

Nottingham University Business School

MSc Programmes 2010-11



An invitation

Welcome to the Nottingham University Business School Masters programmes. At Nottingham, our objective is to provide you with an outstanding teaching and learning experience, which will enable you to fulfil your potential to the full.



Our key goals are to inspire and challenge you intellectually and prepare you for success in your chosen career. Our academic staff are well respected for their expertise and will introduce you to innovative concepts and theories and their applications. The faculty have strong links with a large number of key businesses and enterprises, which means that you will benefit from their business experience as well as their research. Should you choose to pursue your Masters at Nottingham, we look forward to welcoming you onto our programme soon.



David Greenaway

Professor David Greenaway
Vice Chancellor, the University of Nottingham



A message from our MSc Programmes Director Professor David Paton

We offer a wide range of Masters degrees taken by more than 400 students each year.

All our degrees will stimulate and challenge you with a balance between academic excellence and relevant business skills. The programmes equip our students to go on to senior positions in industry, commerce and the public sector, while also providing a solid foundation for PhD research. If you are accepted onto one of our programmes, you will be taught by staff who are leading experts in their field and you will mix with high quality students from every part of the globe.

We hope that you will join us at Nottingham.

Contents

An invitation	1
Welcome	
Why Nottingham?	3
Our distinctive features at a glance	
Universal appeal	5
A global reputation for teaching and research	
The Jubilee Campus	7
The award winning Jubilee Campus	
Home from home	9
Superb facilities	
Nottingham - A vibrant city	11
The cultural and regional capital of the East Midlands	
Join the network	13
Making valuable connections	
The Masters programmes	
• MSc in Corporate Social Responsibility	16
• MSc in Corporate Strategy and Governance	17
• MSc in Finance and Investment	18
• MSc in International Business	19
• MSc in Management	21
• MSc in Marketing	22
• MSc courses in Operations Management	23
MSc in Operations Management	24
MSc in Operations Management & Manufacturing Systems	24
MSc in Industrial Engineering & Operations Management	24
MSc in Supply Chain & Operations Management	25
MSc in Logistics & Supply Chain Management	25
• MSc in Risk Management	26
• MSc in Tourism Management and Marketing	27
• e-MSc in Tourism and Travel Management	28
Entrepreneurship at Nottingham	
• MSc in Entrepreneurship	30
• Joint MSc Programmes in Entrepreneurship	31
MSc in Chemistry and Entrepreneurship	31
MSc in Sustainable Energy and Entrepreneurship	31
MSc in Electrical Engineering and Entrepreneurship	31
MSc in Communication and Entrepreneurship	31
MSc in Computer Science and Entrepreneurship	32
MSc in Crop Biotechnology and Entrepreneurship	32
MSc in Cultural Studies and Entrepreneurship	32
Advance your career	
Postgraduate careers service	33
How to apply	
Application procedure for MSc programmes and fees	35
Scholarships	
Scholarship and funding opportunities	37
Industry leading expertise	
Pioneering and award winning professionals	39
Your MSc team	
Academic staff	41

Why Nottingham?

Our distinctive features at a glance

Rankings Success

- A top ten UK business school: Finance, Accounting and Management ranks 6th in the 2009 Independent Good University Guide.
- Our MSc International Business ranks 35th in the **Financial Times 2008 Top Masters in Management** programmes, where we place 6th among UK business schools. Our postgraduate careers service places third in the UK for career placement success.
- The University of Nottingham was named 2008 Entrepreneurial University of the Year, awarded by the prestigious Times Higher Awards.

Unique international opportunities

- You can gain valuable international experience if you choose to study part of our **MSc International Business** at the University's pioneering campus in China—the University of Nottingham, Ningbo, China (UNNC) is the first and only western university to operate independently from the Chinese government.
- Nottingham is unique in having an overseas campus in Malaysia (UNMC).
- We currently have participants from 47 countries on our Masters programmes, so you will experience a rich variety of business perspectives from your peers.

Business ethics leadership

- Our **MSc in Corporate Social Responsibility** is a flagship programme of our International Centre for Corporate Social Responsibility (ICCSR) and was among the first in the UK. The ICCSR is one of the foremost centres for research and teaching on CSR in Europe and brings leading edge CSR education to our students.
- Business ethics/corporate social responsibility modules are available to most Masters students.
- Nottingham graduates have won the Institute of Business Ethics competition awards for five years running.

Pioneering entrepreneurship education

- Our Entrepreneurship division and the University of Nottingham Institute for Enterprise and Innovation (UNIEI) form one of Europe's leading centres for entrepreneurship research and practice. The **MSc Entrepreneurship** is UNIEI's flagship programme and offers you the opportunity to develop your entrepreneurial skills no matter what your background.
- In 2008, UNIEI established an Ingenuity Centre - a unique network of higher education, private, and public sector organisations to find solutions to actual business issues.

Career development opportunities

- Nottingham graduates are highly regarded by recruiters and we facilitate national and international opportunities to help you develop your career.
- We operate a competitive system of placements with various organisations, some in the UK and some overseas, which are linked to the MSc dissertation and allow you to apply theory to practical business issues.
- After you have completed your MSc you will be in a strong position to gain work experience and employment opportunities with local, national and international businesses.
- Nottingham has a reputation as an international University and qualifications from Nottingham are recognised all over the world.

Global expertise

- Our faculty are among the leading researchers in their fields, so you can be sure that our teaching is underpinned by world-class research.
- We specialise in entrepreneurship, corporate social responsibility, finance, international business, supply chain and operations management, and corporate governance, so if you want to concentrate in these areas we offer innovative and authoritative approaches to theory and practice.
- The Aspen Institute has commended the School on its 'truly extraordinary record of faculty research' in business ethics and corporate social responsibility.
- Our Centre for Management Buy-out Research (CMBOR) is the world's pre-eminent provider of information and analysis on management buy-outs and celebrated its 20th anniversary in 2006.
- We have established expertise in risk and insurance dating back to 1968 and our Centre for Risk and Insurance Studies (CRIS) is one of the world's leading university centres for teaching and research in risk and insurance.
- The Business School boasts one of the largest groups of operations management experts in the UK and is an international leader in logistics and supply chain management research.
- Our Christel DeHaan Tourism & Travel Research Institute (TTRI) is a specialist unit that contributes to policy formation by business, government, and international organisations.



A message from our School Director Professor Leigh Drake

Nottingham University Business School is a globally ranked centre for management education and our mission is to be a top ranked international business school, excellent in both teaching and research.

We offer top quality Masters programmes, which are widely recognised as an ideal preparation for senior positions in both the public and private sectors, both nationally and internationally. Our graduates are highly sought after in the job market, and many of our alumni hold senior management positions both in the UK and internationally. The School currently has a population of 200 staff and 2500 students and is among the largest in the UK.

The School attracts leading figures from the business community. Lord Sainsbury gives a lecture.



The Business School has excellent links with business and industry, and receives substantial research funding from the commercial sector as well as research councils. We are proud of our reputation for internationally excellent research, which was endorsed by our success in the 2008 Research Assessment Exercise (RAE) that placed us 6th in the UK. This high standard informs the content and design of all our programmes, ensuring that relevant academic theory is combined with good business practice.

Our research centres and institutes are actively involved in numerous regional, national, and international collaborations, from promoting entrepreneurial start-up businesses, to developing supply chain solutions with Rolls-Royce. Our faculty collaborate with banks, venture capitalists, the tourism industry, government agencies, and non-governmental organisations all over the world to conduct top-quality, innovative research. The Financial Services Research Forum, for example, brings together leading financial services organisations and Business School faculty to engage in innovative research.

We appoint leading figures from the business world as special lecturers and professors, who bring their experience and expertise to the classroom. Many of our faculty have worked in industry, commerce, or the public sector, and are actively engaged in a range of consultancy activities.

With students from all over the world at various stages in their university education, the Business School has a lively, vibrant atmosphere. We are confident that the high quality of your fellow students will also contribute positively to your time at the Business School.

Our Masters programmes are designed to provide you with the means to accelerate your progression and promotion, or to enable you to make strategic decisions about the direction you want your career to take. We can provide you with a stimulating, challenging, and continuously improving programme where we will strive to enrich your educational experience and open your eyes to new approaches.

Thank you for considering us at this key point in your personal and professional development. I look forward to meeting and working with you.

Universal appeal

With campuses in Nottingham, China and Malaysia, the University of Nottingham receives more applications than almost any other UK university and has a global reputation for teaching and research excellence across all subjects.



The University's population of about 34,000 students includes a thriving community of international students from more than 140 countries, so you can expect a truly global community during your time at Nottingham.

Nottingham is regarded as one of the UK's most desirable places to study—it is home to a world-class University, while the city offers all the buzz of city living and retains its strong sense of community.

The University Park Campus is one of the largest and most attractive in the UK, with modern teaching facilities, twelve halls of residence, an Arts Centre, the East Midlands Conference Centre, Sports Centre, and a wide range of other amenities spread across 330 acres of parkland.

Nottingham is a major sporting city— which is reflected in the University's own sports facilities and performance.

The University has an impressive Sports Centre and an indoor swimming pool on University Park campus, as well as exceptionally good facilities at Grove Farm and Highfields for all outdoor sports.

Facilities include a climbing wall, squash courts, a modern and well-equipped gym, floodlit artificial sports surface, tennis courts, a bowling green, and a sports injury clinic. There are seven squash courts on campus and a well-equipped boathouse by the River Trent.

With over 72 Athletic Union sports clubs, over the last 15 years, Nottingham has consistently finished in the top 10 in the British Universities Sports Association overall league championship table.

During your time as a Nottingham postgraduate you will be able to make use of some excellent facilities for popular indoor sports such as badminton, volleyball, squash, swimming and snooker, plus outdoor sports including rugby, football, tennis, hockey and cricket.

