

Course record information

Name and level of final award	<ul style="list-style-type: none"> Bachelor of Arts with Honours - Music Production, Performance and Business Bachelor of Arts with Honours - Music Production, Performance and Business with Professional Experience <p>The award is Bologna FQ-EHEA first cycle degree or diploma compatible</p>
Name and level of intermediate awards	<ul style="list-style-type: none"> Bachelor of Arts (BA) - Music Production, Performance and Business Diploma of Higher Education (Dip HE) - Music Production, Performance and Business Certificate of Higher Education (CertHE) - Music Production, Performance and Business
Awarding body/institution	University of Westminster
Teaching institution	University of Westminster
Status of awarding body/institution	Recognised Body
Location of delivery	Primary: Harrow
Language of delivery and assessment	English
QAA subject benchmarking group(s)	Music
Professional statutory or regulatory body	
Westminster course title, mode of attendance and standard length	<ul style="list-style-type: none"> BA Music Production, Performance and Business FT, Full-time, September start - 3 years standard length with an optional year placement
Valid for cohorts	From 2026/7

Admissions requirements

There are standard minimum entry requirements for all undergraduate courses. Students are advised to check the standard requirements for the most up-to-date information. For most courses a decision will be made on the basis of your application form alone. However, for some courses the selection process may include an interview to demonstrate your strengths in addition to any formal entry requirements. More information can be found here: <https://www.westminster.ac.uk/study/undergraduate/how-to-apply>

Recognition of Prior Learning

Applicants with prior certificated or experiential learning at the same level of the qualification for which they wish to apply are advised to visit the following page for further information:

<https://www.westminster.ac.uk/current-students/guides-and-policies/student-matters/recognition-of-prior-learning>

Aims of the programme

The BA Music Production, Performance, and Business course is dedicated to meeting the evolving needs of the professional music industry, shaped by significant societal and industry changes. This course aims to facilitate comprehensive development in our students, encompassing artistic and entrepreneurial growth alongside expertise in various disciplines such as music production, artistry, business, digital creative practice, songwriting, composition, and technological innovation.

Central to our curriculum that covers topics across music production, songwriting, business & performance are authentic group projects that closely mirror real-world industry practices. These collaborative projects provide hands-on experience in working dynamics typical of the music industry, taking on specific roles and fostering skills in teamwork, negotiation and creative synergy.

Students are actively encouraged to explore and experiment with their own sound and business models, fostering a spirit of innovation. This approach is not only about mastering existing industry standards but also about pioneering new ones, leading to personal and professional growth.

We emphasise critical thinking, creative problem-solving, and entrepreneurial skills to enable our graduates to not only adapt to but also positively influence and advance the music industry. The course integrates practical experiences through partnerships with music industry professionals and companies, ensuring that our students are well-versed in current industry dynamics and are equipped to contribute meaningfully and ethically to the industry.

An important aim of the BA Music Production, Performance, and Business course is to instil a sense of responsibility towards creating a more creative, ethical and sustainable music industry. This involves understanding the social, environmental, and ethical implications of their work and striving to make a positive impact through their creative endeavours. We prepare our students not just to thrive in the music industry but to be at the forefront of challenging and improving industry practices.

Employment and further study opportunities

University of Westminster graduates will be able to demonstrate the following five Graduate Attributes:

- Critical and creative thinkers
- Literate and effective communicator
- Entrepreneurial
- Global in outlook and engaged in communities
- Social, ethically and environmentally aware

University of Westminster courses capitalise on the benefits that London as a global city and as a major creative, intellectual and technology hub has to offer for the learning environment and experience of our students.

The prime focus of the BA Music Production, Performance and Business course is to develop the creative, critical, collaborative, commercial and aesthetic skills required for roles within the music industry. However, as reflected in the varied nature of both student placements and graduate employment destinations, our graduates are also equipped for careers in branding, marketing, events, trend forecasting, E-commerce and entrepreneurial start-ups. Overall this structure is designed to specifically equip students with the skills, knowledge and practical experience, along with the development of a professional demeanour that is the key to successful employment. Therefore, the skills and knowledge gained on the course will be directly relevant to a career in the music industry and the wider creative business environment and will directly reflect the university's ethos of educating for professional life.

Industry Bodies

The course aligns with UK Music industry bodies such as the PRS, PPL, Musicians Union, Ivor Novello's MPG & The Great Escape and builds vital relationships between industry and students through regular visits and field trips.

