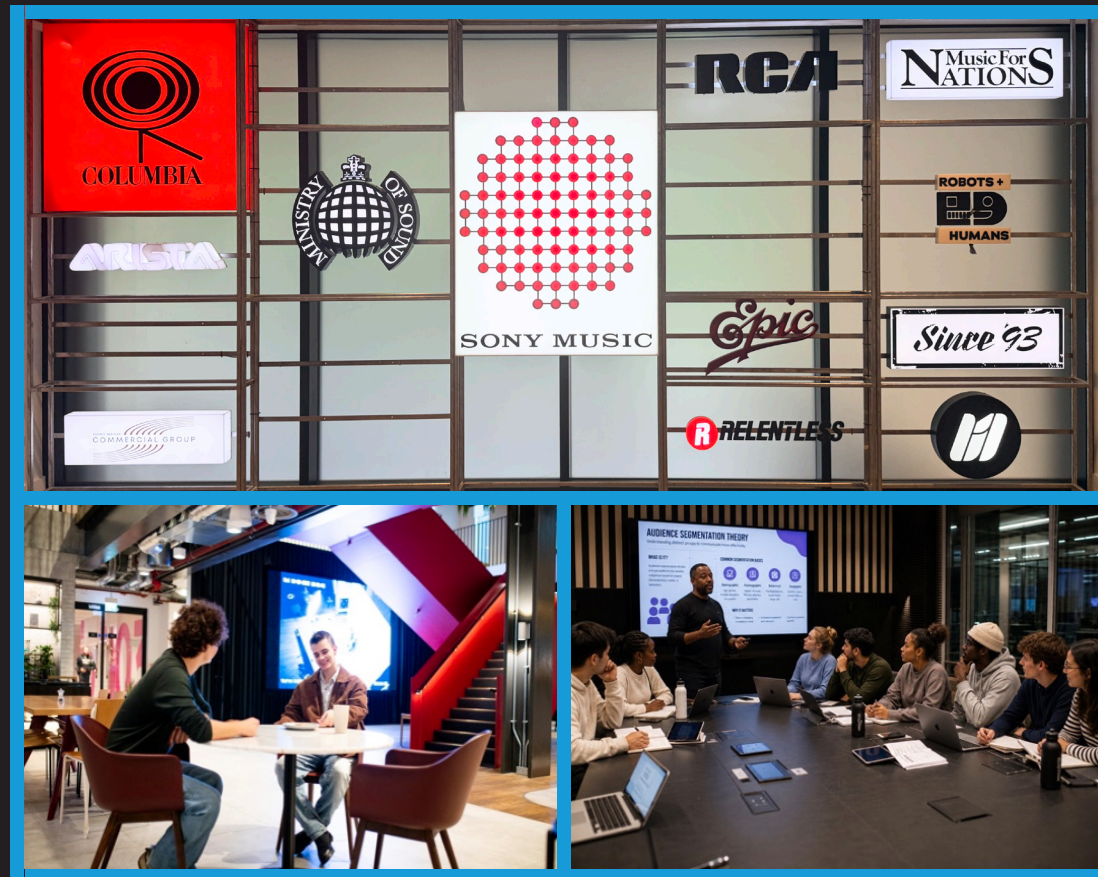


# NOTTING HILL ACADEMY OF MUSIC

# NHAM



EXECUTIVE MASTER OF ARTS IN MUSIC BUSINESS | PROSPECTUS 2026



NOTTING HILL  
ACADEMY OF MUSIC

**NHAM**

**R** **RELENTLESS**

**AUB** Arts  
University  
Bournemouth

## TABLE OF CONTENTS

- 1 WHO WE ARE
- 2 A DIFFERENT KIND OF MASTER'S DEGREE
- 3 WHO IT'S FOR
- 4 NHAM SPACES
- 5 HOW THE COURSE WORKS
- 6 THE FIVE MODULES
- 7 HOW YOU'LL LEARN
- 8 REAL BRIEFS, REAL CLIENTS, REAL OUTPUTS
- 9 DATA, AI AND INDUSTRY INTELLIGENCE
- 10 YOUR INDUSTRY NETWORK
- 11 WHERE THE COURSE COULD TAKE YOU
- 12 STUDENT SUPPORT
- 13 FEES AND FUNDING
- 14 ENTRY REQUIREMENTS
- 15 ACADEMIC PARTNER
- 16 HOW TO APPLY, OPEN DAYS AND CONTACT

