Faculty of Social Sciences
Norwich Business School
Postgraduate Courses
Welcome to Norwich Business School at the University of East Anglia

Thank you for your interest in the postgraduate programmes at Norwich Business School, University of East Anglia.

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 designed to promote academic achievement as well as developing the skills necessary for your future managerial excellence.

The strategy underpinning our 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;
– to instil confidence in our students and the key employability skills desired by employers.

We will support you to:
– develop assertive and confident communication skills;
– plan, monitor and review individual development;
– understand the dynamics of effective teamworking;
– make use of advanced problem-solving techniques;
– develop and practise your leadership skills;
– develop and hone employability skills throughout your year of study;
– achieve an understanding of what it takes to be successful in business.

The Research Assessment Exercise (RAE 2008) confirmed our excellent research performance, rating 90 per cent of the research in the Business School to be of international standing, with 45 per cent 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
Why Study With Us?

At UEA, you’ll join a different kind of Business School – one that is rigorous and comprehensive but also creative and ethical. You’ll learn all the essentials of business and develop the skills that employers desire in a degree that you can personalise to your chosen career. Importantly, you will be happy here. Join our internationally recognised community of experts, students and graduates, to shape the business world of the future.

World-Class Reputation
In a 2012 independent world ranking, Shanghai Jiao Tong University placed us in eighth position among UK universities that earned a nomination for economics/business. The University of East Anglia offers a unique and fulfilling environment to live and to learn in. A centre of teaching excellence and world-leading research, we are acknowledged as one of the best universities in the UK for student satisfaction (2014 Times Higher Education Student Experience Survey) and achieve consistently high ratings for student satisfaction in the National Student Survey. We are rated a top 15 university (2015 Guardian University Guide) and sit among the finest one per cent of higher education establishments in the world (Times World Rankings 2014).

‘do different. do better.’
You’ll learn all the essentials of business, but you’ll also learn to question conventional wisdom, to think creatively, and to take practical action – to ‘do different’. You’ll learn how to maximise profit and accelerate your career, but you’ll also learn how to do that in a way that’s good for people and the planet – to ‘do better’.

Pioneering Course Developments
Our passionate and practical teaching staff are the best you can get. Whether it’s industry insight or technical knowledge of management disciplines you need, our team can provide it. We offer consistent, pioneering postgraduate courses, including our MSc in Brand Leadership, which is a world first, and the first UK MBA to award a Diploma in Management Consultancy.

Outstanding Teaching
The School prides itself on achieving the highest standards in its provision of course information, grading and feedback to students on their work, and in generally creating an environment where teaching is the very best.

Research Excellence
We have special research expertise in ethical marketing, business regulation, corporate governance and sustainable business, amongst other areas. Our high standing was recognised in the Research Assessment Exercise (2008), where 90 per cent of the School’s contributions were classified as internationally recognised.

High Profile Guest Speakers
Along with the outstanding teaching and research excellence, our priority is ensuring that you have the opportunity to gain current insights into the business world and talk with business people. An example of this is the ‘Inside Business’ seminar series featuring successful business people drawn from our alumni. Each seminar offers a unique insight into the transition from student life to business life with speakers openly sharing their experiences, including their careers and what they have learnt along the way.

Each seminar provides insights into a business sector, how it works, changes direction, and for those interested, how to get into that business area. These events also provide excellent opportunities to talk with fellow students, staff from across the School and other business people. Guest speakers have included Karen Jones (founder of Café Rouge, CEO Food and Fuel), Callum Barton (Chair of The Ralph Lauren Watch and Jewellery Co), Paul Harvey (Managing Director at Citi), Ladi Balogun (CEO First City Monument Bank), and Tamara Ingram (Group Executive VP Grey Group).

Strong Links with Employers
As a business graduate you will be hired because of your knowledge, skills and because you understand business. To ensure our postgraduate degrees give you all this and to ensure the knowledge is as relevant as possible, we have a School Advisory Board. The main purpose of the Board is to give impartial advice to the School on the knowledge and skills they look for in business graduates both now and into the future. This ensures that you are attractive to employers and that it gives your career the best possible start. Members of the Board include representatives from Ernst and Young, Adnams, Ford, HSBC, small and medium enterprises and local and central government. Beyond the Advisory Board we have extensive links with businesses around Norwich and further afield and we work with them to maximise opportunities for you. You will meet them in classes through guest lectures and in contributing to the teaching in modules on your course or at student business events. You can be reassured that we work very hard to ensure that you leave us with what we know businesses want in their new people.

Enhance your employability with master classes, educational visits and guest lectures from leading professionals.
MSc Programme Structure

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

We offer two strands of Master’s programmes – MSc Portfolio and MSc Advanced Portfolio.

Our MSc Portfolio Master’s programmes are designed to meet the needs of graduates who have a good first degree (2:2 or higher) in a non-business related subject or any subject studied in a non-UK context.

The programme structure for our portfolio Master’s has a common first semester, where students are required to take three core modules incorporating aspects of business management:

– Human Resource Management
– Financial and Managerial Accounting
– Principles of Marketing.

This is because all managers need to have some understanding of all areas of business. As a result, it means that you have the flexibility to change your MSc course up until the end of December.

You then specialise in the second semester. The traditional MSc dissertation has been replaced with additional teaching to allow you to further specialise in your chosen field and enhance your practical business skills. This is built upon further still through our master classes and guest lectures delivered by leading industry professionals.

Our MSc Advanced Portfolio Master’s programmes are designed for students who have a degree or equivalent experience in business or economics (usually a 2:1 and specific entry requirements can be found on each course page). We currently offer the following specialist courses:

– MSc Advanced Business Management
– MSc Advanced Operations and Logistics Management
– MSc Brand Leadership
– MSc Enterprise and Business Creation.

These advanced programmes all have highly specialised first, second and third semesters. Please see individual course pages for course structure.

We pride ourselves on offering excellent career prospects to our students. The programmes provide you with a specialist foundation to enable you to perform effectively in your future industrial, business and/or professional careers.

Teaching Methods

Teaching is provided by members of academic staff and visiting business speakers. Programmes will incorporate lectures, seminars, practical work and projects. We are one of the few Business Schools that still believes in small group teaching, such as seminars, to complement lectures and enhance your learning.

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.

How to Apply

Applications should be made directly to the University. Please see page 34 for further information.

Scholarships and Funding

Funding for postgraduate study may be available both from the University and from a number of external schemes. Please see page 36 or visit our website.

www.uea.ac.uk/nbs
After graduating from the School of Environmental Sciences, Jacob Bolton decided to return to UEA to study a postgraduate degree in Business Management.

What inspired you to study a postgraduate degree?
Nowadays employers ask for an undergraduate degree and professional experience before you’re considered for a decent position; to really stand out and increase employability a postgraduate degree is essential. Postgraduate degrees really focus an individual on their chosen subject, which gives you the confidence to speak with authority and intelligence.

Why did you choose to study a postgraduate course at UEA?
I studied at UEA for my undergraduate degree and from this experience the natural choice was again, UEA. The campus atmosphere is exceptional, with a near perfect balance of work and play facilitated. UEA offers far more than an academic education, which becomes important when considering career prospects; you need every advantage possible to land that dream job. UEA does this by offering a more rounded, more useful, more applied education that makes sure those students that strive – achieve.