1. Trent Building, University Park 2. Trent Building, central courtyard 3. Students on Jubilee Campus 4. University Park artificial playing pitch 5. Entrance to swimming pool



The Jubilee Campus

Opened in 1999 by Her Majesty the Queen, the award winning Jubilee Campus is approximately one mile from the University Park Campus.



The campus contains the Business School, the School of Computer Science, the School of Education, International House, a Graduate Centre and Amenities Building with a restaurant and multi-faith centre, the Ingenuity Centre, and the National College for School Leadership, together with a learning resource centre, a state of the art teaching building with three major lecture theatres, restaurants, and a sports centre.

Jubilee Campus is built on a former industrial site and its green credentials are impeccable. An important feature of the campus is the series of lakes, which as well as being home to a variety of wildlife, provide cooling for the buildings in the summer and receive all surface water.

The environmentally-friendly nature of the campus and its buildings have been a big factor in the awards that it has received, including the Millennium Marque Award for Environmental Excellence, the British Construction Industry Building Project of the Year, the RIBA Journal Sustainability Award, the Civic Trust Award for Sustainability, and a Times Higher Education Award of 'outstanding' for the latest Jubilee Campus development that features architecturally stunning new buildings, an Innovation Park, and the UK's tallest free-standing sculpture, 'Aspire.'

A frequent shuttle bus service runs between the University Park Campus and the Jubilee Campus, and there is a walking and cycling link.

1. The Campus at dusk
2. Accommodation
3. International House, Amenities Building, Aspire and Sir Colin Campbell Building



Home from home

The superb facilities at Jubilee Campus are designed to make you feel at home and will enhance your learning experience.



Accommodation

You can apply for accommodation on Jubilee Campus in the postgraduate residence adjacent to the Business School. All rooms have en-suite facilities with data points and high quality furnishings. Meals are available on the campus a few yards from the residence. All students paying overseas fees who accept a place on the Masters Programme by 31st August are guaranteed accommodation in University owned single occupancy rooms.

High quality rented apartments are also available in the surrounding area. You can find further details from the University's Accommodation office at:
www.nottingham.ac.uk/nh/students/accomm/

International Office

Our International Office, based in International House on Jubilee Campus, offers a range of additional support services specifically for our overseas students.

www.nottingham.ac.uk/international

Centre for English Language Education

If your first language is not English, the Centre offers intensive English Language and Study Skills preparation courses for periods from one month to a full academic year. Since a high level of linguistic competence is required to cope with the demands of a Masters programme, the Centre will advise you on the nature, intensity and length of course necessary to meet the language entry requirement acceptable to the Business School.

All overseas students can take advantage of the Centre's language support service for postgraduate students studying at the University. www.cele.nottingham.ac.uk/

The Business School

The Business School's superb facilities at Jubilee Campus are designed to make you feel at home and will enhance your learning experience.

The North Business School consists of three 3-storey wings interconnected by glass atria. There is a series of seminar rooms, syndicate rooms and computer rooms within the building. 24 hour computer access is available in the learning resource centre a few metres away.

The South Business School building provides additional lecture theatres, seminar rooms, Reuters trading lab, computer labs, a café and a Business Library.

The Exchange building houses large lecture theatres with a bookshop, bank, grocery shop, and café opening onto a covered central atrium. The teaching buildings and the postgraduate hall of residence border a lake with a pedestrian walkway linking them.

Data Resources

Students have electronic access to Reuters 3000Xtra and Reuters Knowledge, which provide business information and data from most financial markets of the world. This allows you to conduct in-depth analysis of global markets and companies and simulated trading and investment.

Computing Facilities

You will have access to a wide choice of computing facilities, many of which are available 24 hours a day, seven days a week. The School has wireless networking in both buildings and a variety of software is available, including some of the most popular business software, online business databases and full-text online management journals.

The Business Library

The Business School has a dedicated Business Library open from 8.00 to 21.45 Monday to Friday, 9.00 to 16.45 on Saturdays, and 9.30 to 16.45 on Sundays. Computer services are available 24 hours.

University Health Service

The Cripps Health Centre on the University Park campus provides medical and dental services for all members of the University and their families who want to register as patients under the National Health Service. Details of arrangements for medical insurance for overseas students can be obtained from the University Registrar.

Sports Facilities

Students at Nottingham enjoy a variety of sporting facilities and the Sports Centre on Jubilee Campus includes a large sports hall containing basketball, tennis, netball, badminton and squash courts, and two practice rooms for martial arts, table-tennis, aerobics, and fitness classes.

Nottingham - a vibrant city

Nottingham is one of the UK's fastest growing and most prosperous cities and the commercial, cultural and regional capital of the East Midlands.



Time to travel

Nottingham's central location and excellent transport links allows easy access to all major British and European destinations, including London, which is less than two hours away.

East Midlands Airport is only 30 minutes from the city centre, offering national and international flights. Getting to Nottingham from the airport is easy and fast by train, car, or the Skylink Express bus service. In the city, a new tram system and frequent buses make it easy to get around.

The Eurostar connection at St Pancras, London, allows you to travel from Nottingham to Paris or Brussels in just over 4 hours.

Both Jubilee Campus and University Park Campus are close to the centre of the City of Nottingham, which is one of the UK's most cosmopolitan and prosperous cities.

As the commercial and cultural capital of the East Midlands, Nottingham is home to several major UK employers, including Alliance Boots, Experian, Capital One, E.ON, and the Inland Revenue. Many large blue-chip companies have offices in and around the city.

The bustling city centre is renowned for its excellent nightlife, with more than 300 bars and pubs, and a variety of restaurants, clubs, theatres, concert halls, and cinemas. Shopping in Nottingham was recently voted among the best outside of London and the city has more sports facilities per head than anywhere else in Europe.

Nottingham, the legendary home of Robin Hood, is one of the oldest cities in the UK and has a rich history. Explore the ancient caves beneath Nottingham Castle, or take a relaxing walk through Wollaton Park and visit the imposing Elizabethan Hall.

If you need a break from your studies, the region offers beautiful rural scenery in the Peak District National Park and historic buildings such as Newstead Abbey, home of writer and poet Lord Byron, Southwell Minster, and Hardwick Hall. Nottinghamshire's more well-known attractions include Robin Hood's Sherwood Forest and the historic Goose Fair, held every October.

Things to see and do in Nottingham

- **Broadway Media Centre** Nottingham's only independent cinema
- **Goose Fair** One of Europe's largest travelling fairs, held every October for over 700 years
- **Galleries of Justice** An award-winning museum and exhibition, re-enacting 300 years of crime and punishment
- **Lace Market district** Busy and fashionable city centre shopping, dining, and residential area
- **National Ice Centre and Concert Arena** Twin Olympic-sized ice rinks and huge concert venue
- **National Watersports Centre at Holme Pierrepont** 2,000 metre international rowing course that has made Nottingham the centre of British rowing
- **Nottingham Castle** Where King Charles I announced his call-to-arms in 1642, starting the Civil War
- **Nottingham Forest and Notts County Football Clubs**
- **Nottingham Race Course**
- **Nottingham Tennis Centre** One of the largest in the UK
- **Test and County Cricket at Trent Bridge**
- **Theatres, the Royal Concert Hall, and Nottingham Playhouse**
- **The Trip to Jerusalem Inn** The oldest inn in England
- **Wollaton Park and 16th Century Hall** 500 acre historic deer park and Hall near University Park campus



1. Wollaton Park and Hall
2. National Ice Centre and Arena
3. Market Square

Join the network

Your connection to the Business School is a valuable resource, both personally and professionally.



Gerry Pennell
Chief Information Officer
London 2012 Olympic Games

Business Leaders Series

Business Leaders Series

Our exclusive series of guest lectures from top business leaders who come to the School to speak to students, staff, and alumni. Recent speakers have included Dr Mike Lloyd, *President, Gas Turbine Operations, Rolls-Royce*; Srin Gopalan, *former Managing Director, Europe, Capital One*; Steve Holliday, *Chief Executive, The National Grid*, Gerry Pennell, *Chief Information Officer, London 2012 Olympic Games*; and Dr Peter Homa, *Chief Executive, Nottingham University Hospitals NHS Trust*.

MSc Society

The Nottingham University Masters Business Society is run entirely by a committee of students and organises a programme of social events for Business School Masters students. Events include a popular Summer Ball and sporting activities that use the University's excellent sports facilities.

Nottingham University Business Alumni



The Business School Alumni Association is the organisation for all former students of the School and everyone who studies here automatically becomes a life member of the Association.

From the moment you join the Business School you'll be linked into a network of several thousand graduates from over one hundred countries around the world, all of whom have shared the experience of studying at Nottingham.

The Business School Alumni Association is a growing community of business professionals from around the world, many of whom stay involved with the School through acting as recruiters, interviewers, mentors, contributors to modules, and advisors to prospective students. Having benefited from a similar experience themselves while studying at Nottingham, a number of our alumni also give active encouragement to students at the School by offering work experience and internship placements within their companies or organisations.

Staying connected is the key to building a vital base of contacts and our alumni keep in touch with one another through networking events and special interest groups, both in the UK and overseas. These networks offer a powerful means of connection to a community of active business leaders and can be a very effective way of accessing both career and self-development opportunities.

For those more locally based alumni there are opportunities both to meet and to hear presentations from key senior business executives through the School's Business Leaders Series. There are also annual networking events such as the Alumni Summer BBQ, when alumni have the opportunity to meet up with old friends and members of the faculty, as well as functions held at the University's London offices.

The Business School offers a number of services to its alumni including an online directory to search for other alumni, free online access to business journals and databases, career support services including online CV profiles, and a twice-yearly Business School alumni magazine, *NuBIZ*.



We look forward to welcoming you to our alumni community.

Hilary Vaughan-Thomas
Alumni Manager

The Masters programmes

The Business School offers a wide range of MSc courses, the majority of which are one-year full-time courses. Some MSc courses require a specialist background, while others do not necessarily require a business background.