NOTTING HILL  
ACADEMY OF MUSIC  
**NHAM**

**R** **RELENTLESS**

*“At the Notting Hill Academy of Music, we’ve been working very hard preparing our MA for many years. With all the exciting challenges and opportunities going on within music - and the business of music - this moment feels like the right time to launch our exciting new course.*

*We want to find great minds who want to explore and help shape the business of the future: the sound, the strategy and how our relationship with music may change as it all unfolds from here.”*

**SHABS JOBANPUTRA**

Founder & Chairman of Relentless Records (Sony) and Notting Hill Academy of Music

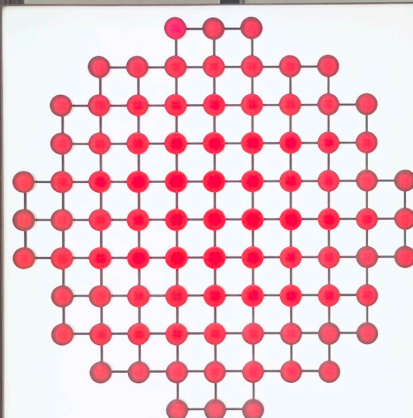
Founded in 2015, the Notting Hill Academy of Music (NHAM) has established itself as one of the UK’s foremost specialist music education providers, successfully delivering high quality, accessible industry-based CertHE and postgraduate qualifications.

Our aim was to create an Academy to nurture the creative pioneers, entrepreneurs, innovators and leaders of the future with courses that educate, elevate, inspire, disrupt and foster the skills needed to lead.

Our ethos is that higher music education should be open to all and that it’s best done in partnership with industry rather than at a distance. Like all NHAM courses, the Executive MA in Music Business is delivered in partnership with Sony Music’s Relentless Records, with support from businesses, thought leaders, and trade bodies across the UK and global music sector.

Our academic partners share our vision. NHAM’s Executive Master’s in Music Business is validated by Arts University Bournemouth (AUB)\*, internationally recognised as a specialist arts and creative industries provider. You graduate with a qualification that carries both academic and industry credibility.

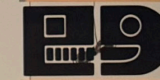
*\*Subject to validation.*



SONY MUSIC



ROBOTS +



HUMANS



Since '93



A DIFFERENT KIND OF MASTER'S DEGREE 2



*"The ever-shifting landscape of the music business means the people winning are those who have the knowledge to put them ahead of the curve. NHAM's MA is designed for those who want to be in the business of music as opposed to observing it"*

**BEN COATES**

Managing Director of Relentless Records [Sony]

## EXECUTIVE MA IN MUSIC BUSINESS

Designed by industry, for industry, the NHAM Executive MA in Music Business is a pioneering new master's programme delivered in partnership with Sony Music's Relentless Records.

Offering unrivalled access from day one, this degree is aimed at ambitious graduates, career changers and music industry professionals looking for a valuable, career-boosting postgraduate qualification and practical, real-world experience of the business. Taught at Sony Music UK's headquarters in King's Cross, you'll be studying alongside the executives, experts, business innovators and creatives shaping the music industry today. Academically rigorous yet focused on employability, the course is designed to develop the skills and capabilities industry needs now – and into the future.

The result of a detailed consultation with industry leaders, businesses and trade bodies, the pioneering interdisciplinary design of the NHAM MA spans the music business ecosystem in ways that are unrivalled. Through enquiry-led modules and real-world assessments that come direct from our industry partners, you'll build a deep critical understanding of the way talent, rights and investment create value and growth within the global music economy.