What do you enjoy about your programme?
My degree, a Master’s in Business Management, has almost converted me to becoming an ‘academic’ because I enjoy it so much! The best aspect by far is the lecturers themselves; they are exceptionally enthusiastic about their subjects, but they also bring this to the students and are proactive in making the material applicable and interactive. For me, it has to be the marketing and strategy lectures; I love the feeling of actually understanding the processes that go on around us and why certain things are done. As students, we are challenged to read ‘behind’ headlines to see the real meaning, and then offer our opinions on how companies should proceed. What better way of preparing for a career, than being able to evaluate and predict the target company’s future.

I’ve found that the lecturers are real people at heart, and love to chat. Whether this is about lecture material, current affairs or anything for that matter, these guys are so approachable and as a by-product you get even more knowledge from just sitting and listening in lectures. For example, it led to me going on a visit to the Lotus car factory, a brilliant day out that I would have otherwise missed. The programme is highly versatile, offering a lot of choice with regard to the direction you wish to take. I am focusing on the entrepreneurial and e-business side, because I want to start and run my own company. But, I could instead focus on HR-related modules, or finance, or operations, or retail… the list goes on.

Another advantage of studying at UEA is the international cohort of students, which I think is brilliant for providing an insight into foreign cultures, especially important considering the current global economic climate.

Has your programme met your expectations and if so, please tell us how?
The programme has almost converted me to academia, which is saying something (I’m sure previous lecturers and teachers would agree). Another example of this satisfaction is a company that I recently started; it was a Christmas pop-up business, and it’s been very successful! I would have had neither the know-how nor confidence to even contemplate doing this prior to the programme. The success of the company is testament to what I’ve learnt and the lecturers’ efforts to make the course real and useful.

How useful have the University’s facilities been in helping you with your studies?
The library has recently become permanently open 24 hours a day, seven days a week to students, along with an improvement internally offering more comfortable seating, specialised areas for group study, many more books and so on. These improvements are invaluable, especially with the stresses of wanting to achieve the highest grades possible and improve employment prospects. Also I tend to spend a lot of time in the School which is based in the Thomas Paine Study Centre. This means that I’m always talking to members of faculty and just enjoying being surrounded by like-minded students and staff alike.

What advice would you give to new students?
Just do it! If you see an opportunity, take it. It’s amazing what you get if you want it hard enough. Always take time to talk to your lecturers, but of equal importance is taking time to get to know anyone and everyone, life nowadays is more and more about networking. You’ll be surprised what opportunities this will bring to fruition; from a tour around the Lotus car plant to tasting 40 year old whisky, to starting your own company.

Thinking about a career, what are your plans for the future?
Initially, I thought of an environmental career, but I have become more money motivated and see ‘business’ as the only career path I want to pursue. My programme is helping me to achieve the goal of owning and running my own business. An important direction for me is to travel and work in different countries and cities, specifically Singapore and Shanghai. UEA facilitates such intentions because of the high proportion of international students, the networking possibilities are a significant aspect of the University.

How do you think your programme is helping you fulﬁl these plans?
We are encouraged to use lecturers as sounding boards for ideas and business propositions and because of the combined experience of Norwich Business School faculty, there is always a well-reasoned and knowledgeable response. This advice is invaluable as it is not just a ‘yes or no’, but instead the answer is aimed at making things happen.

Tell us about any societies or hobbies you have participated in?
I have always been a keen sportsman, especially in rugby, swimming, water polo, athletics and kayaking. UEA has facilities to cater for all these sports, the Sportspark is an incredible facility. I have joined the Investment Society, but this is more to add depth to my CV than anything else.
MSc Advanced Business Management

This programme is for you if you have already studied business at undergraduate level and wish to build on your existing skill set. It is particularly suited to you if you would like a broad business qualification, and currently do not have the management experience to join an MBA programme. It is also for you if you like the idea of doing a MSc with a dissertation.

**Aims and Highlights**
- Advanced – building on first degree in a business/management field;
- Academically rigorous – generating highly employable graduates; advanced and specialist modules; team delivered to reflect research and scholarship interests;
- Broad scope – in terms of the range of business and management and will develop a range of analytical and personal skills, that will appeal to future employers.

**Semester 1**
**Compulsory Modules**
- Advances in Financial Management
- Delivering High Performance
- Marketing Theory and Practice.

**Semester 2**
**Compulsory Modules**
- Business Regulation and Corporate Governance
- Innovation and Technology Management
- Business Research Methods.

**Semester 3**
- Advanced Management Dissertation.

This course will build upon your knowledge and skills gained from a relevant first degree and prior experience if appropriate.

It is the perfect launch pad to take your career into the next level in business and in academia. You will develop techniques and skills to understand and particularly research current issues and thinking in your chosen subject area. You will gain a sound theoretical grounding in specific areas of business and management and will develop a range of analytical and personal skills, that will appeal to future employers.

**Length of Course:** 1 year full time

**Registration:** September

**Entry Requirements**
Applicants should have a first degree in business or management (2:1 or higher or the international equivalent).

**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)**
7.0 overall with a 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 INTO University of East Anglia Language Learning Centre, see website for further details.

www.intohigher.com/uea

**Tuition Fees, Scholarships and Funding Opportunities**
Please see page 36 or visit our website:

www.uea.ac.uk/nbs
Business is global and our ability to compete successfully requires our experience and knowledge in developing and managing the global supply chain. This is the course for you if you are looking for a career in operations and logistics either within companies or in specialist logistics and operations businesses.

You will acquire knowledge about the primary and support activities in a value chain and advanced operations and logistics management practices and techniques. Case studies will be applied to help you understand workplace scenarios. This will help you to work as an operations, purchasing, logistics or supply chain manager in both manufacturing and service companies. You will acquire skills and practices for conducting operations and logistics research and these will enable you to pursue a PhD degree or work in consulting firms. Beyond these specialist skills, additional valuable skills that you will acquire include cognitive and transferable skills, including critical thinking and creativity, problem solving and decision making, effective use of information and communications technology, presentation, teamwork, personal effectiveness and ethics and value management. These will increase your capabilities and the opportunities for you to work in both public and private sectors.

Semester 1

Compulsory Modules
- Marketing Theory and Practice
- Global Logistics Management
- Innovation and Operations Management.

Semester 2

Compulsory Modules
- Strategic Purchasing and Supply Management
- Critical Issues in Operations and Supply Chain Management
- Business Research Methods.

Semester 3


For further information
T +44 (0) 1603 591515
E admissions@uea.ac.uk
www.uea.ac.uk/nbs

Length of Course: 1 year full time
Registration: September

Entry Requirements
Applicants should have a first degree in business or management (2:1 or higher or the international equivalent).

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)
7.0 overall with a 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 INTO University of East Anglia Language Learning Centre, see website for further details.

www.intohigher.com/uea

Tuition Fees, Scholarships and Funding Opportunities
Please see page 36 or visit our website:
www.uea.ac.uk/nbs
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 and are essential for businesses to define, produce and communicate value. They are big money – the Coca-Cola brand is worth $70 billion and branding is an industry in its own right, for example, with an estimated 60,000 people working in branding in the UK alone.

Who is the Programme for?
The MSc Brand Leadership programme is for people who want to be brand leaders. Our students 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 Britain’s highly-innovative Norwich Business School works closely with a teaching team from the highly-innovative Norwich Business School at UEA. Other participants include Britain’s largest advertising agency AMVBBDO, global insurance company AXA, Oxfam, and brand consultancy Interbrand.

Programme Aims
From this course you will gain everything you need to build a hugely-rewarding career in branding from critical concepts, tools and techniques, real-life experience, creative projects, a network of branding experts, including some of the most distinguished professionals in Britain, and ideas, inspiration and self-confidence.