Placements

Students will be individually encouraged and supported to intern with various companies such as record companies, software and hardware manufacturers and music studios. The university has a wide network of opportunities and long-term relationships with companies such as Anjuna Beats, BMG, PIAS, Sony ATV and The Big Sync.

Authentic Working

In partnership with Westminster Employability, the course is a central hub for companies and freelancers seeking to work with students. Students will work on authentic real-world briefs with music industry professionals in songwriting, composing for media, marketing, branding and events.

At Level 4, students receive support in acquiring core skills applicable across all sectors of the music industry. They gain an overview of the industry as a whole through the "Introduction To The Music Industries" course, explore their creative identity as music industry practitioners in "Artist Development in Practice," develop skills and knowledge in "Music Production Fundamentals," and acquire essential study skills within school-wide lectures. In the collaborative project module, students work in teams to solve problems, negotiate, and create creative outputs within specific roles, addressing various briefs across production, performance, songwriting and business.

Upon reaching Level 5, all students engage in two marketing modules to ensure they possess a comprehensive understanding of modern music marketing principles, including the creation and promotion of digital assets. They also embark on supported real-world work experience within the work-based placement learning module. During this period, students are required to create a CV and engage in critical reflective practice regarding employment in the industry. The collaborative project module at this level focuses on the Live Industry sector, with students participating in projects through specific roles such as Event Management, Tour Management, Live Performance, Live Production and more.

At Level 6, students have the opportunity to choose from a range of specialist modules that align with their future careers in the music industry. The final major project allows students the time and space necessary to develop showreels, businesses, and the requisite work experience to secure employment. Additionally, they have the option to explore specialist routes in Production, Songwriting, Performance, and Business through core pathway modules and electives

University of Westminster courses capitalise on the benefits that London as a global city and as a major creative, intellectual and technology hub has to offer for the learning environment and experience of our students. Moreover, the BA Music Production, Performance and Business course will create innovative graduates who are pioneers in the music-related fields of the creative industries. The course will develop students' ability and confidence to use creative work to make lasting entrepreneurial, social, and environmental changes to culture and society.

What will you be expected to achieve?

Learning outcomes are statements of what successful students have achieved as a result of learning. These are threshold statements of achievement the learning outcomes broadly fall into four categories:

- The overall knowledge and understanding you will gain from your course (KU)
- Graduate attributes are characteristics that you will have developed during the duration of your course (GA)
- Professional and personal practice learning outcomes are specific skills that you will be expected to have gained on successful completion of the course (PPP)
- Key transferable skills that you will be expected to have gained on successful completion of the course. (KTS)
- Cognitive Skills, are learning outcomes that help build a conceptual understanding that is necessary to devise and sustain arguments, and/or to solve problems and comment on research.

Level 4 course learning outcomes: upon completion of Level 4 you will be able to:

- 001 Collaborate effectively in groups, building team relationships that support the achievement of set goals in the context of creative working practices. (KTS)
- 002 Utilise a range of digital skills for effective production and communication of creative work (or assets). (PPP)
- 003 Research and interpret information from a range of authoritative and reliable sources to make judgements and develop a coherent argument (PPP)
- 004 Demonstrate creative practice incorporating risk-taking and critical reflection within the fields of music and associated creative industries. (GA)
- 005 Employ creative strategies and techniques in the creation of new work and ideas. (KU)
- 006 Identify the different roles of creative practitioners in the arts. (KU)
- 007 Recognise the importance of creative identities in the music industry, based on a knowledge and understanding of artistic intention and its impact (KU)
- 008 Apply contextual knowledge and aesthetics to creative work. (PPP)
- 009 Demonstrate the ability to reflect and evaluate on ongoing personal and professional development skills. (KTS)

Level 5 course learning outcomes: upon completion of Level 5 you will be able to:

- 001 Employ a wide variety of transferrable skills applicable to a variety of professional working practices. (KTS)
- 002 Evidence a practical and theoretical understanding of the role of music in the creative industries. (KU)
- 003 Operate within the complex domain of music requiring application of a wide range of techniques. (PPP)
- 004 Demonstrate creative practice incorporating risk-taking, innovation, critical reflection and professionalism within the fields of music and associated creative industries. (PPP)
- 005 Locate, extract and apply information from a variety of credible sources and evaluate these to develop marketing strategies. (KTS)
- 006 Justify contextual knowledge and aesthetics in the formation of creative work. (KU)
- 007 Evidence and critically reflect on professional creative working practices both alone and in collaboration with others. (GA)
- 008 Adopt interpersonal, digital and communication skills to a range of situations, audiences and degrees of complexity. (KTS)
- 009 Demonstrate the ability to reflect and evaluate on ongoing personal and professional development skills and to organise and undertake work experience. (KTS)

Additional Year course learning outcomes: upon completion of Additional Year you will be able to:

- P001 Develop a range of professional and commercial skills required within the music industry and contemporary business environment through the completion of an extended period of professional practice in the work placement year. (GA)
- P002 Develop the ability to be attuned to the business environment and solve problem innovatively and creatively through practical learning experiences. (PPP KTS CS)
- P003 Demonstrate an awareness of the ethics and responsibilities of a music producer in the context of contemporary global practices. (GA PPP KTS CS)
- P004 Produce outcomes in form of project based experience that articulate ideas related to the critical issues that have been explored throughout the course. (KU GA PPP KTS CS)

Level 6 course learning outcomes: upon completion of Level 6 you will be able to:

- 001 Critically evaluate and apply creative solutions to real-life business problems in a range of contexts such as freelancing, being an artist, event management, creative entrepreneurship and digital innovations and communicate these solutions effectively and convincingly. (PPP KTS)
- 002 Navigate uncertainty and complexity to explore solutions integrating theory and practice in a range of creative business challenges against the backdrop of an industry in flux. (GA)
- 003 Recognise interpolation between production, performance and business in music and the creative industries. (GA)
- 004 Evidence professional creative discipline including music production, composition, songwriting, live music, music and synchronisation, performance, business and entrepreneurialism, (PPP)
- 005 Specialise in a defined role within music and the related industries. (KU)
- 006 Evidence independent learning and be critical, creative thinkers with the capacity for analysis, experimentation, risk-taking and reflection. (KTS)
- 007 Apply a range of digital skills to communicate a creative identity to a core audience. (KTS)

How will you learn?

Learning methods

Authentic Group Projects

- Authentic group projects enable students to engage in comprehensive, real-world tasks that mirror the collaborative nature of the music industry. These projects foster a collaborative learning environment where students can apply theoretical knowledge in practical settings, develop interpersonal skills, and produce outcomes that reflect industry standards.

- Collaborative learning not only reflects industry practices but also fosters a sense of community and enhances interpersonal skills. By working together, students learn the importance of teamwork, leadership, and effective communication, preparing them for the dynamic and interconnected music industry.

Exploration of Industry Roles:

- Students will explore various roles within the music industry, gaining a comprehensive understanding of its different facets. This includes experiencing and understanding music production, performance, and business.
- Engaging in practical and theoretical learning helps students gain insights into different career paths, including technical production, artistic performance, and business management. This hands-on experience is vital for identifying their strengths and interests, and for guiding them towards their preferred niche in the music industry.

Independent Learning:

- Independent research used for student led project work usually involving gathering and researching recordings, videos, performances, publications and other sources of information and making contact with professional organisations within the music industry.
- Learning contracts are employed in certain modules to formalise work plans negotiated between students and module leaders/tutors. This method allows for personalized learning experiences that align with individual student goals and course requirements.
- Learning within industry, enabling students to develop and reflect on their personal external experiences (whether employed or voluntary) in order to develop a critical understanding of professional practice.

Teaching methods

Teaching on the course is dynamic to the needs of each module with strategies for teaching and learning published in each module handbook. The teaching and learning methods on the course include the following:

Experiential and Collaborative Teaching Methods:

- Tutors facilitate experiential learning through a variety of active, hands-on teaching methods. These include role-playing games, mock negotiations, real public engagements, and music performances/exhibitions, all designed to provide students with practical, real-world experiences in the music industry. Tutors guide students through these activities, ensuring they gain the necessary skills and insights through direct involvement and practice.
- Tutors facilitate collaborative projects and activities that simulate industry scenarios. In these settings, students learn the importance of teamwork, communication, and creative collaboration. Tutors play a key role in mentoring these groups, providing feedback, and fostering an environment where students learn from each other as well as from their instructors.
- For specialised areas, tutors conduct workshops and masterclasses focusing on specific skill sets, such as instrumental/vocal techniques for performance students, studio work and sound manipulation for production students, and business strategy development for business students. In these sessions, tutors bring their expertise and industry experience to the classroom, providing hands-on learning opportunities and insights into the latest industry practices.