And unlike other MAs, the NHAM MA is real-world. The learning happens right at the heart of the UK music industry. You'll be in the room for conversations, meetings and briefings. You'll meet executives and experts to help grow your network and expertise. You'll see first-hand how the industry is responding to the structural challenges of emerging AI technologies and disruptive new business models. Alongside this industry-based learning you will be exploring your own professional identity and developing understanding of workplace culture as you prepare for a role in industry.

You'll graduate as an aware, empowered critical thinker, with the skills, judgement and expertise needed to become an innovator and future music business leader.

The NHAM Executive MA in Music Business is for ambitious people looking for a serious career in the music industry - and a qualification to match.

Aimed at graduates, career changers and working professionals, the MA upgrades your career with a respected, industry-led, academically rigorous, interdisciplinary master's qualification.

Flexibly designed, the programme is built to make master's study accessible. Whether you're already a professional working in industry, a freelancer with years of credible industry experience but no formal degree, a graduate looking to build real industry connections, or a career changer looking to use their skills somewhere new, this MA could work for you.

**Consider this degree if:**

- You have an undergraduate degree at 2:2 or above in any subject, and want to specialise in the music industry at master's level
- You already work in the music or wider creative industries and want a master's degree to consolidate, extend and validate your professional practice
- You are moving from law, business affairs, marketing, tech, management, finance, journalism or another employment field, and want a structured route into the music industry
- You have music industry experience but no formal degree and want a valid and credible qualification [Read about the APEL route to study on Page 15]
- You have completed an NHAM CertHE course, have spent two years in industry and feel ready to step up to postgraduate study



*"After 10 years as a signed artist working in the music industry, I was able to formalise my experience through a Master of Arts qualification. It completely transformed and elevated my career. I'm proud that NHAM now offers access to its Executive MA for entrepreneurs coming through non-traditional pathways or backgrounds."*

**MARK CLAYDEN**  
CEO and Principal of NHAM



**ALEX DONELLY**  
Global Director of A&R and Analysis | Relentless Records (Sony).

Former Head of Music and Live Music at BBC Radio 1, founder of BBC Radio 1Xtra. BBC Music policy architect. A&R Director: [Amy Winehouse, Basement Jaxx, Coldplay, Craig David, Destiny's Child, Eminem, Foo Fighters, Keane, Lauryn Hill, Linkin Park, Ms Dynamite, Muse, So Solid Crew, The Streets]

*"The business of music is changing at a pace we've never seen before. The people who are really winning are the ones who understand how the traditional music business ecosystem works but have one eye on new and disruptive ways of doing things."*

*Those who can think fast and push back against the status quo with smart, quick-to-market solutions, are the ones reaping the rewards. Being able to spot patterns in the data, read markets and audience behaviours, find gaps and opportunities where others don't and trust your critical instincts and industry 'nous' about what works - and what doesn't - are the essential skills in business now.*

*The NHAM MA is for people who want to develop and use these skills. It gets you up close with the people making real business decisions. You'll experience the realities, complexities and day-to-day challenges, helping you understand the role that data, good research and 'gut instinct' play in decision-making.*

*Academically rigorous but embedded in industry, the NHAM MA is a pathway for people with flair and ambition to become the entrepreneurs, executives and innovators we're all looking for."*

## SONY MUSIC'S UK HQ, KING'S CROSS, LONDON



The NHAM Executive MA in Music Business is delivered inside one of the UK music industry's most important business hubs:

Sony Music's UK HQ is home to a roster of internationally renowned labels, publishing and catalogue companies, merchandising agencies and music technology businesses. These include legendary record labels such as Columbia, RCA, Relentless, Ministry of Sound, Insanity, Black Butter, Music for Nations, 5K and Robots + Humans, alongside branding agency 4th Floor Creative, and global label services businesses, The Orchard, and the independent AWAL, all under one roof.

You will be taught in the boardrooms and shared spaces within the Relentless Record offices where commercial decisions are made every day, and mixing with the Sony music community of labels, publishers and businesses in the canteen.