Teaching and Assessment
There are seven taught modules, all involving project work and class discussions, and many with guest lecturers. One ground-breaking 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 and have the opportunity to visit the people behind brands such as First Direct. You will also be helped to build your own personal brand for the career marketplace. Many students get the chance of work experience at a big brand, in a top branding consultancy or leading advertising agency. Most excitingly, you will be assigned a personal tutor who is a senior branding professional – for example, the chairman of Wolff Olins, the Chief Executive of AMVBBDO or the Sales and Marketing Director of Faber & Faber.

The Shape of the Programme
Before the course starts it is time to prepare, meet the Course Director, define your objectives, and 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.

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).

How to Apply
Please refer to page 34 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 an interview in person or via Skype.
This course is about doing; it is beyond theory; it is about business creation and success. Think of it less as a traditional MSc and more as developing a business (gaining an MSc along the way). This is different. This is special. This is a unique opportunity for you to join an energetic, stimulating and supportive community developing your business.

Planning to start your own business soon? Then this course is for you. It offers the perfect opportunity for you to develop your ideas and plan your venture, with relevant support, before starting your business once you graduate.

Is this the Course for you?
This programme is designed to support a diverse range of students including:
- graduates from health-related disciplines interested in taking enterprise approaches to improve the delivery of care, prevent illness or grow health awareness across communities through social enterprises and for-profit companies;
- graduates and established scientists working in life sciences looking to take research findings into commercial reality;
- creative arts graduates looking to evaluate and develop their skills in relation to self-employment and business creation;
- graduates wanting to shape their technical skills and experience into their own business ventures;
- new business graduates looking to build upon their previous studies;
- business professionals looking to branch out into their own business;
- any graduate who loves the idea of starting and growing their own business.

Aims and Highlights
The focus on this MSc is upon “doing”. You will learn the theories of business and then be encouraged to use them in making your business better and more successful. This course is very much focused on action rather than theory. You will be part of a thriving community of like-minded people who are passionate about business and creating and growing new businesses. This community will include fellow students, lecturers, researchers, business mentors, venture funders (and their funding opportunities), private investors, existing business owners and professional advisers. Your course will be based in the executive education suite in the modern purpose-built home of Norwich Business School with its collaboration areas, coffee areas and free wi-fi placing you at the heart of this vibrant business creation community.

Beyond your formal time on this MSc, you will be able to access all the members of this community (not just your fellow students), be invited to future events and able to draw upon the knowledge of the community. And as your business, or businesses, grows we hope you will return to be part of helping future students of the MSc start and grow their businesses.

Flexible to your Business
This course is designed to fit around your development and the needs of your business ideas. It is a course which concludes with a choice of four exit routes enabling you to pick the one that works best for you.

- Semester 1 starts your new venture thinking/idea development through addressing three core areas necessary in any new venture;
- Semester 2 allows you to begin tailoring this MSc to your development goals;
- Semester 3 provides a unique opportunity to exit the course in the very best way for you and the development of your business.

Semester 1 – Compulsory Modules: Entrepreneurship and Business Planning, New Business Marketing, Strategy and Sales, Accounting and Entrepreneurial Finance. Additional activities include business skills development (communication, teamwork, problem solving, interpersonal skills, numeracy, business awareness etc), start-up support sessions, “Inside Business” seminars, and support of business mentors.


Semester 3 – Route One (12 months):
Integrated Business Decisions (Business Simulation), Leadership and Change Management and Integrated Marketing Communications. Route Two (12 months):
Dissertation on developing a business idea, or Management Consulting project working with a company on an issue they want to address.
Route Three (12 months): Business Plan and presentation to potential funders and mentors.
Route Four (18 months): Business Plan, presentation to future potential funders and mentors, and prize-winning “business plans” allocated six months supported incubation in UEA Enterprise Centre.
MSc Business Management

Aims and Highlights
The course lays the foundation for general managerial responsibility, enabling successful participants to develop effective management careers.
You will be 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 you with 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).

Learning Outcomes
On completion of this course you will be able to:
- 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
Compulsory Modules
- Accounting and Financial Management
- Management Skills and Personal Development
- Managing People and Organisations

Optional Modules
- Career Management
- E-Business Management
- Entrepreneurship and Small Business Management
- Managing Across the Globe
- Organisational Learning and Knowledge Management
- Retail Marketing and Management.

Semester 2
Compulsory Module
- Management Skills and Personal Development.

Optional Modules
- Career Management
- E-Business Management
- Entrepreneurship and Small Business Management
- Managing Across the Globe
- Organisational Learning and Knowledge Management
- Retail Marketing and Management.

Semester 3
Compulsory Modules
- Business Leadership and Change Management
- Integrated Business Decisions
- Management Skills and Personal Development.

This degree offers you the broadest picture of management and is the one to choose if you’d like to pursue a career in general management, work in a number of different organisations, or if you’re unsure which areas of business you want to work in. It also offers the broadest range of modules, allowing you greater choice and the ability to specialise in a particular area.

“I chose to study at Norwich Business School because of its reputation. My Master’s 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 Graduate
The taught modules will give you a clear understanding of the role of accounting, finance and other general management disciplines to ensure successful operations in a range of business settings, including financial, non-financial and public sector organisations. It is designed for candidates wishing to acquire expertise in accounting and finance, whilst developing the necessary skills for general management roles too. The course builds on the Business School’s existing partnerships with Norwich’s Financial District, which is one of the largest in the UK.

Chartered Institute of Marketing

Our MSc Finance and Management is accredited by the Chartered Institute of Marketing (CIM) to provide direct entry onto the CIM’s Professional Diploma in Marketing.

www.cim.co.uk

Learning Outcomes

On completion of this course you will be able to:
– understand the foundations of finance and the operation of financial markets and provision of financial services;
– assess critically the relationship between organisations, their external context and their management processes;
– review and apply creatively the body of knowledge relating to organisations, and their success;
– make informed judgements about the appropriate application of theory to managerial practice;
– evaluate and recommend options for the improvement of managerial practice in organisations;
– 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

Compulsory Modules
– Human Resource Management
– Financial and Management Accounting
– Principles of Marketing
– Management Skills and Personal Development.

Semesters 2 and 3

Compulsory Modules
– Business Finance
– International Financial Services
– Current Issues in Finance
– Management Skills and Personal Development.

Optional Modules
– International Business
– E-Business
– Operations and Supply Chain Management
– Entrepreneurship and Small Business Management
– Strategic Management
– Innovation and Technology Management.
Kristina Zybina
MSc Human Resource Management

Why did you choose to study a postgraduate degree at UEA?
When looking for where to study a postgraduate degree I used an agency to help; they gave me excellent feedback about UEA and Norwich Business School. The website was also really useful with lots of comprehensive information. The ranking of the University was also important to me, and the fact that it was ranked highly for student experience sold it to me!

What do you particularly enjoy about your course?
I find the academics in the School really approachable and for someone coming from a non-business background this is really valuable and reassuring. There is also a diverse range of modules; meaning I can select to give myself a broad knowledge base and choose according to my interests. The teaching is really engaging and we are given interesting topics and tasks to explore. We are also supplied with lots of materials to allow us to prepare for what we will be learning.

How have you found the learning and teaching facilities on campus?
I am constantly using the library services, and I can say that it is one of best libraries I have seen. There is also a really good provision for private study which I have found invaluable.

When you first arrived at the University, how easy did you find it to settle in?
I felt at home straight away. Everything was made really easy for me; the registration process was smooth and efficient. There were lots of student helpers on hand to show me to my accommodation on campus and I got to my room in no time. Induction week was a totally new experience for me, but a really positive one! I would definitely recommend that every new student goes to as many activities as possible, as they ease you into life at UEA and living in Norwich.