For the award of the MSc degrees, you must accumulate 180 credits over 12 months. These consist of 120 credits from modules* taught and examined during two 15 week semesters and 60 credits from a dissertation undertaken over the summer. Each taught module typically consists of ten 2 or 3-hour sessions. Assessment is by a combination of individual essay or group project and written examination.

*Not all optional modules will necessarily run each session.

MSc in Corporate Social Responsibility

The MSc in CSR is an innovative programme that emphasises the international influence and impact of corporations and their responsibilities.

The course examines the social, ethical and environmental issues faced by both business and other kinds of organisations, providing students with a theoretically underpinned analytical perspective on CSR and enabling them to critically assess CSR issues, initiatives, drivers and responses.

The course takes an international, multi-sector and multi-disciplinary perspective. This is reflected in a typical MSc CSR cohort that is drawn from all corners of the globe, and includes students with a range of backgrounds and a variety of levels of experience. The programme is suitable for graduate students who have a first degree in management, business or other social sciences. The programme is also suitable for more experienced individuals who are looking for a postgraduate qualification in

CSR but are not looking for the more general management content associated with the MBA in CSR programme.

Since the MSc in CSR programme was established in 2004, we have welcomed 63 students from more than 29 different countries to study here. Our graduates have developed careers in the corporate sector, with business associations, in investor organisations, consultancies, research organisations, academia, government and in the third sector.

Over twelve months students will complete eight taught modules including five modules convened by the ICCSR, two modules on research methods and an additional elective module

Career Progression

Graduates from this programme have entered private, public and not-for-profit sectors in a variety of roles, including Brand Management, Consultancy, General Management, Project Management, Public Relations, Research, and Supply Chain. Some graduates have also gone into self employment.

Course Structure

Semester One

- Business Ethics
- Research Methods
- Strategies for Corporate Social Responsibility

One from:

- Further Qualitative Research Methods
- Further Quantitative Research Methods

Semester Two

- Advances in Corporate Social Responsibility
- Corporate Social Responsibility and Global Governance
- Social and Environmental Accountability

- One elective module from the list of Business School MSc optional modules or an agreed module relevant to CSR from outside the Business School.

Summer

- 20,000 word Corporate Social Responsibility dissertation.

Choosing to go back to academia and leave my permanent job was not an easy decision, but I felt that I needed more knowledge and preparation to move on with my career. At that moment, I was working with multinational companies on external communications projects. This was my first step into the world of Corporate Social Responsibility, but I was aware that corporate citizenship could not be limited to glossy CSR reports and philanthropic projects, so I decided to immerse myself in more strategic and integrated studies of the topic. The content of the modules, the close relationship with professors and the amazing exchange of perspectives with other students from different regions made this experience unique. I am now working as Clearinghouse Manager for the United Nations-backed Principles for Responsible Investments, on investors' collaborative engagement activities with companies on environmental, social and governance issues. Having a solid academic background on CSR was an invaluable asset during the recruitment selection and it is still helping me every day to carry out my job.

Valeria Piani

MSc in Corporate Social Responsibility



MSc in Corporate Strategy and Governance

Unique to Nottingham University Business School, this is the only MSc of its kind to combine two key interdependent topics - strategy and governance.

Corporate strategy is concerned with how organisations develop, grow and restructure, for example by management buy-outs. Corporate governance is closely related to strategy, it is concerned with who controls a company, the relationship between owners and managers, who takes responsibility for decisions, and executive remuneration levels. In almost every country with an active stock market, there is increasing concern over corporate governance

and pressure for reform. Measures that could be taken include improving financial disclosure and getting a better balance of power in the boardroom by separating the jobs of chair of the board and chief executive.

This course is particularly appropriate for anyone seeking a career in areas such as venture capital, management consultancy, investment banking, and financial services management.

Career Progression

Previous graduates have entered a variety of careers such as: Accountancy, Asset Management, Consulting, Investment Banking, Operations Management, Project Management, Risk and Tax. Some graduates have also gone into self employment.

MSc in Finance and Investment

This course has core elements based around the three main classes of capital investment activity: equity markets, fixed interest markets, and derivative markets.

The Corporate Financial Strategy module examines the institutional and decision making framework of equity investment from the perspective of the fund manager and the corporate financial manager. A similar perspective is adopted in the modules dealing with fixed interest and derivative markets. These modules introduce all the main techniques used by the modern investment professional. With these practical applications in mind, theoretical models including the use of Datastream and associated software, mathematical techniques, and spreadsheet models are integrated as appropriate. A wide range of options related to the core

subjects are available, facilitating specialisation in specific areas such as taxation, corporate restructuring, risk management, or international finance. Many modules provide you with grounding in the research skills required for a specialist dissertation in a chosen area of finance and investment. Applicants for this MSc must have previously completed some undergraduate modules in finance.

Career Progression

Previous graduates have entered a variety of careers such as Accountancy, Auditing, Business Development, Financial Advice, Investment Management, Marketing, Mergers & Acquisitions, Procurement, Research, Risk Assurance, Tax Consultancy, and Trading. Some graduates have also gone into self employment.

Course Structure

Semester One

- Managerial Economics
- Research Methods

One from:

- Corporate Finance
- Managing Organisations

One from:

- Further Qualitative Research Methods
- Further Quantitative Research Methods

Semester Two

- Corporate Governance
- Corporate Strategy

At least one from:

- Corporate Risk
- Financial Reporting
- Industrial Economics
- International Finance
- Management Information Systems
- Marketing Communications
- Product-Market Strategies
- Public Services Management
- Strategic Human Resource Management
- Venture Capital, Corporate Restructuring & Entrepreneurship

Up to one further elective module from the list of Business School MSc optional modules

Summer

- 20,000 word Corporate Strategy & Governance dissertation

Course Structure

Semester One

- Capital Market Analysis
- Corporate Financial Strategy
- Research Methods
- Quantitative Techniques for Finance

Semester Two

- Derivative Investment
- Fixed Interest Investment

At least one from:

- Corporate Risk
- Financial Econometrics
- Financial Reporting
- Industrial Economics
- International Finance
- Management Information Systems
- Quantitative Risk Management
- Social and Environmental Accountability
- Taxation
- Theory of Risk and Insurance
- Venture Capital, Corporate Restructuring & Entrepreneurship

Up to one further elective module from the list of Business School MSc optional modules

Summer

- 20,000 word Finance & Investment dissertation.

David Smith

MSc in Corporate Strategy and Governance



The Nottingham MSc programme stood out among other universities. It appealed to me because it combined renowned standards of teaching quality with an internationally acknowledged research standing.

The course content is not only theoretically rigorous, but also relevant, which are the essential qualities of an outstanding programme.

The skills I gained have prepared me for the PhD programme, made possible by the scholarship I received from the University. The Jubilee Campus and the resources available to me are the best that a student could wish for.

I came to Nottingham after I became an ACCA affiliate and my friends asked me if it was worth spending the time and money on another Masters course. When I came to Nottingham, it was like a dream come true, as it was the first prestigious UK university I had ever heard of when I was in high school.

My postgraduate study experience gave me a fantastic insight into the core areas of finance: derivative markets, equity markets, and fixed interest markets. Apart from the obvious academic knowledge I gained, I was able to engage in various social activities, such as voluntary work with SIFE (Students in free Enterprise) and a committee role in CSSA (Chinese Students and Scholars Association), which enhanced my business and interpersonal skills as well as other soft skills such as team working and communication. As an international student, I also benefitted from the free language and study skills support from the Centre for English Language Education (CELE) at the University, not to mention the helpful administrative staff and career advisors.

My extraordinary experience proves that it is totally worth it. Nottingham gave me more than I expected.

Mingming Yang

MSc in Finance and Investment



MSc in International Business

Ranked among the top Masters in Management programmes by the Financial Times.

With the global economy coming to dominate the business world, this MSc provides non-business school graduates with a solid foundation in international business theory and practice.

(Students with higher education qualifications in business or management should not apply.)

During the taught component, you will be introduced to the key disciplines, providing core knowledge and skills applicable to international business.

The first semester emphasises the underlying disciplines of accounting and finance, business economics, and awareness and analysis of the global business context. In the second semester, skills and knowledge in marketing, strategy and business research are developed. In both the first and second semesters, options allow you to tailor the programme to suit your interests.

It is impossible to study international business without thinking carefully about the economic rise of China. Nottingham can provide you with two unique options to develop your knowledge of China inside and outside the classroom.

The Overseas Project, a block module in the second semester, allows you to undertake a structured tour of China learning about Chinese economy and business in its historical and cultural context to better understand the role that China might play in the global economy.

The MSc International Business is also taught in full at the University of Nottingham Ningbo, China, and it possible to spend the entire second semester completing the core and elective modules there while experiencing life in China.

During the summer, students write a 20,000 word dissertation on a topic directly related to international business that links the core disciplines with detailed empirical research. By the end of the programme, you will be familiar with most aspects of the world of international business.

Career Progression

MSc International Business graduates have entered careers such as Accountancy, Consultancy, Business Development, Human Resources, IT, Logistics, Marketing, Investment Banking, Private Banking, Project Management, Research, Sales & Distribution, Tax Consultancy, and Underwriting. Some graduates have also gone into self employment.

Course Structure

Semester One

- Business Economics
- International Accounting
- International Business Environment

Semester Two

- International Business Strategy
- International Marketing
- Research Methods

Summer

- 20,000 word International Business dissertation.