The music industry is a relationship business. For decades, that has favoured people who have a way in and knew people on the inside. By placing the MA inside the industry from week one, we make those networks something you can access and grow, not something you inherit.

THERE IS STILL MUSIC  
THERE IS STILL HOPE

HOW THE COURSE WORKS **5**

**Duration**

One year, full-time. Five taught modules run across three semesters from September 2026 entry to delivery of the Final Capstone Project in September 2027.

**Credits and Exit Award**

The five NHAM MA modules are worth a total of 180 credits at Level 7. On successful completion of the course and assessments you will be awarded an

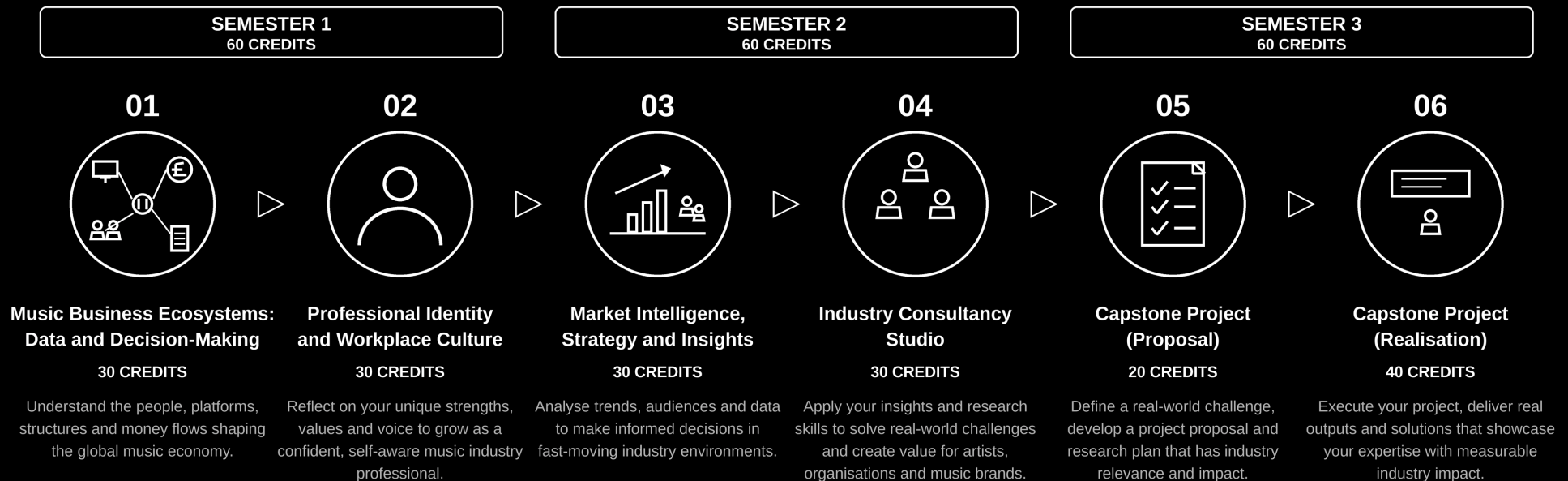
Executive Master of Arts (MA) in Music Business by Arts University Bournemouth\*. In-person delivery takes place at Sony Music’s UK headquarters in King’s Cross, London

This course is not available online.

Start date: September 2026.

*\*Subject to validation.*

**NHAM Executive MA in Music Business: Course Structure**





The course is structured around five modules that move you from understanding the industry ecosystem and working inside it, to leading your own substantial industry project. Specialism happens through the flexible briefs and the Capstone Project rather than siloed electives.

#### Music Business Ecosystems: Data and Decision-Making (30 credits)

This module examines how money, rights and value are created and move through the music economy. You will map the global music industry as a connected system of IP, rights, streaming, label income, brand partnerships, publishing, live events, sync, management income, catalogue investment and neighbouring rights. You will design custom AI tools to help you model and visualise the industry and explore the factors that influence decision-making and investment. Assessed through an interactive AI-supported industry map and an executive pitch to industry.