Tell us about any societies or hobbies you have participated in
Having a soft spot for mountain climbing, I joined the UEA Climbing Society, and I have definitely not regretted this decision! A great team right from the start; they are always helpful and very eager to chat with newbies. I am glad I decided to join the club, as without them I would not have had such a great experience. Another society I have joined is Illustration Soc – a small, yet cosy society. They are a group of lovely people with common interests who meet twice a week to draw together and chat. And obviously I have to mention the International Students’ Society, which throws awesome parties and really interesting events! They’re the best at entertaining international students, and I love this multicultural team!

Thinking about your career, what are your plans for the future?
I plan on becoming a Human Resource Manager but intend to continue also with my education and possibly pursue a PhD. UEA, being highly ranked, is a great place to graduate from.

Have you taken advantage of the Careers Service at UEA or attended any fairs?
At first I was rather reluctant to approach the Careers Service, as I had a false assumption of them having opportunities for undergraduate students only. Fortunately, I was proved wrong. They offer help with CVs and general job hunting tips, so I would recommend going there, the sooner the better. They also provided me with the opportunity to take part in the Norfolk and Norwich Festival as a volunteer!

How have you found living in Norwich?
Norwich is great, having both plenty of historical landmarks and a good nightlife. It is ideally suited for life as a student. There is enough here for a good social life and entertainment opportunities, without having too much to distract me from my studies!

Do you have any advice you would like to pass on to new students?
The one tip I would give is to get involved in university life as much as you can – clubs, societies, parties and representative activities. It all equates to giving you a well-rounded experience and complements your studies perfectly.

Kristina from Russia is currently studying for a postgraduate degree at UEA. She is really enjoying the experience and is planning a future career as a HR Manager along with the possibility of pursuing a PhD.
With increasing competition for labour and globalisation of world markets, human resource management now transcends geographical boundaries and requires a new outlook. This degree prepares you to manage the global talent pool, in achieving organisational success.

Suited to the needs of UK and non-UK students alike, the course assumes that you have no specialised background in human resource management, and stretches your knowledge and skills to a higher level. It provides a sound foundation for you in developing your career in human resource management (HRM).

Aims and Highlights
The aim is for you to combine intellectual and practical skills that will enable effective HRM decision making. The programme develops advanced knowledge and skills in HRM and exposes you to the HRM function and how it affects and is affected by major trends such as globalisation, the changing competitive environment and technological developments. It provides a foundation in the theories, concepts and techniques relevant to HRM practice and applies these to the future markets.

Chartered Institute of Marketing
Our MSc Human Resource Management degree 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).

Learning Outcomes
On completion of this course you 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 a variety of 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
Compulsory Modules
- Accounting and Financial Management
- Management Skills and Personal Development
- Managing People and Organisations

Optional Modules
- Career Management
- Managing Across the Globe
- Organisational Learning and Knowledge Management
- Innovation Management.

Semester 2
Compulsory Module
- Management Skills and Personal Development.

Optional Modules
- Career Management
- Managing Across the Globe
- Organisational Learning and Knowledge Management
- Innovation Management.

Semester 3
Compulsory Modules
- Business Leadership and Change Management
- Integrated Business Decisions
- Management Skills and Personal Development.
The course lays the foundation for general financial management responsibility, and will allow you to develop an effective career in financial management.

Aims and Highlights
This course is designed to enable students with very limited or no knowledge of accounting and finance to develop the knowledge and competencies to become prepared for a career in international 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).

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 you 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 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
Compulsory Modules
- Accounting and Financial Management
- Management Skills and Personal Development
- Managing People and Organisations

Semester 2
Compulsory Modules
- Corporate Financial Management
- International Financial Reporting
- Management Skills and Personal Development
- Managerial Accounting.

Semester 3
Compulsory Modules
- Critical Issues in Accounting and Business Finance Research
- Integrated Business Decisions
- Management Skills and Personal Development.
The MSc Investment and Financial Management will prepare you to launch a successful career in the global corporate and financial sector as an analyst, consultant, treasurer, trader or investment manager.

This course has three unique characteristics. First, it requires no prior knowledge of business or finance and begins by building a solid understanding of basic business concepts, functions, roles and decisions. Second, the course develops in an academically rigorous manner the general and specialist knowledge, skills and competencies required today by employers internationally. The specialist components of the modules and teaching material are in line with the syllabus of professional bodies such as the Chartered Financial Analysts Institute (CFA) and the Association of Chartered Certified Accountants (ACCA). Third, the course allows you to gain an additional competitive edge from the distinctive expertise of faculty members.

You will be taught by leading academics and professionals that are at the forefront of research, practice and policy in traditional and new areas, which include international corporate governance, financial modelling and quantitative finance and sustainable finance and responsible investment. Faculty achievements include authorship of authoritative textbooks, publication of several influential academic papers, participation in leading policy fora and leadership of major corporations and consulting projects.

In corporations, graduates are well prepared for working as financial managers, analysts, treasurers, capital budget analysts, credit managers and investor relations specialists. Consulting firms are also major employers of graduates with finance and investment expertise and in roles such as data analysts, advisors or system developers. In the information and technology sector graduates of the programme can be employed by firms developing specialised financial software, data and analytics.

**Semester 1**

**Compulsory Modules**
- Accounting and Financial Management
- Managing People and Organisations
- Marketing and Strategy: Markets, Competitors and Customers
- Management Skills and Personal Development

**Semester 2**

**Compulsory Modules**
- Corporate Financial Management
- International Corporate Governance
- Management Skills and Personal Development

**One Optional Module**
- Sustainable Finance and Responsible Investment
- International Financial Reporting
- Financial Modelling
- Entrepreneurship and Small Business Management

**Semester 3**

**Compulsory Modules**
- Advanced Financial and Investment Management
- Integrated Business Decisions
- Management Skills and Personal Development

In corporations, graduates are well prepared for working as financial managers, analysts, treasurers, capital budget analysts, credit managers and investor relations specialists. Consulting firms are also major employers of graduates with finance and investment expertise and in roles such as data analysts, advisors or system developers. In the information and technology sector graduates of the programme can be employed by firms developing specialised financial software, data and analytics.

**Semester 1**

**Compulsory Modules**
- Accounting and Financial Management
- Managing People and Organisations
- Marketing and Strategy: Markets, Competitors and Customers
- Management Skills and Personal Development

**Semester 2**

**Compulsory Modules**
- Corporate Financial Management
- International Corporate Governance
- Management Skills and Personal Development

**One Optional Module**
- Sustainable Finance and Responsible Investment
- International Financial Reporting
- Financial Modelling
- Entrepreneurship and Small Business Management

**Semester 3**

**Compulsory Modules**
- Advanced Financial and Investment Management
- Integrated Business Decisions
- Management Skills and Personal Development

In corporations, graduates are well prepared for working as financial managers, analysts, treasurers, capital budget analysts, credit managers and investor relations specialists. Consulting firms are also major employers of graduates with finance and investment expertise and in roles such as data analysts, advisors or system developers. In the information and technology sector graduates of the programme can be employed by firms developing specialised financial software, data and analytics.
MSc Marketing

For further information T +44 (0) 1603 591515
E admissions@uea.ac.uk
www.uea.ac.uk/nbs

Length of Course: 1 year full time
Registration: September

Entry Requirements
Applicants should have a first degree (2:2 or higher or the international equivalent) in a non-business related subject or any subject studied in a non-UK context.