Specialist Workshops and Classes:

- Instrumental/vocal workshops and ensemble workshops for skill and repertoire development.
- Studio workshops and lab-based assignments for mastering professional-level practical skills.
- Creative business and entrepreneurial workshops, strategy classes, and guest masterclasses focusing on real industry applications.
- Songwriting & composition workshops to develop original material.

Commitment to EDI

- A strong focus on Equity, Diversity, and Inclusion (EDI) to create a compassionate and inclusive learning environment. This approach involves responsive teaching that values the dignity of every individual and fosters a space where diversity is heard and valued.
- EDI principles are central to the teaching approach, integrated into the curriculum, research, and global

engagements. The aim is to create a culturally aware and socially responsible educational experience, preparing students to be empathetic and responsible professionals in the music industry

Industry Masterclasses:

- Regular guest lectures and masterclasses from industry professionals, providing current insights and knowledge

Assessment methods

Assessment is an integral part of the learning process and it is designed to promote critical thinking, problem solving, effective communication. The course offers a variety of assessment to students which aim to develop both the professional and transferable skills required for academic and professional success and appropriately assess the learning outcomes of the particular modules.

Methods of assessment show a commitment to adopting "varied, authentic and inclusive means of assessment." This also means exams are no longer a means of assessment with all of the assessments reflecting activities that take place creatively and within the music industry such as:

- Productions and mixes
- Presentations
- Reports
- Songs
- Music and Sound design for games and other media
- Live Performances
- Live Events
- Marketing Plans
- Releases
- Contracts
- Interviews
- CV's
- Creative Assets such as Music Videos, social media posts and blogs
- Podcasts
- YouTube Mini documentaries
- Research reports

Assessment Rationale

- The Music Production, Performance and Business, the course, through authentic assessments, aims to create graduates who are:
- Critical and creative thinkers: Able to critique and interrogate the validity of information and its' source; to use this information to inform and create commercial solutions.
- Literate and effective communicator: Able to express ideas in written, visual and verbal formats and articulate clearly using appropriate current technology
- Entrepreneurial: Able to scope and assess new business opportunities and plan resources accordingly. Able to work in and lead teams and committed to continued professional development.
- Global in outlook and engaged in communities: Internationally networked via work experience and studying alongside international peers
- Social, ethically and environmentally aware: Resilient and able to understand and manage complexity, diversity and change within an ethical framework.

The prime focus of the Music Production, Performance and Business course is to develop the academic, aesthetic, practical and commercial skills required to be a self-directed, technically autonomous creative pioneer capable of making lasting entrepreneurial, social and environmental changes to culture and society through their work. Graduates are also equipped for careers in branding, music education, data and research, artist development, sonic branding, business

analysis, trend forecasting, E-commerce, creative start-ups and marketing roles.

Overall this structure is designed to specifically equip students with the skills, knowledge and practical experience, along with the development of a professional demeanour that is the key to successful employment. The skills and knowledge gained on the course will, therefore all be directly relevant to a retail head office as well as the wider business environment and will directly reflect the university's ethos of educating for a professional life.

Equality, Diversity and Inclusion

BA Music Production, Performance and Business features authentic, real-world assessments designed in conjunction with current research into equality diversity and inclusion. The course focuses on different modules of communication such as podcasts, short films, interviews and presentations in recognition of the way digital skills are transforming the creative industries. Students will also collaborate on many practical tasks such as creating and performing at events and professional, track and topline songwriting. The Collaborative assessment models are aligned with standard industry practice in the creative industries where individuals are expected to work together in teams to meet self-directed and professional briefs.

Graduate Attribute	Evident in Course Outcomes
Critical and creative thinker	001, 001, 002, 002, 002, 003, 003, 004, 004, 005, 006, 006, 008, 009, P002, P004
Literate and effective communicator	001, 002, 002, 004, P002, P004
Entrepreneurial	001, 001, 001, 002, 002, 002, 003, 003, 004, 004, 004, 005, 005, 005, 006, 006, 007, 007, 008, 009, P002, P004
Global in outlook and engaged in communities	001, 002, 002, 004, 004, 006, 007, 008, P003
Socially, ethically and environmentally aware	002, 003, 004, 004, 006, 007, 008, 009, P003

Course Structure

This section shows the core and option modules available as part of the course and their credit value. Full-time Undergraduate students study 120 credits per year. Course structures can be subject to change each academic year following feedback from a variety of sources.

