and playback of data, video and audio. Video editing facilities are available on broadcast standard, non linear digital systems.

### Language Learning for All

All students have the opportunity to improve or learn a foreign language. We currently offer classes in Arabic, British Sign Language, Mandarin Chinese, French, German, Greek (Modern), Italian, Japanese, Russian and Spanish all at beginners' level and some at advanced level. Our Language Learning Centre is also equipped with a good selection of self-study materials in several of the main languages.



The Information Services Directorate is responsible for the provision of the Library and IT services at the University and plays an important part in supporting your academic studies.

Full details about the University's Information Services can be found at: [www.uea.ac.uk/is](http://www.uea.ac.uk/is)

Language Learning: [www.uea.ac.uk/lcs](http://www.uea.ac.uk/lcs)

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## Norwich – The Perfect Location

Norwich is consistently voted one of Britain's top cities for quality of life and prosperity.

A friendly, easy-going, and safe place to live, the bustling centre of Norwich is just a few minutes by bus from the University. This historic city is one of the top ten shopping venues in the UK and its cinemas, theatres, pubs and clubs offer a lively social life.

Norwich has all the characteristics of a 'university city'. A major commercial and thriving cultural centre, it is steeped in history and retains its distinctive character. The city boasts a vibrant blend of independent stores, small specialist shops, major high street chains and the country's largest six-day open-air market, set amidst a maze of pretty medieval cobble-stoned lanes and alleys.

Recent developments include the £275 million Chapelfield Shopping Centre, and investment in the Riverside area that has created a leisure quarter which attracts thousands of people to its nightclubs, restaurants and cinemas each weekend.

The city has many historic buildings including two cathedrals, a Norman Castle and well-preserved city walls. Alongside this is the city's newest centrepiece, the Forum, which houses the finest regional public library in the country and hosts regular concerts, jazz brunches and comedy nights.

Norwich also has good bus and rail connections to the rest of the UK and having its own airport ensures easy access to the Continent with connections to 200 cities worldwide.



Useful websites for Norwich and the region:

[www.visitnorwich.co.uk](http://www.visitnorwich.co.uk)  
[www.visitnorfolk.co.uk](http://www.visitnorfolk.co.uk)  
[www.visiteastofengland.com](http://www.visiteastofengland.com)  
[www.norwichairport.co.uk](http://www.norwichairport.co.uk)

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**www.business.uea.ac.uk**

Faculty of Social Sciences

School of Economics | School of Education and Lifelong Learning | School of International Development  
Norwich Business School | Law School | School of Social Work and Psychology |

**Disclaimer** We have taken great care in compiling the information contained in this prospectus, which we believe to be accurate at the time of going to press. However, the provision of courses, facilities, and other arrangements described in the prospectus are regularly reviewed and may be subject to change without notice. Applicants will be notified of any material changes likely to have a bearing on their application, such as cancellation of, or major modification to, programmes of study offered, or fees and charges to be levied by the University.

The University operates an Admissions Complaints Procedure. If you feel that you have a well founded complaint regarding your application, please contact the Admissions Office in the first instance.

**Equal Opportunities** The University of East Anglia operates an equal opportunities admissions policy. It aims to ensure that no applicant will receive less favourable treatment on the grounds of sex, age, marital status, race, colour, nationality, ethnic origin, sexual orientation, or political or religious belief. The University welcomes applications from candidates with disabilities.

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