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) 6.5 overall with a minimum 6.0 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 INTO University of East Anglia Language Learning Centre, see website for further details.
www.intohigher.com/uea

Tuition Fees, Scholarships and Funding Opportunities
Please see page 36 or visit our website: www.uea.ac.uk/nbs

This advanced course of study enables you to launch your career in marketing. By gaining an understanding of specialist marketing approaches you place yourself in a strong position to meet the needs of future employers, in the ever-growing and ever important world of marketing and brands.

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 you to lead and respond, both operationally and strategically, in the dynamic global marketplace where marketing is ‘the’ critical success factor.

Aims and Highlights
Through creating marketing competences within you the course lays the foundations for participants in developing their successful and effective marketing careers. This is 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.

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.

Learning Outcomes
On completion of this programme you 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 interrelationships 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.

Semester 1
Compulsory Modules
– Accounting and Financial Management
– Management Skills and Personal Development
– Managing People and Organisations

Semester 2
Compulsory Modules
– Marketing Research
– Global Brand Strategy
– Management Skills and Personal Development
– Retail Marketing and Management.

Semester 3
Compulsory Modules
– Integrated Business Decisions
– Management Skills and Personal Development.

Optional Modules (Treated as Compulsory)
– Integrated Marketing Communications
– Buyer Behaviour and Interactive Marketing.

Chartered Institute of Marketing
Our MSc Marketing (with specified options) has been approved and accredited by the Chartered Institute of Marketing (CIM) to provide direct entry onto the CIM’s Chartered Postgraduate Diploma in Marketing. Senior marketing management work experience is also required.
www.cim.co.uk

– Buyer Behaviour and Interactive Marketing.
A full-time, 12 month intensive Master’s programme, the MSc in Marketing and Management is designed to meet the needs of non-business graduates who have not previously specialised in marketing or management but now wish to do so to improve their skill set.

Whilst featuring specialist marketing modules, an understanding and appreciation of other business functions within organisations is also developed throughout the course of the programme.

One of the outstanding benefits of our MSc Marketing and Management is a full third semester of teaching, offering increased contact hours with our highly experienced academic staff. The programme prepares students for a variety of general marketing and management roles in both the private and public sector.

Chartered Institute of Marketing
Our MSc Marketing and Management is accredited by the Chartered Institute of Marketing (CIM) to provide direct entry onto the CIM’s Professional Diploma in Marketing. www.cim.co.uk

Learning Outcomes
On completion of this course students will be able to:
- contribute to the development of brands and their market places, through the ability to analyse markets and their behaviours;
- assess critically the relationship between organisations, their external context and their management processes;
- review and apply creatively the body of knowledge relating to organisations;
- make informed judgements about the appropriate application of theory to managerial practice, context and their management processes;
- evaluate and recommend options for the improvement of managerial practice in relation to organisations;
- 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 in being successful in markets.

List of Modules

**Semester 1**
- **Compulsory Modules**
  - Human Resource Management
  - Financial and Management Accounting
  - Principles of Marketing
  - Management Skills and Personal Development

**Semesters 2 and 3**
- **Compulsory Modules**
  - Brand Leadership
  - Marketing Research
  - Integrated Marketing Communications
  - Management Skills and Personal Development
- **Optional Modules**
  - International Business
  - E-Business
  - Operations and Supply Chain Management
  - Entrepreneurship and Small Business Management
  - Strategic Management
  - Innovation and Technology Management

Length of Course: 1 year full time
Registration: September

Entry Requirements
Applicants should have a first degree (2:2 or higher or the international equivalent) in a non-business related subject or any subject studied in a non-UK context.

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)
6.5 overall with a minimum 6.0 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 INTO University of East Anglia Language Learning Centre, see website for further details.

www.intohigher.com/usa

Tuition Fees, Scholarships and Funding Opportunities
Please see page 36 or visit our website:

www.uea.ac.uk/nbs
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 Level 7 Diploma in Professional Consulting (awarded by the Chartered Management Institute). We have also created a MBA Career Impact Programme to prepare you for your post-course job search.

Key Features
- The UK’s first MBA that jointly awards Chartered Management Institute Consultancy qualifications
- January start
- Organisation-based consultancy projects.

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. To facilitate this exchange the size of our classes is capped to a maximum of 35. All students have at least three years’ business experience to share. Regular master classes 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 you 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 you 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 you 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 our MBA programmes.
Increasingly, ambitious managers are recognizing the value of creating a point of differentiation for themselves through post-experience personal and professional development.

Moreover, enlightened employers recognize the need to invest in the quality of their managers to ensure continued organizational competitiveness. Norwich Business School’s MBA is designed to attract practising managers aspiring towards senior positions in their organizations.

Our MBA has been running for over 15 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 and a choice of optional stream.

Compulsory Modules
- Accounting and Financial Analysis
- Corporate Responsibility
- Innovation and Customer Focus
- Marketing Strategy
- Entrepreneurship
- Information Systems for Management
- International Economic Environment
- Investment Appraisal and Valuation
- Management and Changing Organisations
- Management Consultancy Projects
- Strategic Human Resource Management
- Operations and Logistics
- Strategic Risk Management
- Strategy and Leadership.

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

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Sujit Narayanan, Full-Time MBA, 2013

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Sujit Narayanan, Full-Time MBA, 2013
Optional Streams
You will have the opportunity to study one of the optional streams below where the University has established a world-class reputation:

**Brand Leadership**
How brands are shaping our perceptions of what businesses represent, from both a consumer and economic perspective.
Stream Modules
– Brand Now
– Consumer Brand Behaviour.

**Strategic Carbon Management**
How climate change and energy management are now at the core of building a sustainable business.
Stream Modules
– Climate Change and Energy
– Corporate Climate Change Management.

**Economics and Finance**
How modern economic and financial systems operate in a global environment.
Stream Modules
– Corporate Finance
– Economic Business Forecasting.

**Food Industry** (Executive MBA Only)
How issues such as global supply chain management and consumer buying behaviour are shaping this critical sector.
Stream Modules
– Food Supply Chain Management
– Global Challenges for the Food Industry.

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.

Consultancy Projects
You will also take the module Management Consultancy Projects which, in place of the more traditional dissertation, allows you to undertake two consultancy projects which expose you to experience and skills relevant to all managers whatever their functional position. These group projects with established businesses allow you to adapt theory to help an organisation achieve its goals, developing teamwork and negotiation skills.

Each consultancy activity educates you in group work dynamics, project management and working with clients in a problem solving context. These consultancy projects are significant pieces of group work which require you to undertake 150-200 hours of activity within each project.

Projects are carefully selected to ensure they address real issues which the host companies are facing. All projects matter to the hosts and due to the extended nature of the projects they result in significant outputs for host clients. This commitment to professional level consultancy aligned to academic knowledge has meant that we are able to offer the Chartered Management Institute Level 7 Diploma in Professional Consulting in addition to the MBA.

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“I had been considering undertaking a managerial course that would not only be useful in my role as a 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)

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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 our website.
www.uea.ac.uk/nbs
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 provides 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.

For further details about the research opportunities in the School and how to apply, please see our website.

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.

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

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

Candidates for the PhD programme will be expected to have a Master’s degree in a related subject. The normal entry requirement is a good merit (or average of at least 65 per cent) in a recognised Master's course in the UK or equivalent. Your Master’s must have a research component (such as research methods and a research dissertation). Exceptionally, you may be considered for direct entry if there is other evidence of research potential.

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)
  7.0 (minimum 6.5 in all components)

Tuition Fees, Scholarships and Funding Opportunities
Funding for postgraduate study may be available both from the University and from a number of external schemes. For further information please see page 36.