Optional Modules

Students must choose an optional module each Semester. A number of restricted pairs in the following subject areas create depth and understanding in an important international business issue. Alternatively, students may choose a first semester module from one of the sets and one of the unrestricted second semester options:

Group One: Chinese and Business Society

Semester One

- One from:**
- Contemporary Chinese Culture & Society

Semester Two

- One from:**
- East Asian Business and Society
 - Managing International Business in China
 - Overseas Project

Group Two: Tourism

Semester One

- Tourism Marketing

Semester Two

- International Tourism Management

Group Three: Corporate Social Responsibility

Semester One

- Business Ethics

Semester Two

- Managing for Sustainability

Group Four: OB/HRM

Semester One

- Managing Organisations

Semester Two

- Strategic Human Resource Management

Unrestricted Semester Two Optional Modules

- Comparative Perspectives in Entrepreneurship
- E-Business
- European Business Organisations
- Indian Business and Society
- Introduction to Japanese for International Business
- Introduction to Mandarin for International Business
- Introduction to Spanish for International Business

Emily Forster

MSc in International Business



You really cannot go wrong choosing to study International Business at Nottingham. My first degree was in English and I was keen to broaden my knowledge and understanding in a contemporary field. Classes are small and the course is well paced and structured. Lecturers are passionate about their subjects and their enthusiasm shows in their teaching, creating an innovative and exciting learning experience. It's quite amazing to look back and consider how much I've learnt in a year!

Jubilee campus is modern and growing. The study areas and computer labs are perfectly complemented by the cafes and picnic areas overlooking the lake and it's only a short walk or bus ride away from University Park campus and the city centre.

I chose the Overseas Project module and spent three weeks in China. It was one of the highlights of the course – suddenly theory came alive, allowing me to put what I had learned into perspective. It was also fascinating to be submerged in a completely different culture and consider how my preconceptions compared to the reality. I would recommend it to everyone.

MSc in Management

This course allows students to study broad management issues.

The MSc in Management is the most general of the Masters courses and seeks to provide a theoretically grounded coverage of key conceptual and practical developments across a wide range of management disciplines to include marketing, human resource management, finance and accounting, and corporate strategy. The course acts as a sound basis for a variety of management or management-related careers. For entry, your first degree should be in a related subject.

Career Progression

Previous graduates have entered a variety of careers such as Accountancy, Business Analysis, Business Development, Consultancy, Credit Advice, Economic Development, Financial Consultancy, Investor Relations, General Management, Marketing, Operations Management, and Tax Consultancy. Some graduates have also gone into self employment.

MSc in Marketing

The MSc in Marketing is designed for students with some academic background in Marketing and Management Studies who want to enrich and extend their existing knowledge.

The course allows students to acquire a level of marketing knowledge that can either stimulate a career in marketing or equip them for further academic study (for PhD). The Marketing Division has a growing reputation for international research excellence and quality teaching (as indicated by the 2008 FT rankings, where the School rates among the top ten 'best in marketing.'). The programme aims at depth over breadth and includes a significant tutorial element. The modules in the first semester are designed to provide the foundation for critical in-depth examination of marketing

principles and research methods; in the second semester the emphasis is on practice. After this students undertake a dissertation. Particular areas of expertise of marketing staff for dissertation supervision include consumption and consumer behaviour, services marketing, international marketing, not for profit marketing, relationship marketing, and marketing strategy, among others.

Career Progression

MSc Marketing graduates have entered career areas such as Account Management, Business Development, Communication Planning, Corporate Marketing, Management Consultancy, Media Marketing, Public Relations and Sales Management. Some graduates have also gone into self employment.

Course Structure

Semester One

- Research Methods
- One from:**
- Further Qualitative Research Methods
- Further Quantitative Research Methods
- Two from:**
- Corporate Finance
- Managerial Economics
- Managing Organisations

Semester Two

- At least three from:**
- Consumer Behaviour
 - Corporate Governance
 - Corporate Risk
 - Corporate Strategy
 - Financial Reporting
 - Industrial Economics
 - International Finance
 - International Marketing
 - Management Information Systems
 - Marketing Communications
 - New Product/Service Development & Management
 - Product Market Strategies
 - Public Services Management
 - Taxation
 - Venture Capital, Corporate Restructuring & Entrepreneurship

Up to one further elective module from the list of Business School MSc optional modules

Summer

- 20,000 word Management dissertation.

Course Structure

Semester One

- Marketing Management
- Marketing Theory
- Research Methods
- One from:**
- Further Qualitative Research Methods
- Further Quantitative Research Methods

Semester Two

- Consumer Behaviour
- Product Market Strategies
- At least one from:**
- Corporate Strategy
- International Marketing
- Management Information Systems
- Marketing Communications
- Marketing Practice
- New Product/Service Development & Management

Summer

- 20,000 word Marketing dissertation.

Kathrin Aldaya
MSc in Management



Having completed a BA in International Business, I wanted to deepen my understanding of the subject while staying on a generalist path. The Masters in Management has not only enabled me to do just that, but also provided opportunities to acquire more specialist knowledge by allowing me to select such diverse modules as Corporate Risk, Taxation, and Social and Environmental Accountability. As well as having been exposed to a multicultural network of people and their various viewpoints I greatly benefited from many of my classes dealing with current issues, which makes the theory I have learnt even more relevant.

I feel that a Masters degree at this top Business School and the support of a dedicated careers service have given me a competitive edge in the graduate market and I am proud to soon be joining Mars Inc. for their Management Development Program.

After five years working in industry and finding myself less and less challenged, I decided to study for a full time Masters course to further my career and provide me with some direction. As I am from Nottingham, I knew the excellent facilities and after speaking to various members of staff I applied and was successful in gaining a place on the MA Marketing course. As well as the taught modules, research skills, and excellent teaching, I have met students from different cultures who have contributed to my knowledge and skills, as well as providing me with new friends.

I now have a clearer career route that suits my skills and after my Masters, I gained a scholarship from the Business School to study for a PhD in Marketing.

Jamie Bailey
MSc in Marketing



MSc Courses in Operations Management

The School offers five closely-related MSc courses in the field of Operations Management.

- **MSc in Operations Management**

See page 24

- **MSc in Operations Management and Manufacturing Systems**

See page 24

- **MSc in Industrial Engineering and Operations Management**

See page 24

- **MSc in Supply Chain and Operations Management**

See page 25

- **MSc in Logistics and Supply Chain Management**

See page 25

For senior managers the School also offers:

- **Part-time Executive MSc in Global Supply Chain Management**

More details are available at

www.nottingham.ac.uk/business/ma/N209.html

These courses focus on the management of operations in manufacturing, service and distribution enterprises. They will prepare managers who will be able to help their companies build a competitive edge based on high levels of technical and managerial competence. The courses aim for a high level of integration between management techniques and the technologies that they control, with emphasis on the strategic relevance of solutions.

Applications are welcome from graduates in engineering, management, and related disciplines. The courses are suitable for you if you want to pursue a career in operations management whether or not you have a first degree in a closely related area.

The full-time courses require a major individual dissertation project that is undertaken in the summer. This is intended to integrate knowledge, methodology and practical skills. When these projects are successful in advancing knowledge, we encourage our students to present their findings as conference papers or journal articles.

Career Progression

Previous graduates have entered career areas such as Continuous Improvement, IT, Operations Management, Pharmaceuticals, Supply Chain/Logistics, Project Management, Quality Assurance, Planning and Production Management. Some graduates have also gone into self employment.

Course Structure

The five full-time courses share the bulk of their core modules, with further elective modules chosen from various groups of modules, appropriate to each course.

The remainder of the course is made up of the research dissertation, for which the topic must be appropriate to the specific course.

Bojana Milutinovic
MSc in Operations Management and Manufacturing Systems



I had a great opportunity to attend the MSc course at Nottingham - as one of the best students in Serbia, I got the full scholarship that covered my tuition fees.

Today, companies are not just competing as single entities; they are competing as major supply chains, therefore, my decision to go for the MSc in Operations Management was not difficult to make.

I am very happy with the level of knowledge I gained during the year. Numerous new perspectives emerged in front of me, and now I feel I am a competent, valuable professional, attractive in any industry.

I am currently working for BP (Beyond Petroleum), major oil and gas, exploration operating company as a Procurement and Supply Chain Specialist, and my main goals are to drive value and be responsible for various third party relationships that BP has with contractors and vendors. I have excellent opportunities for further development and success in my career.

MSc in Operations Management

Course Structure

Semester One

- Introduction to Managing Operations
- Quality Management and Quality Techniques
- Supply Chain Planning and Management

Semester Two

- Design of Operations Facilities and Systems
- Management Science for Decision Support
- Operations Strategy

Students must choose at least 30 credits from Groups A & B (including at least 10 credits from each), plus further module(s) to make a total of 40 credits from any of Groups A, B, C or D across Semesters One and Two.

Summer

- 20,000 word Operations Management dissertation.

MSc in Operations Management and Manufacturing Systems

Course Structure

Semester One

- Introduction to Managing Operations
- Quality Management and Quality Techniques
- Supply Chain Planning and Management

Semester Two

- Design of Operations Facilities and Systems
- Management Science for Decision Support
- Operations Strategy

Students must choose 40 credits of modules from Groups A and D, including at least 20 credits from Group A and 10 credits from Group D across Semesters One and Two.

Summer

- 20,000 word Operations Management and Manufacturing Systems dissertation.

MSc in Industrial Engineering and Operations Management

Course Structure

Semester One

- Introduction to Managing Operations
- Quality Management and Quality Techniques
- Supply Chain Planning and Management

Semester Two

- Design of Operations Facilities and Systems
- Management Science for Decision Support
- Operations Strategy

Students must choose at least 20 credits of modules from groups C and D, plus further module(s) to make up a total of 40 credits from any of groups A, C or D across Semesters One and Two

Summer

- 20,000 word Industrial Engineering and Operations Management dissertation.