Modules are described as:

- **Core** modules are compulsory and must be undertaken by all students on the course.
- **Option** modules give you a choice of modules and are normally related to your subject area.
- **Electives**: are modules from across the either the whole University or your College. Such modules allow you to broaden your academic experience. For example, where electives are indicated, you may choose to commence the study of a foreign language alongside your course modules (and take this through to the final year), thereby adding further value to your degree.
- Additional information may also be included above each level, for example, where you must choose one of two specific modules.

Modules

Level 4

Students will select one option module or an elective module.

Award of Certificate of Higher Education available.

Module Code	Module Title	Status	UK credit	ECTS
4MUSH006W	Artist Development in Practice	Core	20	10
4MUSI008W	Collaboration: The Music Artist	Core	20	10
4CTAD001W	Creativity and Collaboration	Core	20	10

Module Code	Module Title	Status	UK credit	ECTS
4MUMN006W	Introduction to the Music Industries and Entrepreneurship	Core	20	10
4MUPR007W	Music Production Fundamentals	Core	20	10
4MUSI007W	BMRU Migration & Cultural Hybridity: British Popular Music	Option	20	10
4MUSI009W	Music Publishing & Songwriting	Option	20	10
4MUPR010W	Producing Music	Option	20	10
		Elective	20	10

Level 5

All music Production, Performance and Business students will embark on three core modules across music marketing, work based placement & collaboration within the live music industry.

Students will also select two option modules, or one option module and an elective module.

Award of Diploma of Higher Education available.

Module Code	Module Title	Status	UK credit	ECTS
5MUSI006W	Collaboration: The Live Industry	Core	40	20
5MUMA005W	Music Marketing and Digital Storytelling	Core	20	10
5CTAD002W	Work Based and Placement Learning	Core	20	10
5MUPR010W	Applied Production	Option	20	10
5MUSI007W	BMRU: Funding and Investment Readiness in the Music Business	Option	20	10
5MUSH010W	Composing for Media	Option	20	10
5MUMN007W	Synchronisation: Music and Brands	Option	20	10
		Elective	20	10

Additional Year

Students must pass both modules to be awarded the title 'with Professional Experience'.

Module Code	Module Title	Status	UK credit	ECTS
6CTAD002W	Industry Placement Semester 1	Option	60	30
6CTAD003W	Industry Placement Year Semester 2	Option	60	30

Level 6

Music Production, Performance and Business offers flexibility to operate between the soft pathways of Production, Performance, and Business. Students will be advised by both the course leader and their personal tutor to take one module from the following 20 credit year-long modules starting in semester 1:

- Advanced Audio Production
- Advanced Songwriting
- Starting a Business in the Music Industry

and either two 20 credit option modules, one 20 credit option and one 20 credit elective or one 40 credit option.

Award of BA available.

Award of BA (Honours) available.

Module Code	Module Title	Status	UK credit	ECTS
6MUSI008W	Final Major Project	Core	40	20
6MUSI009W	The Freelance Music Professional	Core	20	10
6MUPR002W	Advanced Audio Production	Option	20	10
6MUSH009W	Advanced Songwriting	Option	20	10
6MUSI010W	BMRU: Cultural Identity, Music and Audiovisual Work	Option	20	10
6MUMN003W	Data and Analytics in the Music Industry	Option	20	10
6MUMN002W	Music Law: Rights & Contracts	Option	20	10
6MUSH008W	Performing with Technology	Option	20	10
6CTAD001W	Research Essay	Option	40	20
6MUMN004W	Starting a Business in the Music Industry	Option	20	10
		Elective	20	10

Please note: Not all option modules will necessarily be offered in any one year. In addition, timetabling and limited spaces may mean you cannot register for your first choice of option modules.