- www.uea.ac.uk/nbs

For further information, please contact Research Degrees:
T +44 (0) 1603 591709
E pgr.enquiries.admiss@uea.ac.uk

www.uea.ac.uk/nbs

“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 was attracted by its research esteem, reputation, high quality supervision, and administrative efficiency. Wonderful memories and experiences have confirmed all this.”

Alex Wong, PhD, Norwich Business School
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 per cent of Norwich Business School's research activity was deemed to be world leading or internationally excellent, with 90 per cent 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. 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 the following interdisciplinary but related research areas:

- Accounting, Finance and Governance
- Employment Systems and Institutions
- Marketing, Entrepreneurship and Business Strategy
- Innovation, Technology and Operations Management.

The School is part of the world-famous Centre for Competition Policy and provides independent expertise in all aspects of competition and economic regulation policy, as well as providing academic output and a forum for debate and policy-relevant findings for governments, authorities, private practitioners and the general public.

For further details about these research areas see our website.

www.uea.ac.uk/nbs/research

For information about the research interests of academic members, please see our website.

www.uea.ac.uk/nbs/people

Norwich Business School believes that research is a process that brings value to its people, its students, and to the wider community.
University Preparation Courses for International Students

To be successful at Master’s degree level study students should have a strong academic background, and knowledge of the study skills required for postgraduate study at a UK university as well as a very good command of the English language.

English Language Courses
For students coming from overseas to study our Master’s degrees we offer a number of academic and English language preparation programmes to ensure that students are equipped with all the skills they need to reach their academic potential and meet the challenges of postgraduate study.

Academic Preparation
For students who need additional academic preparation, the International Graduate Diploma provides an introduction to business related academic subjects in the English language. The programme provides a strong foundation for any student who is planning to study business in a UK context for the first time. You will be introduced to key concepts and vocabulary as well as developing the skills needed for successful independent study and research.

English Language Preparation
For students who do not yet have the required level of English language, the INTO UEA language preparation programmes have flexible start dates and study durations to ensure students receive the right amount of English language preparation prior to commencing their Master’s programmes.

The English language programmes focus on English for University Study and as such concentrate on equipping students with the type of language skills needed specifically for degree level study. Classes incorporate academic study skills to ensure that students are fully prepared for the challenges of academic study in the UK.

“To go to university you need to have good English, and INTO has helped me to improve my English language skills. The Graduate Diploma has taught me how to set up a business and expand internationally, so that I will know how to manage my company well.”

Leo Saputra, Indonesia,
International Graduate Diploma in Business
The International Graduate Diploma provides international students who do not qualify for direct entry to university with a pathway into a wide range of postgraduate degrees at the University of East Anglia in Norwich. You will develop your study skills, English language and subject knowledge in preparation for your chosen Master’s degree.

The International Graduate Diploma is a nine-month programme that prepares international students from various disciplines for postgraduate study in management, business and economics in Norwich. Successful completion of the International Graduate Diploma programme leads to the award of the University of East Anglia Graduate Diploma; Level 6 on the National Qualification Framework (NQF). The course is a first step towards obtaining a postgraduate qualification.

Key Features
The programme focuses on:
- improving your English language skills for postgraduate study;
- improving your knowledge and understanding of business and management at postgraduate level;
- developing your skills for postgraduate research;
- preparing you for the challenges of academic study in the UK.

Programme Structure
The programme provides a strong foundation of subject content, relevant English language and research skills. You will undertake a research project in the final semester bringing together both your academic knowledge and study skills. This project emulates a dissertation and allows you to experience, first hand, the challenges of academic research as well as bringing together the skills and knowledge you have learned throughout the programme.

Compulsory Modules
- English Language and Communication Skills
- Core Business
- Core Economics
- Statistics for Quantitative Research
- Applied Research Skills
- Research Project.
The course covers English language, academic study and subject specific postgraduate research skills needed for successful study at postgraduate level. The course will help interested students adjust to the demands, challenges and expectations of UK higher education. You will also be able to practise your developing language skills in a vibrant study environment, where you can take advantage of the additional learning facilities and mix with a wide variety of British and international students. Students can enrol on the English for University Study course at the beginning of each term. The course is suitable for students of different language levels. At the end of each term, your skills and language will be assessed to give a clear indication of your progress.

Course Content

The English for University Study course will enable students to develop their knowledge, ability and confidence in a variety of skills essential for postgraduate study. These include teamwork, problem solving, critical thinking, and time management. As your level of English increases, you will also focus on research projects, research methods, and quantitative and qualitative data analysis. Through studying a range of modules, you will develop a greater command of written and spoken English, as well as the academic study skills that are critical for successful study at postgraduate level.
Pre-Sessional English

The Pre-Sessional English course provides a short and intensive preparation in academic English for students who are already academically qualified and due to start an undergraduate or postgraduate degree programme at UEA in September.

Length of Course: 4, 6, 8, 12 or 16 weeks
Registration: May, June, July or August

The length of programme depends upon your language level when beginning the programme and the requirements of your chosen degree. We offer 16, 12, eight, six or four week courses. To apply for the Pre-Sessional English course you must have a valid IELTS test result and a conditional offer of a place at UEA.

Aims and Highlights
The Pre-Sessional course is an intensive academic English course, which prepares international students for academic study with UEA. It will enable you to improve your English language proficiency in the core skills of listening, speaking, reading and writing, and to develop the academic study skills needed for successful study at postgraduate level.

You will also focus on subject related work to help you learn how to study independently using online and self-access materials, helping you adjust to the demands, challenges and expectations of UK higher education.

You will be internally assessed to evaluate whether you have reached the appropriate level for entry to your degree course. Acceptance on a UEA course is at the discretion of the University.

Assuming you have already met the University’s academic entry requirements and any other outstanding conditions, students who complete the Pre-Sessional English course and meet the minimum English language requirement for entry to their chosen degree course, are guaranteed entry to UEA.

Start Dates
Tuesday 27 May 2014 (16 weeks)
Monday 23 June 2014 (12 weeks)
Monday 21 July 2014 (8 weeks)
Monday 04 August 2014 (6 weeks)
Monday 18 August 2014 (4 weeks)

English Language Entry Requirements
16 weeks: a maximum of 1 IELTS band lower than the level required by Norwich Business School, overall, with up to 1.5 IELTS band lower in one specified skill and 1 IELTS band in the others.
12 weeks: a maximum of 1 IELTS band lower than the level required by Norwich Business School, both overall and in any specified skill.
8 weeks: a maximum of 0.5 IELTS band lower than the level required by Norwich Business School, both overall and in any specified skill.
6 weeks: this course is for you if you have already achieved the overall IELTS grade required by Norwich Business School but have 0.5 lower than the requirement in one specified skill.
4 weeks: you must have achieved the required IELTS level (overall and in any specified skills).

Tuition Fees for 2014/15
£5,670 (16 weeks)
£4,250 (12 weeks)
£2,835 (8 weeks)
£2,125 (6 weeks)
£1,420 (4 weeks)
Life at UEA

The University of East Anglia is an internationally renowned university based on a spacious campus that provides top quality academic, social and cultural facilities to more than 15,000 students. The latest National Student Survey showed once again that our students are among the most satisfied in the country. The University has been in the top 10 English mainstream universities for student satisfaction ever since the survey began and we came first in the Times Higher Education Student Experience Survey 2013.

An Ideal Location
Built on 200 hectares of beautiful parkland on the outskirts of the historic city of Norwich, our campus is one of the most distinctive in the country, combining natural beauty with architectural flair. The campus has won more than 20 architectural awards and on-going multi-million pound investment continues to enhance 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 – there’s a large food shop, incorporating a newsagent, post office and bakery, a bank, two launderettes, restaurants, bars and even a Waterstones bookshop. There are good public transport links into the city, which has a mainline railway station with regular services to London and other parts of the country. Norwich also has an international airport.