Group A

Semester One

- Modelling and Simulation
- Project Management
- Performance Measurement and Lean Techniques*

Semester Two

- International Logistics and Transport
- Managing International Operations
- Supply Chain Management in Practice

Group B

Semester One

- Business Economics
- Finance and Accounting
- International Accounting
- Managing Organisations

Semester Two

- E-Business
- Innovation Management
- Marketing for Entrepreneurs

Group C

Semester One

- Industrial Ergonomics: Jobs, Culture, Change
- Managing Organisations
- Performance Measurement and Lean Techniques*

Semester Two

- Human-Computer Systems
- Strategic Human Resource Management

Group D

Semester One

- Concurrent Engineering
- Computer Integrated and Flexible Manufacture

Semester Two

- Lean Manufacturing*
- Rapid Product Development

*Only one of the modules Performance Measurement and Lean Techniques and Lean Manufacturing may be selected.

MSc in Logistics and Supply Chain Management

Course Structure

Semester One

- Finance and Accounting
- Introduction to Managing Operations
- Quality Management and Quality Techniques

One from:

- Modelling and Simulation
- Performance Measurement and Lean Techniques
- Project Management

Semester Two

- Supply Chain Management in Practice
- Design of Operations Facilities and Systems
- International Logistics and Transport
- Management Science for Decision Support

Summer

- 20,000 word Logistics and Supply Chain Management dissertation.

MSc in Supply Chain and Operations Management

Course Structure

Semester One

- Finance and Accounting
- Introduction to Managing Operations
- Quality Management and Quality Techniques
- Supply Chain Planning and Management

One from:

- Modelling and Simulation
- Performance Measurement and Lean Techniques
- Project Management

Semester Two

- Design of Operations and Facilities
- Management Science for Decision Support
- Supply Chain Management in Practice

One from:

- E-Business
- Managing International Operations

Summer

- 20,000 word Supply Chain and Operations Management dissertation.

MSc in Risk Management

The MSc in Risk Management focuses on the problems that risk poses for businesses, and how risks can be managed. It is particularly appropriate for anyone interested in a career in risk management, insurance, or general management.

As the holder of an MSc in Risk Management degree, you would be entitled to join the Institute of Risk Management as a specialist member. If you decide to join the Chartered Insurance Institute, you will be entitled to certain exemptions from their examinations.

Career Progression

Previous graduates have entered a variety of careers such as Compliance, Corporate Tax, Customer Relationship Management, Economics, Financial Risk, Market Analysis, Operations Analysis, Risk Consultant, Statistics, and Underwriting. Some graduates have also gone into self employment.

Course Structure

<p>Semester One</p> <ul style="list-style-type: none"> • Corporate Finance • Further Quantitative Research Methods • Managerial Economics • Research Methods 	<p>Semester Two</p> <ul style="list-style-type: none"> • Corporate Risk • Theory of Risk and Insurance <p>At least one from:</p> <ul style="list-style-type: none"> • Corporate Governance • Corporate Strategy • Financial Econometrics • Financial Reporting • Industrial Economics • International Finance • Management Information Systems • Quantitative Risk Management • Taxation • Venture Capital, Corporate Restructuring & Entrepreneurship <p>Up to one further elective module from the list of Business School MSc optional modules</p>	<p>Summer</p> <ul style="list-style-type: none"> • 20,000 word Risk Management dissertation.
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Lina Zabaliunaite
MSc in Supply Chain and Operations Management



While studying my BSc in Lithuania, I was willing to continue studying an MSc in a more specific field at one of the leading UK universities. To achieve my objective to be employed by a leading global business, I was lucky to find a more specialised course at Nottingham University Business School.

Having won the scholarship, I entered the world of very practice oriented studies that provided different subjects with case studies in different industries. This approach gave me an in depth understanding of what tools are available to effectively manage international businesses and the extensive access to industrial journals allowed me to expand my knowledge much more. I was fascinated by the quality of facilities and the support from professors. What I enjoyed most was writing my MSc dissertation, as the University provided me with the opportunity to research a real time operation at Reckitt Benckiser, where I also got a job offer.

Now I am grocery group supply chain graduate at Associated British Foods. Thanks to the well-structured MSc course content, especially the lean techniques and performance measurement and supply chain in practice modules, I generally understand the logic of the business processes and the links between them.

Having completed some risk modules in my Industrial Economics degree, I decided that I wanted to specialise in risk management. Through the Masters, I was exposed to real-world case studies that provided a good grounding for dealing with clients in my current job as a Corporate Tax Associate with Deloitte & Touche in Nottingham.

The dissertation gave me experience in managing a big project, and the structure of the masters means that you have to be very disciplined in managing a variety of tasks. These are useful skills in the workplace. I enjoyed my time at Nottingham and the MSc Risk Management has been of benefit to my role with Deloitte.

Natalie Meech
MSc in Risk Management



MSc in Tourism Management and Marketing

Tourism is one of the largest and fastest growing industries in the world and our Christel DeHaan Tourism and Travel Research Institute builds on the specialist experience of its staff and its internationally recognised research to lead this programme.

The MSc in Tourism Management and Marketing takes an international perspective and is designed to provide you with the essentials of a sound underpinning in business and a thorough understanding of the tourism sector. In addition, you will be encouraged to develop skills in relation to practical research and decision making in a tourism business environment to ensure a balance between the acquisition of conceptual and practical knowledge. It will provide you with challenge, stimulation, variety, and flexibility.

When you have completed the degree, you will have the necessary skills and knowledge to pursue a career in the management and marketing of tourism in both private and public sectors, for both direct providers and for consultancy and support agencies. You will also have the necessary research skills to pursue further study.

This degree is designed for students who do not have an academic tourism background and who want to develop an understanding of management principles in an applied context.

Career Progression

Previous graduates have entered a variety of roles in the tourism sector such as Customer Relationship Management, Hotel Management, Human Resource Management, Marketing, Public Relations, Tourism Development, Tour Marketing, and Travel Consultancy. Some graduates have also gone into self employment.

e-MSc in Tourism and Travel Management

The online MSc in Tourism and Travel Management aims to develop a broad understanding of a range of management principles and practices as they apply in the tourism and travel industries.

This course is designed specifically for students who do not have an academic tourism background who want to develop an understanding of management principles in an applied context. The programme may be taken in three stages:

- Postgraduate Certificate
- Postgraduate Diploma
- MSc

The topics covered in the course include managing people, managing financial resources, market research, marketing and strategy, e-business, tourism policy and planning, cultural and heritage tourism, consumer behaviour, tourism cases, sustainability, and service delivery. The course is wholly delivered online.

In addition, Universitas 21 Global and The University of Nottingham have come together to offer students an exciting programme of study in Tourism and Travel management. A combined programme at both Universitas 21 Global and The University of Nottingham can lead to the award of two qualifications—Universitas 21 Global's Executive Diploma of Business Administration and a Master of Science (MSc) in Tourism and Travel Management from The University of Nottingham. All the subjects will be delivered through an eLearning platform.

For more details, go to:
www.nottingham.ac.uk/ttri/emsc/

Course Structure

Semester One

- Destination Management
- Tourism Management
- Tourism Marketing
- Tourism Policy and Planning

Semester Two

- Tourism Marketing Strategies
- Research Methods

Not more than one from:

- Comparative Perspectives in Entrepreneurship
- E-Business
- East Asian Business and Society
- Indian Business and Society
- Introduction to Japanese for International Business

At least one from:

- Cultural and Heritage Tourism
- Tourism & Sustainability
- Introduction to Mandarin for International Business
- Introduction to Spanish for International Business
- Managing for Sustainability
- Managing International Business in China
- Strategic Human Resource Management

Summer

- 20,000 word Tourism Management & Marketing dissertation.

Christine Braun

MSc in Tourism Management and Marketing



I started my career in tourism in Germany and gained several years of experience in the international hospitality and tourism industry. Then I did my undergraduate study in Hospitality and Tourism Management in Germany and wanted to do higher education in the UK. Nottingham offered exactly the course I was looking for. The course includes research methods and a good choice of relevant topics applied to tourism, such as sustainability, managing tourism organisations, destination management, markets & strategy, and marketing.

I have very much enjoyed the link between the Institute and the Business School, which provides the best foundation for knowledge transfer to tourism. The intercultural and intensive modules are very professional and taught by academics with an outstanding background in tourism and related businesses. I have also enjoyed the vibrant classes with regular discussions and projects we are working on in our lectures – it is an inspiration for my future career in academia. The skills I have gained from the MSc have prepared me for a successful application for the PhD scholarship at TTRI. I can confidently recommend the programme to students who would like to develop a promising career in tourism.

After completing a Tourism Business Management programme in Birmingham, I decided that I wanted more education and to gain a deeper knowledge of this field. I chose the Business School's Christel DeHaan Tourism and Travel Research Institute (TTRI) because of its reputation and I have not been disappointed.

I found a strong sense of community and a vigorous educational mission at TTRI. I was encouraged to learn in creative ways. The integration of technology into our curriculum was exciting and challenging. I had a wonderfully rich studying experience.

After completing the course, I started working for the American Express Business Travel Management Company as Key Account Manager in Shanghai, China. I benefited a lot from the knowledge and skills that I learned from TTRI. I have built fruitful relationships with many international companies, such as General Motors China, Schneider Electric (China) Investment Co., Ltd, and Adidas China. I can confidently recommend the programme to students who would like to develop their career in the tourism field.

Sophia Xi Gao

MSc in Tourism Management and Marketing



Entrepreneurship at Nottingham

Develop your entrepreneurial skills to meet the demands of dynamic employers or to set up your own business venture.



Professor Martin Binks, Director of the Institute for Enterprise and Innovation on entrepreneurship at Nottingham does not regard the ultimate objective as teaching people how to start up a business.

“The aim is to enable them to realise a new project, whether that happens to be a lone business venture or a task within the NHS,” he explains.

Our entrepreneurship students take modules in subjects such as marketing, finance, innovation management, and creative problem solving, as well as getting to work with a local business on a live issue.

“The student spends several weeks with them and then has to present a report to show what they’ve discovered - it’s one of the things students most like about the course. Our approach is not to tell people how to become entrepreneurs, but to really engage them in it so that it affects their capabilities,” he says.