#### Professional Identity and Workplace Culture (30 credits)

Through a four-week embedded shadowing placement with an industry partner, psychometric profiling, one-to-one coaching and reflexive practice, you will explore how professional identity is formed - and performed - in the workplace. This includes socio-cultural coding and style-flexing, professional hierarchies, ethics, organisational culture and how unwritten rules shape relationships and effectiveness in the workplace. Assessed through a Professional Identity Portfolio and a Professional Development Plan.

#### Market Intelligence, Strategy and Insights (30 credits)

This module critically examines the ways in which industry sources and uses market intelligence. You will explore how platform dashboards, audience analytics, social listening, netnographic research, digital ethnography and trajectory modelling are used to inform day-to-day decision-making, long-term capital investment and strategic scenario planning. You will be working with first-party industry data including IFPI, MIDiA, PRS, Music Ally, PwC and cultural and technological trend reports. The module is assessed through a Strategic Market Intelligence Report and a strategy presentation to industry panellists.

#### Industry Consultancy Studio (30 credits)

Working in a small consultancy team, you will take on a live commercial consultancy brief from an NHAM partner organisation. Drawn from across the music sector, you'll be working with real clients on complex business challenges, making recommendations aimed at guiding their business strategy. Working with an experienced industry analyst, you will scope the challenge, negotiate with the client on deliverables, design and conduct the research, deliver findings and defend your recommendations. Assessed through a team consultancy report and a reflective viva assessing your individual contribution to the project.

#### Capstone Project (60 credits)

The Capstone project has two pathways: an Industry Brief where you work directly with an external partner on a negotiated project, or an Independent Brief aligned with your own professional research interests. Outputs and project formats are negotiated directly with your Course Director and industry mentor. Pathways include research dissertations, industry portfolios, consultancy commissions, public engagement initiatives, events, business pitches for seed funding for new ventures, technology-based projects and builds, AI projects, artist development strategy initiatives, journal papers and conferences, legal reviews or policy white papers. You will be paired with an academic supervisor and an industry mentor to help you plan and realise your project, and have access to data, real-world analytics and dashboard data to help you deliver robust, informed and rigorous work to master's level standards.

You'll begin by planning your project with your supervisor and industry mentor in May and deliver your final submission in September ahead of graduation.





At master's level you are asked to think critically and express your ideas and arguments effectively through robust research, verifiable sources and sound academic practice.

You are expected to think reflexively, embrace complex and challenging ideas, question your own assumptions and engage openly with competing and diverse opinions and ideas. You will learn to work with ambiguity and uncertainty, make effective decisions using partial and incomplete knowledge and combine theory, practice-led approaches to enquiry to problem solve. You'll draw on a range of theoretical frameworks, research methodologies, socio-cultural perspectives, organisational psychology and business theory to frame and expand your thinking.

Assessments and module content are rooted in the principles of applied, enquiry-led learning and practice-based problem-solving. This reflects our belief that postgraduate education is most effective when knowledge and insight are co-constructed between students, academics and professionals through real-world challenges, enquiry, dialogue and reflection.

**Teaching and Learning activities include:**

- Small-group seminars and workshops with experienced academics and industry
- One-to-one mentoring with an industry mentor
- One-to-one academic mentoring
- Enquiry-led consultancy briefs direct from industry partners
- Embedded placements with Sony and NHAM's partners and trade organisations
- Masterclasses and executive seminars with industry guests
- Action-learning sets including small peer groups working on real problems together
- Reflexive journalling and structured professional development planning
- Custom AI tools and dialogue partners to help you with knowledge management and insights



For this master's degree, hypothetical case studies and assessments have been replaced with live briefs and complex, real-world challenges set by our industry partners.

What you will produce across the year:

- Consultancy reports addressing real business challenges set by industry partners
- Market intelligence briefings using live platform and industry data
- Executive pitches to industry panels
- Policy recommendations with real-world relevance
- A Capstone Project negotiated with academic supervisors and industry mentors
- A portfolio of verifiable industry proofs and testimonials

#### **Employability portfolio**

Alongside formal assessment, the course captures non-assessed but verifiable evidence of your applied competence and skills, through industry testimonials.