Accommodation
We have some of the best student accommodation in the country having twice been ranked first in the UK by the What Uni Student Choice Awards and achieving one of the top scores in the most recent Times Higher Education Student Experience Survey. Single international postgraduate students are normally guaranteed accommodation in their first year, provided that they have been offered and accepted a place at the University by the published deadline.

www.uea.ac.uk/accom

Learning Resources
Our library is an impressive 24 hour-a-day, seven days a week facility housing more than 800,000 books and journals, as well as extensive collections of specialist materials. We provide a wide range of IT services including campus internet access via a wireless network and in student residences. Specialist equipment such as scanners, colour printers and work stations especially equipped to meet the needs of users with mobility problems or visual impairment are also offered.

www.uea.ac.uk/is

Language Learning for All
Whichever programme you choose, you also have the opportunity to improve or learn another language, although there may be an additional charge for this. We currently offer classes in Arabic, British Sign Language, Higher Advanced English, Mandarin Chinese, French, German, Greek (Modern), Italian, Japanese, Korean, Russian and Spanish.

www.uea.ac.uk/lcs/learning-a-new-language

“UEA has been one of the big winners in the National Student Survey.”

The Times Good University Guide 2014
Careers Service
CareerCentral works in partnership with academic Schools to plan and deliver a comprehensive programme covering career management, employer and industry focused events and one-to-one guidance. Building links with employers, industry and start-up enterprises is central to our work, enabling us to provide students with a wealth of vacancy, internship, voluntary, mentoring and graduate opportunities. We encourage enterprise, innovation and aspiration throughout your time at UEA.

We recognise the importance of graduate employment and actively strive to equip our postgraduate students with the attributes necessary to succeed in whichever field they enter. There are careers advisers affiliated with each School supporting Master’s level postgraduates and three advisors specifically for research postgraduates across all Schools, who provide impartial information, advice and guidance, helping students develop suitable career-related skills and knowledge. Additional careers support for PhD students is provided through the Faculty Personal and Professional Development programmes.

Students can access comprehensive resources with information on occupations, employers and further study opportunities and there are numerous occasions throughout the academic year to meet employers at presentations and many other events, fairs and workshops. These include a range of networking opportunities with experienced professionals, many of whom are themselves University of East Anglia alumni. We maintain a targeted database of quality graduate vacancies and run a vacancy service for those seeking part-time or casual work locally or on campus during their study. Our nationally award-winning volunteering service offers opportunities for those looking to enhance their student experience as well as their CV. Even after graduation, we continue to offer comprehensive professional careers support for up to three years including an internship programme which helps recent graduates increase their employability through undertaking a strategic level project.

www.uea.ac.uk/careers
www.uea.ac.uk/internships

Student Support
We offer a wide range of advice and guidance to any student who wishes to make the most of the opportunities available to them whilst at UEA or who is experiencing difficulties. From counselling to childcare, money matters to our multifaith centre, it’s good to know there’s help available whenever you might need it. We have financial advisers, an international student advisory team, learning enhancement tutors, an excellent nursery and a disability team. We also have a purpose built campus medical centre, a Boots pharmacy and a dental service offering NHS treatment to students and their families.

www.uea.ac.uk/iservices/students

Sporting Facilities
The University’s £30 million Sportspark is one of the finest sports complexes in Britain, boasting a state of the art Olympic-sized swimming pool, athletics track, climbing wall, superbly equipped gym, two indoor arenas and all weather pitches hosting an extensive range of sports and leisure activities, from gymnastics and trampolining to aerobics and dance. Our sports facilities were ranked joint second in the Times Higher Education Student Experience Survey 2013.

www.sportspark.co.uk

Arts and Culture
We are home to the Sainsbury Centre for Visual Arts which provides access to permanent exhibitions of world art and a diverse range of touring exhibitions unrivalled by other universities. UEA also hosts an International Literary Festival which has included famous names such as Ian McEwan and Kazuo Ishiguro – both alumni of UEA’s Creative Writing course. Norwich is England’s first UNESCO City of Literature.

The Times Good University Guide 2014 on any British campus.” The Times Good University Guide 2014 is perhaps the greatest resource of its type on any British campus.” The Times Good University Guide 2014

Gigs and Events
The Independent says our Student Union gig roster is “like pop music’s roll of honour, with the biggest names performing each year and other students’ unions wondering how on earth we manage it”. The LCR plays host to a wide range of popular bands, with around 60 gigs on campus each year. Regular club nights cover a wide spectrum of tastes and ensure there is something for every music fan. Recent high profile performers include Tom Odell, Bastille, Sub Focus, Haim, Ed Sheeran, Professor Green and Coldplay.

www.ueastudent.com

Financing Your Studies
We are committed to ensuring that tuition fees do not act as a barrier to those aspiring to come to a world leading university and have developed a funding package to reward those with excellent qualifications and assist those from lower income backgrounds. For up-to-date information on financial matters including our tuition fees, maintenance grants, student loans, scholarships and bursaries please see our website.

www.uea.ac.uk/finance

Student Experience Survey 2013.

www.sportspark.co.uk

Financing Your Studies}

www.ueastudent.com

Financing Your Studies
Norwich and the Region

There is a lot going on in Norwich. A busy city with a real character all of its own, Norwich is friendly and lively. Just by walking around the centre you can see the historic reminders of its past, the two cathedrals, Norman castle and city walls, as well as its present with the stunning Forum library overlooking busy cobbled shopping streets and bustling cafes and restaurants. In short, Norwich is a charming mix of the historical and the new. There are plenty of opportunities to catch live music or theatre and the city is teeming with modern and traditional pubs. The local football team Norwich City, are a top-flight club and suitably befitting such a wonderful city and county, which was recently ranked as the safest place to live in the UK. Our students love Norwich so much many stay long after their studies. Welcome to Norwich: A Fine City.

“Norwich is a fine city. None finer. If there is another city in the United Kingdom with a matchless modern art gallery, a university with a reputation for literary excellence which can boast Booker Prize-winning alumni, and an extraordinary new state-of-the-art public library then I have yet to hear of it.”

Stephen Fry, actor, writer and UEA Honorary Graduate

Shopping

Norwich was voted one of the top 10 shopping destinations in the UK and it’s no wonder. With modern shopping malls, chain stores and half-timbered independent outlets sitting alongside stunning arcades and the UK’s largest open-air market, Norwich is a joy to walk around. As well as the big names – Norwich has four department stores, plus plenty of small, local outlets, vintage second-hand shops and exciting new ‘pop-ups’.

Art and Culture

Norwich was nominated as the UK’s City of Culture 2013, and it’s easy to see why. The city has six theatres with the Theatre Royal regularly staging West End productions, four cinemas, including the art house Cinema City, a number of established museums and a host of art galleries, from the renowned Norwich Gallery to artist-led galleries Outpost and Stew.

The Norfolk and Norwich Festival, held each May, is internationally acclaimed, attracting performers and visitors of all ages; its programme covering everything from classical ensembles to French-Canadian acrobats and the Open Studios scheme. The Festival also sees local artists opening up their studios for an exclusive peek inside.

The carnival and firework display for the Lord Mayor’s celebration every July is not to be missed while the Royal Norfolk Show, at the end of June every year, is the country’s largest two-day county show which celebrates all that is great about this diverse county from its agricultural heritage to its gourmet food producers.