Students get the chance to compile a business plan and to work in multi-disciplinary teams. *“Many of our students study entrepreneurship with a specific subject like chemistry, electrical engineering or IT, whereby they spend 50 per cent of their time in the school of that subject and 50 per cent of their time here. What this means is that we can get people from the arts and people from the sciences to work together on specific projects and they wind up with a much richer set of solution-related ideas.”*

MSc in Entrepreneurship

This is the flagship programme of the School’s University of Nottingham Institute for Enterprise and Innovation (UNIEI).

It is a course for UK and international students usually with a degree from any academic background. Entrepreneurial qualities have never been more important or more in demand from existing companies employing graduates and by those wanting to start a new business. Are your entrepreneurial

skills sufficiently well developed to meet the needs of dynamic employers, or to approach setting up a new venture? This course will help you develop these skills.

Career Progression

MSc Entrepreneurship graduates have entered a variety of careers such as: Accountancy, Data Analysis, Consultancy, Engineering, Information Management, IT Development, Marketing, Product Development, and Risk Analysis. Self employment is also a popular option.

Course Structure

To be awarded the MSc in Entrepreneurship students must accumulate 180 credits over 12 months.

Assessment is by a combination of individual essays, group projects, and written examinations.

These consist of 80 credits from core modules taught and examined during two 15-week semesters, a 40-credit group project and either a 60-credit dissertation or a business plan undertaken over the summer.

Semester One

- Entrepreneurship and Creativity
- Finance and Accounting
- Innovation and Technology Transfer
- Marketing

Semester Two

- Entrepreneurial Management
- Innovation Management
- Social Entrepreneurship
- Entrepreneurship Project

Summer

- Either**
- 14,000 word Entrepreneurship dissertation
- or**
- Business Plan, plus presentation.

I have always wanted to run my own business and during my undergraduate degree I even launched two social enterprises. While developing those ventures I realised all the different skills and knowledge I would need to support myself as an entrepreneur. The MSc in Entrepreneurship offered a convenient opportunity to acquire them all while obtaining a degree from a highly regarded business school.

The course provided a good mixture of theory and practice with more traditional academic seminars balanced by guest lectures from entrepreneurs and industry experts. Similarly, while there were a few exams most of the assessment was based on presentations and business plans. I found that far more enjoyable than writing essays and I have developed the ability to write and present in a business context.

The highlight of the course was the Entrepreneurship Project where we were placed with local businesses. For eight weeks my group worked with a local Bio-tech company developing a commercialisation strategy for a new medical device. The chance to work with such an entrepreneurial organisation was an opportunity I wouldn’t have had anywhere else.

Now I am building my own business taking what I learned on the course and supporting other entrepreneurs through the pitfalls and pressures of starting their own businesses. Through the course I have nurtured my passion for entrepreneurship and now I can turn that passion into my livelihood.

Chris Skilton
MSc in Entrepreneurship



Joint MSc Programmes in Entrepreneurship

The University also offers seven joint MSc Entrepreneurship programmes run by other Schools within the University in conjunction with the Business School.

Course Structure

Students undertaking one of the joint MSc Entrepreneurship programmes must take 60 credits of taught modules offered by the home School and 60 credits of entrepreneurship modules offered by the Business School. Students are also required to undertake a 60 credit project which is jointly supervised by the relevant home School and the Business School.

Joint MSc Entrepreneurship Business School Modules

Semester One

- Creative Problem Solving
- Finance and Accounting
- Project Management

Semester Two

- Innovation Management
- Marketing for Entrepreneurs
- Science Technology Arts and Business

MSc in Chemistry and Entrepreneurship

MSc in Chemistry and Entrepreneurship is designed to appeal to both UK and overseas students with a Bachelors degree in Chemistry.

The course is aimed at those who want to increase their knowledge and understanding of Chemistry and gain knowledge of the commercial, financial, and marketing aspects of their science.

MSc in Electrical Engineering and Entrepreneurship

This course gives students the opportunity to acquire the skills to develop and commercialise new technologies in Electrical and Electronic Engineering.

The programme provides an excellent basis for those engineers who want to commercialise their ideas or students/engineers who want to explore the exciting world of commercialisation.

MSc in Sustainable Energy and Entrepreneurship

This unique MSc course will provide students from the UK and overseas with advanced skills in renewable energy technology and business.

Students will gain technical skills in renewable energy technology as well as becoming fluent in the financial, marketing, and managerial aspects of modern business. The governments of many countries have made renewable energy a priority and graduates of this course are likely to go on to successful careers in management, particularly at the technical-business interface.

MSc in Communication and Entrepreneurship

This new MSc course provides students with an exciting opportunity to investigate communication in the context of entrepreneurship and business.

You will be introduced to the multidisciplinary dimensions of professional communication, exploring in detail how linguistic analysis can illuminate and enhance communication in businesses and a range of other workplaces. Using a variety of approaches, ranging from discourse analysis and interactional sociolinguistics to corpus linguistics, students will examine the role of communication in business-related human affairs and how it is used successfully to get work achieved in a range of organisational and workplace settings.

MSc in Computer Science and Entrepreneurship

This MSc is principally aimed at students from a computer science or related background. It will allow students to enhance their professional practice in such areas as software engineering as well as providing in-depth study in areas related to the commercialisation of computing and IT.

Exploiting the commercial potential of intellectual property has too often been left for industry to lead in the hope that ideas developed at universities will be exploited. This course aims to develop confidence and understanding in the specialist field of entrepreneurship applied to technology that can arise from the new developments in the field of computing. This course aims to develop the skills required to commercialise computing ideas and create an increased culture of entrepreneurship of information technology.

MSc in Crop Biotechnology and Entrepreneurship

This unique Crop Biotechnology and Entrepreneurship MSc course provides an exciting opportunity for science graduates to learn about the latest development in crop biotechnology and gain business skills and training.

This course is designed for both UK/EU and international students with a background in a relevant biological discipline, who want to learn more about the theory and practice of crop biotechnology but who want at the same time to learn and practice the business skills that will allow them to pursue careers in a crop biotechnology business environment. The new knowledge driven economy needs people with technical knowledge and the skills to commercialise innovative research. Such people may work in management within existing companies, particularly at the technical-business interface or may take the exciting opportunity to set up their own business venture. This interdisciplinary, stand-alone MSc degree course provides a new pattern of graduate training.

MSc in Cultural Studies and Entrepreneurship

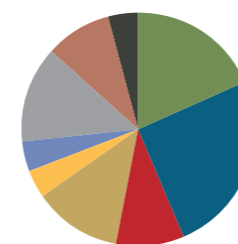
The MSc in Cultural Studies and Entrepreneurship aims to provide students with a critical understanding of cultural studies, its principles and practices, and with the skills to explore various models for the development of creative enterprises.

Students acquire an understanding of the importance of the culture industry and market analysis while developing an ability to carry out financial analysis of a cultural enterprise. They become fluent in the financial, marketing and managerial aspects of the culture industry and gain knowledge of leading edge culture industry fields. They come to appreciate the interrelationships that exist between fundamental research and its practical application, and acquire the critical, analytical, technological and business background to enable them to make a significant contribution to today's cultural and creative sector of the economy.

For further details and admission requirements about all these joint programmes, please go to the University's Postgraduate Prospectus: <http://pgstudy.nottingham.ac.uk/>

Advance your career

Nottingham University Business School was ranked highly in the UK for career placement success in the Financial Times 2008 Masters in Management ranking.



Employment Destinations 2008

- 18% Consulting/Services
- 25% Finance/Insurance
- 9% Public Sector/Not for Profit
- 12% Manufacturing
- 4% Oil/Gas/Energy
- 4% Publishing
- 13% Retail/Distribution
- 9% IT/Telecommunications
- 4% Other

As a postgraduate student at Nottingham University Business School, you will have access to our specialist in-house Postgraduate Careers Service to help you develop your career management skills and explore your career options.

Through a combination of your academic studies and the careers support that we offer you will be in an excellent position to promote yourself to recruiters.

How we can help

You may arrive in Nottingham knowing exactly what your next steps will be or you may be undertaking a Masters to help you review your career direction. Whatever your situation we have specific services to help you:

- Individual career consultations to discuss your career ideas and job search strategies.
- A Career Management Skills Programme to help you to plan your career, target your applications and present yourself effectively to recruiters.
- Visiting speakers to provide hints and tips on getting into a variety of career areas.
- Exposure to a wide range of employers through presentations and networking events.
- Psychometric tests to increase your self-awareness and provide an insight into the type of tests used in recruitment processes.
- A tailored vacancy service to ensure you are kept up to date with the latest job opportunities.

Employers

Our graduates are employed nationally and internationally. Companies that have recently employed Nottingham University Business School postgraduates include:

- Accenture
- American Express
- Astra Zeneca
- AXA
- Bank of England
- Bank of Thailand
- Barclays Capital
- BDO Stoy Hayward
- Bloomberg
- British Telecom
- Cadbury
- CapGemini
- Citigroup
- CSR Network
- Cyprus Tourist Organisation
- Deloitte & Touche
- Deutsche Bank
- Ernst & Young
- ESO
- European Commission
- Fujitsu
- Financial Services Authority
- GlaxoSmithKline
- Goldman Sachs
- HSBC
- IBM
- JP Morgan
- KPMG
- LloydsTSB
- Mars UK
- Merrill Lynch
- Mitchells and Butlers
- National Bank of Greece
- Nissan Europe
- PA Consulting
- PricewaterhouseCoopers
- Procter & Gamble
- Renault UK
- Rothschild
- RSA (Insurance)
- Shanghai Bank
- Shell
- Siemens
- Standard Chartered Bank
- Swiss Re
- Tesco
- Toyota
- UBS
- Unilever
- Warner Music

Working in the UK

Current immigration regulations allow international graduates to live and work in the UK for up to two years after successfully completing their UK degree with a Post Study Work visa. For up to date information on the UK's Points Based System regulations visit www.ukba.homeoffice.gov.uk

Career Progression

Our recent Masters graduates have developed careers in areas such as venture capital, management consultancy, investment banking, financial services management, public relations, tourism and marketing. Self-employment and further study are also popular choices.