Research in industrial and organisational psychology identifies real-world testimonials as a strong predictor of future job performance. These proofs sit alongside your degree as something to share with employers, investors and prospective business partners.



The music industry is being remade and remodelled by AI, data stacks, and transformative digital technologies and tools. From here on, graduates looking to enter the music industry will need to be literate and highly skilled in all of them. They also need to be critically aware of the issues surrounding their use - and be able to work with them ethically and responsibly. The NHAM Executive MA develops all of these skills and abilities.

Modern industry data and AI tools are built into all of the MA modules and assessments from the very start of the course. You will design and manage your own custom AI tools to help you with research, knowledge management and the strategic analysis of data. Working with real industry data, proprietary platform dashboard technologies, audience analytics, royalty flows, market intelligence and trend reports your work will have real meaning and impact in industry terms.

Through embedded use of AI, digital technologies, tools and data you will also explore the ethical, legal and governance tensions surrounding their use in business and their impact on society more widely.

These new-era skills map directly onto the UK Government's Skills England's AI Skills Framework (2026) benchmark standards. It argues that these AI and digital literacies are no longer optional but essential core skills that now define employability and career success.

Students will also have access to the latest industry trend reports, financial data, market intelligence and analytics used by industry in its day-to-day decision-making. The course develops the analytical and critical data skills needed to produce robust, evidence-based strategies and recommendations.



**DJ SEMTEX**

Director of Artist Development for Sony Music UK



**MEL IJIEH**

A&R Manager at 5K Records



**RAYE COSBERT**

Managing Director of Metropolis Music



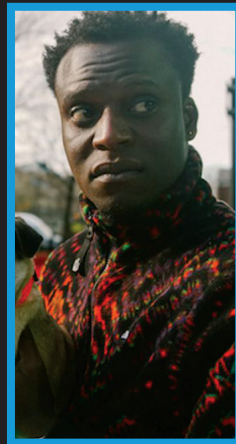
**MICHAEL LUCAS**

Music Lawyer, Senior Associate at Lee & Thompson



**TOM HOLLINGS**

Music Producer, Billen Ted



**NATHAN TETTEY**

Creative Director/Director KNUCKLEHEAD and Warner Records

The music industry runs on relationships. By the time you graduate the course, you will have built up a network of real connections with people on the inside.

Across the year you will work alongside:

- Executives at Relentless Records and the wider Sony roster of labels and businesses
- Rights, royalty and publishing specialists and trade bodies
- Labels, managers, producers, live agents and creative entrepreneurs from across the sector
- Visiting executives, A&Rs, lawyers, artists, agents and analysts through masterclasses and guests
- A personal industry mentor matched to your career direction



*“NHAM offers you the opportunity to make real connections with real people. Study the past, and build with the future leaders sitting next to you.”*

**KENTA BRIEN**  
Founder, Neighbourhood Music Group

*“Going to the Notting Hill Academy really helped me further my career as an artist, by learning the ins and outs of the business, taught by professionals in the industry who I have continued to learn from. As well as having the opportunity to network with other great artists, producers, A&Rs etc.”*

**CHARLOTTE PLANK**  
Artist, Black Butter Records



Alumni of NHAM currently work across the music industry:

- ROB UCHE:** A&R Executive at Island Records
- KANE DUNN:** Manager of Meekz / Founder of Eyes on the Pies Management
- GLENN SONKO:** A&R and Label Manager at Def Jam. Previously Atlantic Records
- BECCA SMITH:** Label Manager at Grumpy Old Management. Previously BMG
- MALAIKA T:** Festival Marketing at AEG Presents UK / Previously Live Nation
- KELLY ALLWOOD:** Senior Audience Strategist at Universal Music Group UK
- MICHAEL EMOIKE:** A&R at 5K Records
- TAMIKA KOUASSI:** A&R at Ditto Music

Graduates of the Executive MA leave with a master’s degree, a portfolio of industry proofs, connections into the music ecosystem, and the critical capabilities the next generation of music industry innovators and leaders will need.

