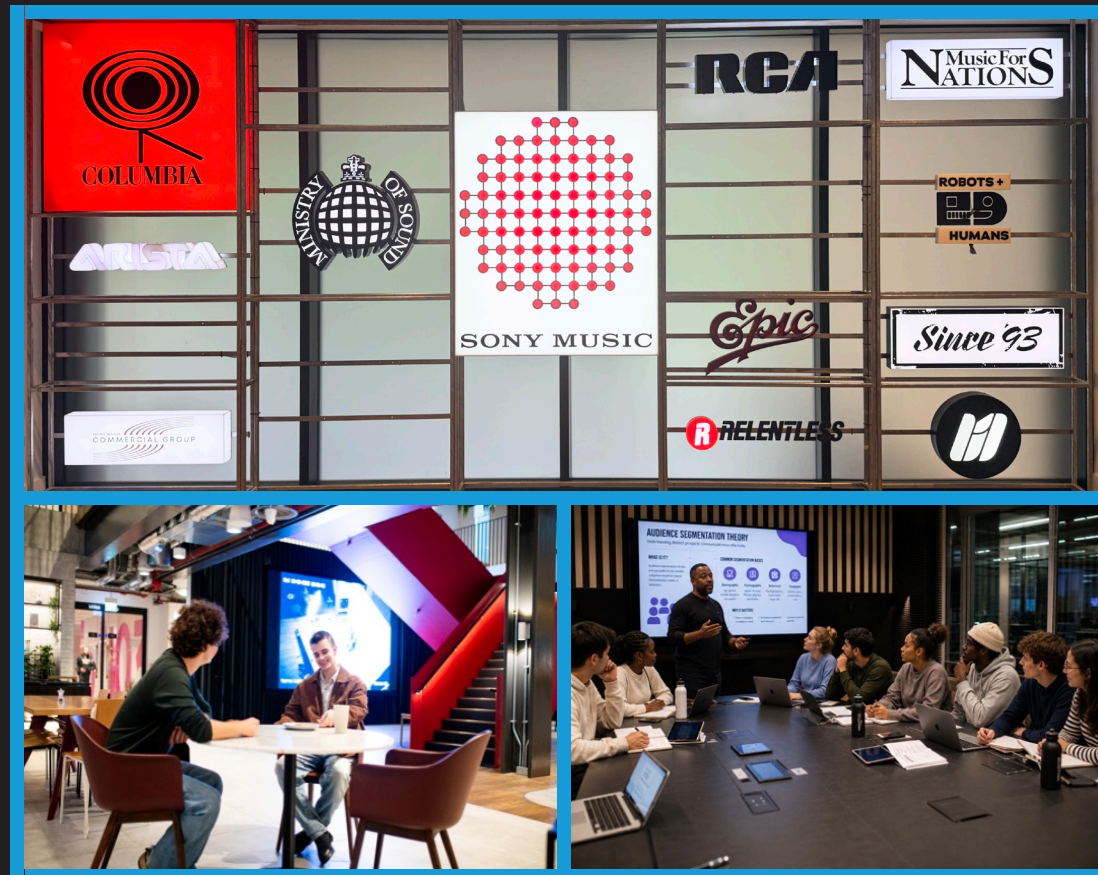


NOTTING HILL ACADEMY OF MUSIC

NHAM



EXECUTIVE MASTER OF ARTS IN MUSIC BUSINESS | PROSPECTUS 2026



NOTTING HILL
ACADEMY OF MUSIC

NHAM

R **RELENTLESS**

AUB Arts
University
Bournemouth

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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 and innovators 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 postgraduate qualification awarded by AUB*.

*Subject to validation.



“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 distinctive new master’s programme delivered in partnership with Sony Music’s Relentless Records.

Built around industry engagement, including masterclasses, sector-informed briefs and scheduled teaching at Sony Music UK’s King’s Cross HQ, this degree is aimed at ambitious graduates, career changers and music industry professionals looking for an industry focused postgraduate qualification and practical, real-world experience of the music business. Taught at Sony Music’s UK headquarters in King’s Cross, you’ll engage with 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 interdisciplinary design of the NHAM MA spans the music business ecosystem. Through enquiry-led modules and real-world assessments, and sector-informed industry briefs, you’ll build a deep critical understanding of the way talent, rights and investment create value and growth within the global music economy.