The Postgraduate Careers Service team will help you to plan your own progression route by taking into account your individual experiences, skills, interests, and aspirations.

Placements

The School operates an optional system of placements for most of its MSc programmes. Placements take two forms:

- **Competitive placements with a variety of organisations, some in the UK and some international, linked to the MSc dissertation.** These placements will allow you to apply the theory you learned on your course to practical business problems, and take place between June and September.

• Short-term placements after completion of the MSc.

Ranging from several weeks to three months these placements will largely depend on business demand. A short-term opportunity may be especially attractive if you are an overseas student who wants to gain experience of working in the UK. Current visa regulations allow overseas students to work for two years in the UK after successful completion of their degree.

Please note that it is not possible to guarantee a placement to all students who might be interested.



Julie Blant
Deputy Director
Postgraduate
Careers Service



Antonio Varela
Postgraduate
Careers Adviser



Gillian Murchie
Postgraduate
Careers Adviser

How to apply

Application procedure for MSc programmes

Nottingham University Business School welcomes applications from suitably qualified candidates for its MSc programmes.

For all programmes

We require a first or upper second-class honours degree or its equivalent) for all MSc programmes.

English Language Requirements

If your first language is not English, and you do not have a degree from one of the countries listed at www.nottingham.ac.uk/business/ma/admissions.html we normally require evidence of your competence in English. We require one of the following combinations of test results for an immediate entry to the MSc programme.

Either:

- An IELTS score of at least 7.0 with a minimum score of 6.0 in each of the four elements of the test.

Or any one of the following two options:

- A TOEFL score of at least 600, with a TWE score of 4.5.
- An Internet-based TOEFL score of at least 100, with a minimum score of 19 in each individual element of the test.

IELTS is administered through British Council offices in many countries. For information about your local test centre contact the British Council in your own country.

Information is available at: www.ielts.org or telephone the UK helpline on +44 161 9577755. Please note that you should apply to do the 'Academic' version of the test.

TOEFL is administered by the Educational Testing Service in the USA. Please note that we will not accept a TOEFL result without a TWE score.

Applying

To apply for the course of your choice you must complete a Postgraduate Application Form, either in hard copy or online at: www.pgapps.nottingham.ac.uk

You should supply a copy of your degree certificate together with a final or latest transcript of your degree course and English language test result, if required (see above). Your application should be supported by two academic references (where possible).

Note: Achieving the conditions of admittance does not guarantee that we will make you an offer. The University's Admissions Office makes the final decision about whether or not you will receive an offer.

The fee for online application is £20 or £30 for hard copy applications.

Closing date and deposits

The closing date for applications is normally the last working day of July each year, however an early application is advisable as places are limited.

We ask all successful applicants who receive an offer to pay a deposit of £500 within a specified period to secure a place on the relevant programme. The deposit will be offset against the fee for those who register for the MSc course. The £500 will be returned to any candidate holding a conditional offer who fails to satisfy the conditions, but is non-refundable in any other circumstances.

Course-specific requirements

Course	Undergraduate degree requirements
MSc in Corporate Social Responsibility	Management or business studies or other social sciences
MSc in Corporate Strategy and Governance	Management or economics or business studies
MSc in Finance and Investment	Management or business studies or economics, with advanced quantitative finance/econometric modules
MSc in Management	Management or economics or business studies
MSc in Marketing	Management or business studies with at least one core marketing module
MSc in Risk Management	Management or economics or business studies, with finance modules
MSc Entrepreneurship	Any discipline
MSc International Business	Any discipline except business or management
MSc programmes in Operations Management	Engineering, science, or business
MSc programmes in Tourism	Any discipline

MA & MSc Fees 2010-11

MSc Fees 2010-11	UK/EU	Overseas
MSc in Finance and Investment	£8,900	£15,500
MSc Programmes; • MSc in Corporate Social Responsibility • MSc in Corporate Strategy and Governance • MSc in Entrepreneurship • MSc in International Business • MSc in Management • MSc in Marketing • MSc in Risk Management • MSc in Tourism Management and Marketing	£7,900	£13,600
MSc Operations Management Programmes; • MSc Industrial Engineering and Operations Management • MSc Logistics and Supply Chain Management • MSc Operations Management • MSc Operations Management and Manufacturing Systems • MSc Supply Chain and Operations Management	£4,480	£13,600
MSc Tourism and Travel Management (Online Programme)	£7,900	£7,900

Please note all fees are provisional and we advise you to check details at: www.nottingham.ac.uk/fees/

Recruitment Fairs

The School will be represented at a number of national and international recruitment fairs. Details are on the School's website at: www.nottingham.ac.uk/business/ma/opendayfairs

2010 Open Events

The Business School will hold an MSc open event on:

- Wednesday 24th February – Open Evening
- Saturday 27th March – Open Day
- Wednesday 9th June – Open Afternoon

Come and meet us, find out more about the School, the MSc Programmes, and meet students and staff currently on the courses.

To book a place on one of these events, please go to www.nottingham.ac.uk/business/ma/index.html

Scholarships and funding

The School is offering the following scholarships and bursaries for the academic year 2010-11.



Nottingham University Business School Scholarships

- **Two full tuition fee scholarships for the following full-time MSc programmes** (Home/EU):

MSc Corporate Strategy & Governance
MSc Finance and Investment
MSc Management
MSc Marketing
MSc Risk Management

- **Two full tuition fee scholarships for the full-time MSc International Business programme** (Home/EU/Overseas)

- **Six half-tuition fee scholarships for any of the full-time MSc programmes** (Home/EU)

- **10% discount on tuition fees to any University of Nottingham graduates** (Home/EU/Overseas)

The following Institutes are also offering funding opportunities

International Centre for Corporate Social Responsibility

- **Six full-tuition fee scholarships for the full-time MSc in Corporate Social Responsibility** (Home/EU/Overseas)

Travel and Tourism Research Institute

- **Two half tuition fee scholarships for the full-time MSc Tourism Management & Marketing** (Home/EU/Overseas)
- **Two £2,000 scholarships for the part-time online MSc in Tourism and Travel Management - U21 Route** (Home/EU/Overseas)
- **Two £1,000 scholarships for the part-time online MSc in Tourism and Travel Management – Direct Route** (Home/EU/Overseas)

To be eligible for any of these Scholarships you must have:

- Been offered a place on one of the relevant MSc programmes (as specified)
- Paid the £500 deposit*
- Applied for the scholarship by **25 June 2010**.

To apply:

You need to complete the Scholarship Application Form which can be downloaded from our website www.nottingham.ac.uk/business/ma/scholarships
Alternatively you can contact our Postgraduate Office:-

Tel: +44 (0) 115 8466603 Email: msc-business@nottingham.ac.uk

*Except the part-time online MSc Tourism and Travel Management scholarships.

Industry leading expertise

Our Masters team is made up of pioneering and award winning professionals. Here are some of their highlights.

Dr Wendy Chapple

Associate Professor in Industrial Economics,
Deputy Director of International Centre for
Corporate Social Responsibility.



Leigh Drake

School Director and Professor of Financial Economics

Leigh Drake is Director of the Business School and is a member of the School's Centre for Risk and Insurance Studies, one of the world's leading university centres for teaching and research in risk and insurance. His research interests include: analysis of efficiency and performance in financial institutions; mutuality; risk analysis, risk management and capital adequacy in financial institutions; modelling of

financial institutions and markets, including banks, insurance companies and the housing and mortgage market; monetary economics and monetary policy.

He has published widely in journals such as: Review of Economics and Statistics; Economic Journal; Economica; Oxford Economic Inquiry; Journal of Money, Credit and Banking; Journal of Banking and Finance. He has acted as a consultant to the UK Home Office and to numerous banks and building societies.



Professor David Paton

Director of MSc Programmes and Professor of Industrial Economics

David Paton holds the Chair of Industrial Economics at the School. His expertise covers the economics of gambling markets, risk taking and teenage pregnancy and the economics of cricket. His research has been published in a wide range of peer reviewed journals. He regularly acts as an advisor to Government Departments such as HM Revenue and Customs, National Audit Office and the Department for Culture, Media and Sport.



Professor Martin Binks

Professor of Entrepreneurial Development and Director, University of Nottingham Institute for Enterprise & Innovation.

Martin Binks is adviser and consultant to HM Government Ministries and a member of the Bank of England Governor's Seminar on the Financing of Small Firms. He heads the UK Business Barometer, a monthly online survey that benchmarks key issues for smaller businesses—an important source of information to inform economic policy. His research interests are in technology transfer, entrepreneurship, and finance for small and medium enterprises and he leads the major biennial bank report published by the Business School and the Forum of Private Business, the largest and longest running survey of its kind.



Dr Wendy Chapple

Associate Professor in Industrial Economics, Deputy Director of International Centre for Corporate Social Responsibility.

Wendy Chapple's interests focus on productivity, the economics of corporate social responsibility, the impacts and implications of environmental regulation on industry, and CSR in Asia. In 2007, The Aspen Institute named her as runner-up in its "Rising Star" category for her research on the economics and international features of CSR.



Professor Kul Pawar

Professor of Operations Management.

His research interests include managing new product development and supply chain, managing design teams in virtual enterprises, organisational readiness for new product development, knowledge transfer and share in the extended enterprise and outsourcing. He has published extensively in leading international journals and is Editor-in-Chief of the International Journal of Logistics: Research & Application.