**Career destinations:**

- Label and publishing A&R
- Label marketing, strategy and operations
- Artist and band management
- Law, Business Affairs, Regulation and Governance
- Data analyst
- Finance and catalogue investment
- AI businesses
- HRM and recruitment
- Business administration
- Product manager and artist development
- Music publishing and rights management
- Live music, agenting and promotions
- Digital marketing, content strategy and audience insights
- Music technology, data and streaming platforms
- Sync, brand partnerships and licensing
- Industry research, analysis and consultancy
- Music journalism, PR and communications
- Founding your own business, label or agency
- Policy, trade body and regulatory roles

**Further academic study**

The Executive MA also provides a foundation for further postgraduate study, including PhD or a Professional Doctorate through practice, law conversion courses and PgCert teaching qualifications for those moving into higher education.



Postgraduate study can be demanding, and the music industry is a high-pressure working environment. The NHAM team are here to help, with academic and course-related issues, wellbeing and pastoral support.

Whatever your needs, speak to us and we'll be able to help. Student support comes from the NHAM's team of experts and Arts University Bournemouth's Wellbeing and Student Support network\*. This includes disability and neurodiversity support and counselling while you study.

While you don't have to disclose a disability, if you chose to, it helps ensure the right kind of support is in place during your time studying with us, ensuring you are able to focus fully on your studies.

You can choose to disclose at any time through Arts University Bournemouth's MyAUB portal once your course begins\*.

Support available:

- One-to-one academic and pastoral support
- Personal industry mentoring
- Counselling via the AUB BACP-Accredited Counselling Service\*
- Disability and Neurodiversity support for Autism, ADHD and other neurodivergent conditions
- Personal development coaching throughout the course
- Hardship support
- Mental health first aid triaging by MHFA-trained staff
- Postgraduate study support workshop covering academic writing, research methods, ethics and digital and AI literacies
- Safeguarding
- Links to external platforms and support services

*\*Subject to validation.*





## ENTRY REQUIREMENTS, FEES AND FUNDING

**Tuition fees**  
£10,250 for 2026 entry.


**Postgraduate loans**  
UK residents may be eligible for a Postgraduate Master's Loan from Student Loans Company (SLC), trading as Student Finance England. (or the equivalent body in Scotland, Wales or Northern Ireland).

The loan can be used to cover tuition fees.  
Eligibility, amounts and repayment terms are set by the UK Government.  
Please check the current details at [www.gov.uk/postgraduate-loan](http://www.gov.uk/postgraduate-loan)

**Scholarships and bursaries**  
NHAM offers a range of scholarships and bursaries supporting access to postgraduate study, with a particular focus on applicants from under-represented and disadvantaged backgrounds. Applications open three months before the course commences. Please discuss with the Admissions team when you apply.

This course is not open to international students.

- **LENGTH OF ALL COURSES**  
1-year
- **STUDY MODE**  
Full time.
- **COURSE START DATE**  
September 2026.
- **ENTRY REQUIREMENTS**  
A 2:2 degree in any subject, validation of prior learning [APEL route – see below]
- **QUALIFICATION/AWARD**  
Master of Arts
- **ASSESSMENT AND CREDITS**  
6 assessments totalling 180 credits
- **FEES AND FUNDING**  
£10,250 for 2026 entry. Postgraduate funding is available for this course through the Student Finance Company [[www.slc.co.uk](http://www.slc.co.uk)] Scholarships and Financial Support is available for eligible students. Details on application.
- **APPLICATIONS**  
Directly to Notting Hill Academy of Music  
[www.nottinghillacademyofmusic.com](http://www.nottinghillacademyofmusic.com)  
or direct to the MA Admissions team at [masters@nham.uk](mailto:masters@nham.uk)



***‘No degree? You can still apply through accreditation of prior learning...’***

#### **The academic route**

An undergraduate honours degree at 2:2 or above in any subject (or international equivalent). We welcome applicants from across all academic disciplines and degree types including popular music, business, media, marketing, events management, the law and subjects from across the creative industries.