The NHAM MA is built around real-world business practice. Your learning takes place within a working music business environment where you’ll take part in scheduled industry briefings, seminars and discussions, and meet executives and industry experts through masterclasses and guest sessions to help build your professional network. 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.

Designed to help develop your critical thinking, judgement and expertise, the degree supports those who aspire to build careers as innovators and future leaders in the music business.

A DIFFERENT KIND OF MASTER’S DEGREE **2**

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 offers an 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 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 16]
- 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:

The NHAM Executive MA in Music Business is taught at a major UK music business hub: Sony Music's UK HQ, King's Cross, London.

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.

Teaching takes place in meeting rooms and shared spaces within the Relentless Records offices - a working record label environment - with access to communal areas used by the wider Sony Music community.

The music industry is a relationship business. For decades, that has favoured people who have a way in and know people on the inside. By basing the MA within a working industry setting, we aim to give you opportunities to build your network, rather than relying on connections you may or may not already have.



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.

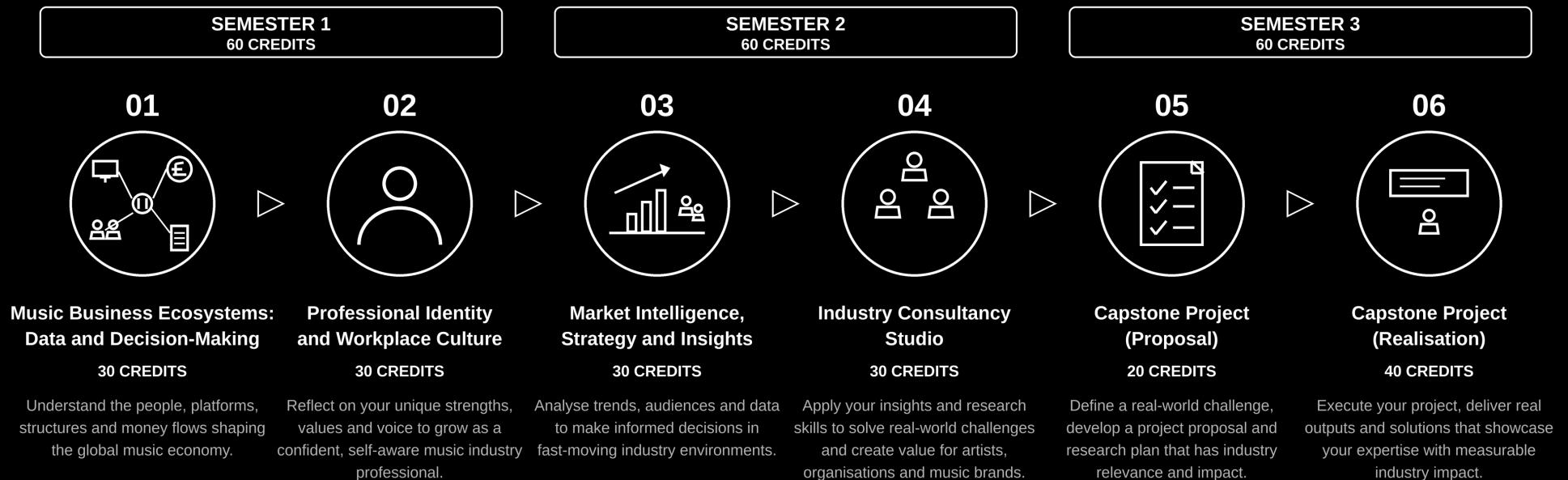
The five NHAM MA modules are worth a total of 180 credits at Level 7. On successful completion of the course and assessments you will be awarded an Executive Master of Arts (MA) in Music Business by Arts University Bournemouth*

In-person teaching 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 shadowing activity (typically up to four weeks) with an industry organisation, 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 engage with industry data and market intelligence of the kind produced by organisations such as IFPI, MIDiA, PRS, Music Ally and PwC, alongside 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 consultancy brief based on a live or sector-informed challenge, working with a client organisation or an equivalent brief making recommendations aimed at guiding 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 with an external industry organisation on a negotiated project or an Independent Brief aligned with your own professional research interests. Outputs and project formats are negotiated with your Course Director and, where available, an 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 have academic supervision and access to industry mentors, to help you plan and realise your project, and access data and analytics resources 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 and practice-led enquiry to solve problems. 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
- Embedded shadowing and industry activities with Sony, 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
- AI-supported tools and dialogue partners to help you with knowledge management and insights



For this master's degree, many assessments use live or sector-informed briefs and real-world challenges, rather than relying only on hypothetical case studies.