Professional body accreditation or other external references

Course management

The course will be managed by a dedicated full-time Course Leader (CL) and three Subject Leaders (SLs) for performance, production, and business. Each will take responsibility for student induction, progression, satisfaction, and employability, and will be collectively responsible for ensuring all aspects of equality and excellence on the course. The CL and SLs, along with a student's individual personal tutor and specific Module Leaders, will be an approachable first point of contact for any course or personal issues related to studying at the University of Westminster and on this course. The course also has a Lead Personal Tutor to support all colleagues in the task of personal tutoring.

As part of the Westminster School of Arts, the CL and other staff interact regularly with their counterparts in other areas of the School and with staff teaching at postgraduate level, giving students an insight into the creative fields around them and the potential for work and study beyond the undergraduate degree.

Academic regulations

The current Handbook of Academic Regulations is available at westminster.ac.uk/academic-regulations.

Course specific regulations apply to some courses.

Academic Support

Upon arrival, an induction programme will introduce you to the staff responsible for the course, the campus on which you will be studying, the Library and IT facilities and additional support available. You will be provided with a Course Handbook, which provides detailed information about the course. Each course has a course leader or equivalent. All students enrolled on a full-time course and part-time students registered for more than 60 credits a year have a personal tutor, who provides advice and guidance on academic matters. The University utilises a Virtual Learning Environment called Blackboard, where students access their course materials and can communicate and collaborate with staff and other students. Further information on Blackboard can be found at <https://www.westminster.ac.uk/current-students/studies/your-student-journey/when-you-arrive/blackboard>

The Academic Learning Development Centre supports students in developing the skills required for higher education. In addition to online resources in Blackboard, students can also attend Study Skills workshops and schedule one-to-one appointments. Further information on the Academic Learning Development Centre can be found at westminster.ac.uk/academic-learning-development.

Learning support includes our libraries, each of which holds a collection of resources related to the subjects taught at that

site. Students can search the entire library collection online through the Library Search service to find and reserve printed books, and access electronic resources (databases, e-journals, e-books). Students can choose to study in the libraries, which have areas for silent and group study, desktop computers, laptops for loan, photocopying and printing services.

Support Services

The University of Westminster's Student and Academic Services department provides a range of advice and guidance. Further information on the advice available to students can be found at <https://www.westminster.ac.uk/student-advice>.

The University of Westminster Students' Union also provides a range of facilities to support students during their time at the University. Further information on UWSU can be found at <https://www.westminster.ac.uk/students-union>

How do we ensure the quality of our courses and continuous improvement?

The course was initially approved by a University Validation Panel. University Panels normally include internal peers from the University, academic(s) from another university, a representative from industry and a Student Advisor.

The course is also monitored annually by the College to ensure it is running effectively and that any issues that might affect the student experience have been appropriately addressed. Staff will consider evidence from various sources, including student surveys, student progression and achievement, and reports from external examiners, to evaluate the effectiveness of the course and make necessary changes.

Periodic reviews are also conducted to ensure that the curriculum remains up-to-date and that the skills acquired on the course continue to be relevant to employers. Representative students meet with a panel to provide feedback on their experiences. Student feedback from previous years is also part of the evidence used to assess the course's performance.

How do we act on student feedback?

Student feedback is important to the University, and student views are taken seriously. Student feedback is collected in various ways.

- Through student engagement activities at the course and module level, students have the opportunity to express their voice in the running of their course. Course representatives are elected to expressly represent the views of their peers. The University and the Students' Union work together to provide a full induction to the role of the course representatives.
- There are also School Representatives appointed jointly by the University and the Students' Union who meet with senior School staff to discuss wider issues affecting student experience across the School. Student representatives are also represented on key College and University committees.;
- All students are invited to complete a questionnaire for each module. The feedback from this will inform the module leader on the effectiveness of the module and highlight areas that could be improved.
- Final-year undergraduate students will be asked to complete the National Student Survey, which helps inform the national university league tables. Postgraduate students will be asked to complete the Postgraduate Taught Survey (PTES).

This programme specification provides a concise summary of the main features of the course and the learning outcomes that a student may reasonably be expected to achieve and demonstrate if they take full advantage of the learning opportunities provided. This specification is supplemented by the Course Handbook, Module proforma and Module Handbooks provided to students. Copyright in this document belongs to the University of Westminster. All rights are reserved. This document is for personal use only and may not be reproduced or used for any other purpose, either in whole or in part, without the prior written consent of the University of Westminster. All copies of this document must incorporate this Copyright Notice – 2025©