#### **The professional route (without an undergraduate degree)**

Don't worry if you don't have an undergraduate degree. We welcome people returning to education while working in industry. You can apply for the Executive MA in Music Business through the Accreditation of Prior Experiential Learning (APEL) route. This is for applicants with relevant industry experience (typically several years in a professional role). We assess suitability at interview and through a short, pre-prepared written task. If you are worried about whether your credentials are enough, or your ability to handle master's study, why not call us? If accepted on the course, your academic development will be supported with skills workshops and one-to-one academic tutorials.

#### **The progression route**

Graduates of the NHAM CertHE programmes who meet master's level readiness can move to the Executive MA. Progression is on a selective basis, and a readiness assessment is required to confirm suitability to Level 7 study. You must also have gained relevant industry experience since graduating from the CertHE course to be eligible.

#### **The entry process**

Application to the Executive MA in Music Business is direct to NHAM. You will be asked to complete a personal statement, share a CV or professional portfolio and provide a professional or academic reference. You will also be invited to join us for an in-person or online interview with the MA course director and complete a short task.

The interview is a conversation aimed at helping us get to know you, what you want from a master's degree, and whether this MA is right for you.

#### **English language**

If English is not your first language, you will need IELTS Academic 6.5 overall (or equivalent), with no individual band graded below 6.0. We also accept a range of approved equivalent tests.



NHAM is proud to partner with Arts University Bournemouth (AUB)\*, one of the UK's most prestigious specialist creative industries universities. The Executive MA in Music Business is validated and awarded by AUB, meaning all NHAM master's students graduate with a fully accredited Arts University Bournemouth master's qualification\*.

NHAM chose to work with AUB because of a shared commitment to academic rigour, the strategic pillars of creative excellence, future skills, and research and enterprise and the principle of Opportunity for All. Currently, the majority of NHAM's students come from under-represented groups. This widening-participation profile is well beyond the national HESA averages for UK academic institutions.

Together, NHAM and AUB are working actively to ensure postgraduate study in the creative industries and the Arts are open to all those with talent and ambition, regardless of background.

There is no requirement for NHAM students to attend the AUB campus. All teaching takes place at Sony Music UK's King's Cross HQ London.

The degree is awarded by AUB\*

[Arts University Bournemouth](#)

\*Subject to validation.

## APPLY NOW

Go to: [nottinghillacademyofmusic.com/apply-now/](https://nottinghillacademyofmusic.com/apply-now/)

Fill out the form and a member of our Admissions Team will be in touch.  
If you need help, our team is on hand to answer your queries  
within normal office hours.

TEL: 0207 598 5226

EMAIL: [masters@nham.uk](mailto:masters@nham.uk)

TEXT OR WHATSAPP: 07468 865 023

## OPEN DAYS

Come and meet the NHAM MA team and experience the unique learning environment this industry-based master's programme offers. We hold regular Open Days at Sony Music's HQ in King's Cross. Contact us below and we will book you in. If you are unable to meet in person, your MA course leader can meet with you online to discuss the course – and whether the programme is right for you.

You'll hear all about the course, the content, your lecturers and industry experts you'll be working with, and get a feel for NHAM's unique industry-embedded student experience.

Your MA course leader and members of the Relentless Records Team will also be on hand to give you industry advice on your career aspirations and professional development



Instagram: [@nottinghillacademyofmusic](https://www.instagram.com/nottinghillacademyofmusic)

Facebook: [www.facebook.com/NHAMusic/](https://www.facebook.com/NHAMusic/)

LinkedIn: [uk.linkedin.com/company/notting-hill-academy-of-music](https://uk.linkedin.com/company/notting-hill-academy-of-music)

TikTok: [@nhammusic](https://www.tiktok.com/@nhammusic)



[nottinghillacademyofmusic.com](https://nottinghillacademyofmusic.com)

21 Notting Hill Gate, Kensington, London, W11 3JQ, United Kingdom