What you will produce across the year:

- Consultancy reports addressing real business challenges based on live or sector-informed challenges
- Market intelligence briefings using industry data and analytics
- Executive pitches to industry panels
- Policy recommendations with real-world relevance
- A Capstone Project negotiated with academic supervisors with access to industry mentors and specialists
- A portfolio of feedback and testimonials

Employability portfolio

Alongside formal assessment, the course captures non-assessed evidence of your applied competence and skills, through industry feedback and testimonials, where available. These 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 is designed to help you develop 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 work with, and help design, AI-supported tools to help you with research, knowledge management and the strategic analysis of data. Working with industry data and analytics, market intelligence and trend reports where available, your work will be grounded in real industry contexts.

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 are informed by current UK Government and Skills England priorities on AI and digital skills. These digital and AI literacies are increasingly recognised as core employability skills.

Students will also engage with industry trend reports, financial data and market intelligence of the kind used in day-to-day industry decision-making. The course develops the analytical and critical data skills needed to produce robust, evidence-based strategies and recommendations.



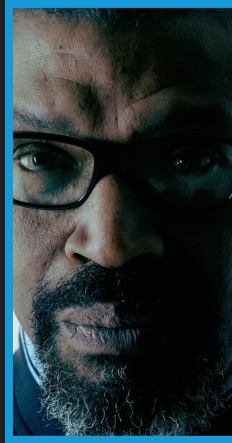
**DJ
SEMTEX**

Director of Artist Development
for Sony Music UK



**MEL
IJIEH**

A&R Manager
at 5K Records



**RAYE
COSBERT**

Managing Director of
Metropolis Music



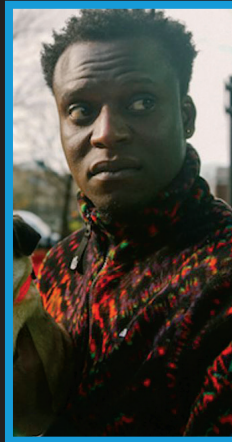
**MICHAEL
LUCAS**

Music Lawyer, Senior
Associate at Lee & Thompson



**TOM
HOLLINGS**

Music Producer,
Billen Ted



**NATHAN
TETLEY**

Creative Director/Director
KNUCKLEHEAD and
Warner Records

The music industry runs on relationships. Across the course, you will have opportunities to build connections with people working in the industry.

These may include:

- 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 feedback, connections across the music ecosystem, and critical capabilities relevant to a range of careers in the industry.

The MA is relevant to career pathways including:

- 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.

**Subject to validation.*

Alumni from across NHAM’s programmes currently work across the music industry:



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.

If you have support needs, speak to us and we'll discuss the right support, reasonable adjustments and referral options. Student support comes from the NHAM team 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

- **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 Loans Company [www.slc.co.uk] Scholarships and Financial Support are available for eligible students. Details on application.
- **APPLICATIONS**
Directly to Notting Hill Academy of Music
www.nottinghillacademyofmusic.com
or direct to the MA Admissions team at masters@nham.uk


Tuition fees.
£10,250 for 2026 entry.

The fee covers tuition.

Costs that are not included may include travel to and from London for in-person sessions and personal equipment such as a laptop and software.

Postgraduate funding. UK residents may be eligible for a Postgraduate Master's Loan, subject to eligibility and to the course being registered for Student Loans Company funding. Scholarships and bursaries may be available to eligible students. Details on application.

This course is not open to international students.



'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 leading specialist creative industries universities. The Executive MA in Music Business is validated and awarded by AUB, meaning on successful completion you graduate with an 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.

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. Teaching takes place at Sony Music UK's King's Cross HQ, London.

**Subject to validation.*

APPLY NOW

Go to: 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

TEXT OR WHATSAPP: 07468 865 023

OPEN DAYS

Come and meet the NHAM MA team and experience the distinctive learning environment this industry-based master's programme offers. Open Days take place at Sony Music's HQ in King's Cross. 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 distinctive industry-embedded student experience.

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

 Facebook: www.facebook.com/NHAMusic/

 LinkedIn: uk.linkedin.com/company/notting-hill-academy-of-music

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



nottinghillacademyofmusic.com

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