He is Chair of the International Symposium on Logistics (ISL), and Co-Chair of the International Conference on Concurrent Enterprising (ICE). He has coordinated the Concurrent Enterprising Network of Excellence (CE-NET) in Europe and is involved in several national and pan-European multi-disciplinary research projects. He is an expert reviewer, evaluator, and consultant to the European Commission.



Professor Peter Swann OBE

Professor of Industrial Economics.

In May 2005, Peter Swann joined Richard Lambert, Director-General of the CBI and author of the Lambert Review of Business-University Collaboration, at the 'Knowledge Transfer and Business-University Collaboration: Creating the Right Innovation Ecosystem for the UK' at HM Treasury. In 2007, Peter was appointed to the Ofcom Spectrum Advisory Board.

An expert on the economics of innovation, Peter has held several advisory positions with government, including specialist advisor to the House of Lords Committee on Science and Technology for their report on the Innovation-Exploitation Barrier. In 2005, his work was recognised when he was awarded an OBE.



Professor Stephen Thompson

Professor of Strategic Management

Steve Thompson is an expert on executive remuneration; firm performance and competition; and pricing in high-tech industries, and quantitative studies of merger activity. His research has been widely published in peer reviewed journals. Steve is Economist Member of the Doctors' and Dentists' Pay Review Body.



Professor Mike Wright

Professor of Financial Studies and Director, Centre for Management Buy-out Research (CMBOR).

Mike Wright founded the Centre for Management Buy-Out Research (CMBOR), now the world's leading authority on venture capital and management buy-outs, in 1986.

He is also a pioneering teacher. He was one of the first to start a course on entrepreneurial finance, which he teaches as visiting professor at INSEAD, the University of Sienna, and Erasmus University in Rotterdam, where he holds a part-time chair in entrepreneurship. Ghent University awarded him an Honorary Doctorate in recognition of his pioneering work, particularly for his contribution to entrepreneurship.

He has advised international organisations and venture capital companies and was appointed senior academic expert with the IWT, to evaluate Flanders' innovation policy. Under the stimulus of the World Bank, he advises European universities on promoting the entrepreneurship of their researchers.



Professor Caroline Tynan

Professor of Marketing

Caroline Tynan is Dean of the Chartered Institute of Marketing. Her research interests include relationship marketing particularly within business-to-consumer and cross-cultural contexts, consumption meanings, and managerial marketing practice.

Before becoming an academic, Caroline worked in brand management in the food and utilities markets and has maintained her Chartered Marketer status as a qualified practitioner.

Your team

MSc Academic Staff

Full staff details are available at www.nottingham.ac.uk/business

David Paton

Director of MSc Programmes

Tim Bailey

Deputy Director of MSc Programmes

MSc Programme Course Directors

Jean-Pascal Gond

Director of MSc in Corporate Social Responsibility

Rajesh Kumar

Director of MSc in Corporate Strategy and Governance

Simon Mosey

Director of MSc in Entrepreneurship

Chris Pong

Director of MSc in Finance and Investment

Darryn Mittusis and Chengqi Wang

Co-Directors of MSc in International Business

Patrick Reedy

Director of MSc in Management

Andrew Smith

Director of MSc in Marketing

Kim Hua Tan

Director of MSc in Operations Management Programmes

Christopher O'Brien

Director of MSc in Risk Management

Peter Lyth

Director of MSc in Tourism Programmes

Admissions Administrative Contacts

Amanda Shacklock

Programmes Manager, (MSc and Doctoral Programmes)

Wendy Bull

Postgraduate Programmes Administrator for:

- MSc Corporate Social Responsibility
- MSc Corporate Strategy and Governance
- MSc Finance and Investment
- MSc Management
- MSc Marketing
- MSc Risk Management

Tel: +44 (0) 115 8466603

Laura Dominguez

Postgraduate Programmes Administrator for:

- MSc Entrepreneurship
- MSc International Business
- MSc Operations Management Programmes
- MSc Tourism Programmes

Tel: +44 (0) 115 8466489

Tim Bailey

University Teacher in Industrial Economics

Mark Billings

Lecturer in Accounting and Risk

Professor Martin Binks

Professor of Entrepreneurial Development and Director of University of Nottingham Institute for Enterprise and Innovation

Dr Christos Braziotis

University Teacher in Operations Management

Dr Mike Byrne

Lecturer in Operations Management

Dr Wendy Chapple

Associate Professor in Industrial Economics

Professor Graeme Currie

Professor of Public Services Management

Professor Stephen Diacon

Professor of Insurance and Risk Management

Professor M Shahid Ebrahim

Professor of Financial Economics

Professor Paul Fenn

Norwich Union Professor of Insurance Studies

Anita Fernandez-Young

Lecturer in Tourism Management and Marketing

Professor Sourafel Girma

Professor of Industrial Economics

Scott Goddard

Associate Director

Dr Jean-Pascal Gond

Lecturer in Corporate Social Responsibility

Dr Andrew Grainger

Lecturer in Logistics and Supply Chain Management

Dr Andrew Greenman

Lecturer in Entrepreneurship and Creativity

Dr Jane Guinery

Lecturer in Operations Management

Professor John Hasseldine

Professor of Accounting and Taxation

Dr Sally Hibbert

Associate Professor in Marketing

Dr Matthew Hughes

Lecturer in Entrepreneurship

Professor Michael Humphreys

Professor of Organisational Studies

Dr Nooch Kuasirikun

Lecturer in Accounting

Dr Rajesh Kumar

Associate Professor in International Business Strategy

Dr Robert A Lambert

Lecturer in Tourism and the Environment

Dr Mark Learmonth

Associate Professor in Organisation Theory

Dr ShiNa Li

University Teacher in Tourism

Professor Andy Lockett

Professor of Strategy and Entrepreneurship

Dr Xiafei Li

Lecturer in Accounting and Finance

Dr Peter Lyth

University Teacher in Tourism

Professor Bart MacCarthy

Professor of Operations Management

Chris Mahon

University Teacher in Entrepreneurship

Dr Lee Martin

Lecturer in Entrepreneurship and Creativity

Dr Scott McCabe

Lecturer in Tourism Management/Marketing

Sally McKechnie

Associate Professor in Marketing

Dr Darryn Mitusis

Lecturer in Marketing

Professor Jeremy Moon

Professor of Corporate Social Responsibility and Director of International Centre for Corporate Social Responsibility

Dr Simon Mosey

Lecturer in Entrepreneurship and Innovation

Dr Mona Moufahim

Lecturer in Marketing

Dr Judy Muthuri

Lecturer in Corporate Social Responsibility

Dr Luc Muyldermans

Lecturer in Operations Management

Dr Prithwiraj Nath

Lecturer in Marketing

Dr Hannah Noke

Lecturer in Enterprise and Innovation

Christopher O'Brien

Director, Centre for Risk and Insurance Studies

Dr Peter Oliver

University Teacher in Accounting and Finance

Professor David Owen

Professor of Social and Environmental Accounting

Professor David Paton

Professor of Industrial Economics

Professor Kul Pawar

Professor of Operations Management

Professor John Peberdy

Emeritus Professor of Entrepreneurship

Professor Chris Pong

Professor of Accounting

Dr Ramakrishnan Ramanathan

Associate Professor in Operations Management

Dr Deborah Roberts

Lecturer in Marketing

Dr Peter Samuel

Lecturer in Human Resource Management

Dr Karen Schwartz

University Teacher in Tourism

Dr Duncan Shaw

Lecturer in Information Systems

Dr Rodion Skovoroda

Lecturer in Industrial/Managerial Economics

Dr Andrew Smith

Associate Professor in Marketing

Dr Ghulam Sorwar

Lecturer in Finance

Dr Simona Spedale

Lecturer in Organisational Behaviour and Human Resource Management

Dr Vicky Story

Lecturer in Marketing

Dr Jonathan HW Tan

Lecturer in Economics

Dr Kim Hua Tan

Associate Professor in Operations Management

Dr James Tannock

Reader in Quality and Operations Management

Professor Stephen Thompson

Professor of Strategic Management

Professor Caroline Tynan

Professor of Marketing

Dr Deniz Ucbasaran

Associate Professor in Entrepreneurship

Dr Dev Vencappa

Lecturer in Industrial Economics

Dr Chengqi Wang

Associate Professor and Reader in International Business

Dr Justin Waring

Associate Professor in Public Services Management

Professor David Wastell

Professor in Information Systems

Dr Glen Whelan

Lecturer in Business Ethics

Professor Heidi Winklhofer

Professor of Marketing

Professor Mike Wright

Professor of Financial Studies

Dr Qi Xu

Lecturer in Organisational Behaviour



Nottingham University Business School

The Postgraduate Office
Jubilee Campus
Wollaton Road
Nottingham NG8 1BB
UK

MSc Programmes (Initial enquiries)

Tel: +44 (0)115 8466489

Fax: +44 (0)115 8466981

e-mail: mamsc-businessenquiries@nottingham.ac.uk

www.nottingham.ac.uk/business/ma

University of Nottingham Ningbo, China

199 Taikang East Road 315100
Ningbo
China
e-mail: Admissions@nottingham.edu.cn

www.nottingham.edu.cn

The University of Nottingham

Malaysia Campus

Jalan Broga
43500 Semenyih
Selangor Darul Ehsan
Malaysia

e-mail:

International.enquiries@nottingham.edu.my

Tel: +603 8924 8000

Fax: +603 8924 8001

www.nottingham.edu.my

“The MSc in Chemistry and Entrepreneurship gave me confidence and belief in myself... It gave me talking points that my employers absolutely loved such as creative problem solving skills and the understanding of innovation management. It definitely helped me get my job in R&D and opened me up to new ideas and ways of thinking.”

Victoria Shuttleworth

“On the MSc in International Business I chose the Overseas Project module and spent three weeks in China. It was one of the highlights of the course – suddenly theory came alive, allowing me to put what I had learned into perspective. It was also fascinating to be submerged in a completely different culture and consider how my preconceptions compared to the reality.”

Emily Forster