“The cathedral, castle and Elm Hill are the old and beautiful places to visit, where there are lovely cafes and incredible architecture, whilst you can go to Chapelfield, Gentleman’s Walk and the market for a massive selection of shops, restaurants and cafe chains. The variety in Norwich is amazing.” Naomi Newell, BSc Law Graduate (pictured left).

The magnificent Norwich Castle dominates the city’s skyline.
We are sure you will want to explore Norwich for yourself. Here are web references for good sources of further information:
Norwich and the Region
www.visitnorwich.co.uk
www.visitnorfolk.co.uk
www.visiteastofengland.com
Theatres
www.theatreroyalnorwich.co.uk
www.maddermarket.co.uk
www.norwichplayhouse.co.uk
Museums
www.museums.norfolk.gov.uk
Norfolk and Norwich Festival
www.nffestival.org.uk
The Forum
www.theforumnorwich.co.uk

“Norwich... has been voted one of the best small cities in the world.”
The Times Good University Guide 2014

Food and Drink
Norwich has plenty of choice when it comes to eating out. Japanese, Thai, Italian all sit alongside traditional English restaurants and gourmet pubs. Celebrity chefs Delia Smith, Jamie Oliver and Antonio Carluccio all have restaurants in the city. Delia’s is an established restaurant situated alongside Norwich City’s football ground, whilst Jamie’s Italian has recently opened for business in the stunning Royal Arcade. You’ll be pleased to know that many Norwich eateries also offer student discounts.
Look out for all the great delis and farm shops for fresh, seasonal produce (Norfolk produces everything from juicy mussels to organic chocolate). The local microbreweries are worth a visit too, with some gorgeous local beers and real-ales.

Perfect Location
The University of East Anglia has a unique location. Situated on the edge of both the city and countryside, you are perfectly placed to explore both. The Norfolk coastline is home to world famous bird reserves and beautiful beaches, as well as ever-changing countryside interlaced with sleepy medieval villages, bustling market towns and stately homes. One of England’s most beautiful national parks, The Broads, is also right on our doorstep for sailing, walking and cycling while paintballing, amusement parks, a trip to the zoo or a day at the races are all within easy striking distance of the University.

Nightlife
Norwich has a thriving club and bar scene with new establishments opening all the time. There are also a number of live music venues such as the Norwich Arts Centre and UEA’s very own LCR and the Waterfront.
There are hundreds of pubs dotted around Norwich, which at one time was said to have had a tavern for every day of the year. Many pubs host comedy and quiz nights whilst real-ale fans will not want to miss October’s famous Norwich Beer Festival.

Travel
Norwich has excellent public transport with trains every 30 minutes to London. Norwich International Airport is only 15 minutes from the city centre and has links worldwide via four daily flights to Amsterdam. National Express and Megabus also operate services directly from the University.

National Crime Statistics show that Norfolk is the joint safest county in England.
Applying to UEA

How to Apply
We encourage you to use our online application form because it is the quickest and most efficient method for applying for admission to postgraduate courses.
www.uea.ac.uk/study/postgraduate/apply

Please read the accompanying guidance notes, as incomplete forms or missing references may delay decisions. If you have any questions about your application please email: admissions@uea.ac.uk or telephone: +44 (0)1603 591515.

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 on our website and are invited to request a particular supervisor. They are also welcome to contact academic members directly in order to informally discuss research ideas.
www.uea.ac.uk/nbs

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.

Contact Us
T +44 (0) 1603 591515
E admissions@uea.ac.uk
www.uea.ac.uk/nbs

International Applicants
We welcome applications from students outside the UK. UEA offers a high quality educational experience for international postgraduates, visiting students, exchange students and undergraduates. There are over 2,500 non-UK students studying at the University of East Anglia from more than 100 countries, including Australia, China, Cyprus, France, Gambia, Mexico, India, Kenya, Spain, USA and Vietnam. For further information about all aspects of life as an international student at UEA including English language requirements and help improving your English, please see:
www.uea.ac.uk/international
www.intohigher.com/uea

Students with Disabilities
We welcome applications from students with disabilities. The Disability Team aims to offer information, advice and the co-ordination of support required by students both before and during their studies. The more information we have in advance of your arrival, the easier it is for us to make any necessary preparations. This can include any reasonable adjustments which are required for your studies or accommodation. We would be happy to arrange an informal visit to the University for you. For more information see:
www.uea.ac.uk/services/students/disability

www.uea.ac.uk/nbs
Visiting Us

We are always delighted to meet prospective students, either before or after their applications. The best way to assess a university is to visit and experience what it has to offer. We warmly invite you to come and meet us.

Open Days
Our Open Days give you the chance to find out about student life, financing your degree and the courses we offer. You will be able to talk to lecturers and current postgraduate students as well as taking a tour around campus. For more information and upcoming dates see:
www.uea.ac.uk/opendayinfo

Individual Visits
You are of course very welcome to visit the School at other times – just call us to make arrangements.

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

Full details of the fees for Norwich Business School are available from our website.

www.uea.ac.uk/nbs

Fees include tuition costs, supervision, and access to the library and computing facilities. In addition to tuition fees there will be additional costs for such things as core text books, accommodation, food, general living costs, and, where applicable – medical insurance, return air travel to the UK and pre-sessional courses.

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.

www.uea.ac.uk/international

For information on INTO University of East Anglia scholarships, please visit:

www.intohigher.com/uea/scholarships

www.intohigher.com/

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.

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: these 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 (three-year) PhD studentships may be available, including an average six hours teaching obligation per week during semester periods.

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.

For further details about all scholarship and funding opportunities, please see our website.

www.uea.ac.uk/nbs

Disclaimer

We have taken great care in compiling the information contained in this brochure, 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 brochure are regularly reviewed and may, with good reason, be subject to change without notice. Applicants for postgraduate programmes will be notified immediately of any material changes likely to have a bearing on their application, such as cancellation of, or major modification to, degree programmes or modules offered; changes to the delivery or location of courses, changes to accommodation provision, changes to entry requirements; or changes to fees and charges to be levied by the University.

Should industrial action or other circumstances beyond the control of the University occur, and this interferes with the University’s ability to deliver programmes or other services in accordance with the descriptions provided, the University will use all reasonable endeavours to minimise disruption as far as it is practicable to do so. Provided the University complies with its obligations set out above, it shall not be liable to students or applicants, for any loss, costs, charges or expenses arising out of the information set out in this brochure, changes to that information or any disruption or interference of the type described above.

The University operates an Admissions Complaints Procedure. If you feel that you have a well founded complaint regarding your application, please contact your 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. Information contained in this brochure may also be made available in other formats, to ensure access for everyone. Please call (+44) (0)1603 594753 to discuss.

Ethical Investment Policy

The University of East Anglia operates an Ethical Investment Policy.

The University of East Anglia is a Fair Trade university.

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www.uea.ac.uk/nbs
UEA Achievements

“UEA consistently ranks among the best universities in the country for student satisfaction. Its well taught degree courses and excellent facilities combined with a great social life and a nice place to live all on one stunning campus gives students the best of all worlds.”
The Sunday Times University Guide 2013

“The university consistently makes the top 10 in the National Student Satisfaction Survey and was voted top English university in the latest What Uni Student Choice Awards.”
The Guardian University Guide 2014

“A top 15 university.”
The Guardian University Guide 2015
The Complete University Guide 2015
Further Information
Postgraduate Admissions
Norwich Business School
Faculty of Social Sciences
University of East Anglia
Norwich Research Park
Norwich NR4 7TJ

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E  admissions@uea.ac.uk
W  www.uea.ac.uk/nbs