

Master of Science in Business



Newcastle Business School

Full-time Programmes

- › Financial Management
- › Hospitality and Tourism Management
- › Marketing Management



Northumbria University

- › Ranked 54th in the Complete University Guide 2013
- › Ranked 55th in the Guardian University Guide 2013



KAPLAN

HIGHER EDUCATION
ACADEMY

THE VICE-CHANCELLOR'S MESSAGE



Thank you for considering Northumbria University when making this important decision of where to study your degree.

Northumbria University is a top 10 provider of higher education in the UK, with almost 36,000 students from over 130 countries. We are the largest University in the North East of England and a favoured University for international students.

Both business-focused and research-engaged, we deliver a wealth of higher education choices spanning undergraduate to doctoral studies. We have an excellent reputation for providing an outstanding student experience and producing highly adaptable and employable graduates with a global perspective. In the 2008 UK Research Assessment Exercise, research at Northumbria was judged to be 'world-leading' or 'internationally excellent' in all areas of submission.

The University is international in its reach and operations, with programmes delivered in Newcastle upon Tyne, London and worldwide. We are one of the largest providers of UK higher education in many key cities across Asia. Through our partnerships, we are able to offer students an opportunity to study for Northumbria University degrees while based in another country. We are very pleased to be able to offer you this opportunity to study in Singapore through our partnership with Kaplan Higher Education Academy.

A Northumbria University degree is highly regarded globally. In partnership with Kaplan Higher Education Academy in Singapore, we are confident that you will enjoy an excellent student experience.

I hope this brochure provides the information you need to know about studying with Northumbria University in Singapore and I look forward to welcoming you into our international student community.

A handwritten signature in black ink that reads "Andrew Wathey". The signature is written in a cursive, slightly slanted style.

Professor Andrew Wathey
Vice-Chancellor and Chief Executive,
Northumbria University, UK

FEE SCHEDULE AND APPLICATION

Entry Requirements

1. A first degree, equivalent to a 2.2 honours classification, in one of the areas of engineering, science, arts/humanities, or education. Applicants who do not have such an academic qualification but do have substantial experience of working in a business organisation will also be considered. Applicants whose first degree is in business studies or a closely related discipline are welcome to apply for this programme.
2. An IELTS score of 6.5 for entry to postgraduate programmes. (The minimum score for any component taken is 6.0.) Or a Pearson Test score of 62. Or 2 years' recent study in English leading to an entry qualification for the programme.
3. As there is some statistics taught during the programme, applicants should possess a mathematics qualification equivalent to a GCSE grade B or deemed equivalent level of math from other training or professional experience.

Other applications will be considered on an individual basis, and where appropriate, prospective students are able to contact programme leaders to discuss their suitability for the programme.

How to Apply

All applications must be submitted to Kaplan Higher Education Academy at least 1 month before the start of each intake.

Documents required for the programme application:

- Duly completed application form
- Certified copy of highest qualification certificates & transcripts
- Photocopy of passport/NRIC
- Personal statement/statement of intention (if applicable)
- Latest CV (if applicable)
- 1 passport-sized photo
- Programme application fee

Documents required for Student's Pass application:

- Completed Student's Pass application forms: Form 16 & V36
- Certified/notarised copy of highest qualification certificates & transcripts, birth certificate and bank statement
- Photocopy of passport
- Employer's letter certifying applicant's occupation and salary (if applicable)
- Employer's letter certifying parent's occupation and salary
- 1 passport-sized photo
- Student's Pass processing fee

Closing Dates

Deadlines for applications for the intakes each term are contained in the application forms. We recommend students submit their application package 3 weeks before the commencement date.

International Students

The Immigration and Checkpoints Authority (ICA) of Singapore requires all foreign students to hold a valid Student's Pass for their full time study in Singapore. A minimum of 90% attendance must be attained to protect the interest of foreign students. Kaplan Higher Education Academy is one of the few SQC-PEO accredited institutions in Singapore, and therefore enjoys priority, quick, green lane Student's Pass Application privileges with the Singapore Immigration & Checkpoints Authority (ICA).

Fee Schedule

Please refer to the insert for information on:

- Tuition Fees
- Non-tuition Fees
- Refund Policy
- EduTrust Accreditation

For more information, please contact our programme consultant or email info.sg@kaplan.com

Who to Contact

For enquiries about this course, send "KAP-UTNE" via SMS to (65) 9677 7598 or enter it at <http://ask.kaplan.com.sg>. You can also enter it through your GPRS-enabled phone at www.kaplansg.mobi

For other information on this or other Northumbria University programmes, please contact:

Telephone	(65) 6733 1877
Facsimile	(65) 6225 3605
Email	info.sg@kaplan.com
Kaplan Website	www.kaplan.com.sg
Northumbria Website	www.northumbria.ac.uk

The full application package should be sent to:
Director, Northumbria University
MSc Business with Pathways (Full-Time)
Kaplan Higher Education Academy
Kaplan City Campus @ Wilkie Edge 8 Wilkie Road #02-01
Singapore 228095

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COURSE OUTLINES

MSc Business with Marketing Management

Marketing Strategy

The module takes a strategic management view of marketing, and aims to develop in students a critical understanding of concepts, theories, and techniques in the context of a programme of study in marketing at an advanced level.

The intention is to develop the knowledge and skills required to undertake strategic analysis and evaluation of organisational situations as a foundation for formulating a competitive marketing strategy. An interactive approach to lecture/seminar sessions will be adopted, building upon existing knowledge of marketing from either prior study or personal experiences of the subject domain. Current theory and evolving issues associated with marketing strategy will be explored via such means as case studies and scenarios to analyse and evaluate practice across a range of organisational settings.

Global Marketing Management

This module involves the analysis and evaluation of marketing management processes set within the context of globalisation and its complications for business. It enables participants to appreciate the value of different marketing approaches, which can be adopted in a dynamic world trading environment, and to examine their potential impact upon international marketing planning. The module is designed to develop the students as 'reflective-practitioners' and independent learners. The module therefore encourages work/life experience as a vehicle for understanding the theories, frameworks, and concepts to which the student will be introduced.



Relationship Marketing

Students will acquire, apply, and, on reflection, critically evaluate the usefulness of relationship marketing theory to organisations. As a result of this they may contribute to the development of such theory. Participants will be encouraged to understand relationship marketing theories such as customer retention and internal customers and, in discussion with their peers, consider the application of such theories to a chosen organisation.



KAPLAN HIGHER EDUCATION ACADEMY IN SINGAPORE

Kaplan Higher Education Academy is part of Kaplan, Inc., a leading international provider of educational and career services for individuals, schools, and businesses. Kaplan serves students of all ages through a wide array of offerings, including higher education, test preparation, and professional training. Kaplan Inc. is a subsidiary and the largest division of The Washington Post Company (NYSE: WPO). Today, students enrolled in Kaplan Higher Education Academy in Singapore, pursue full-time programmes that include diplomas, degrees and MBAs.

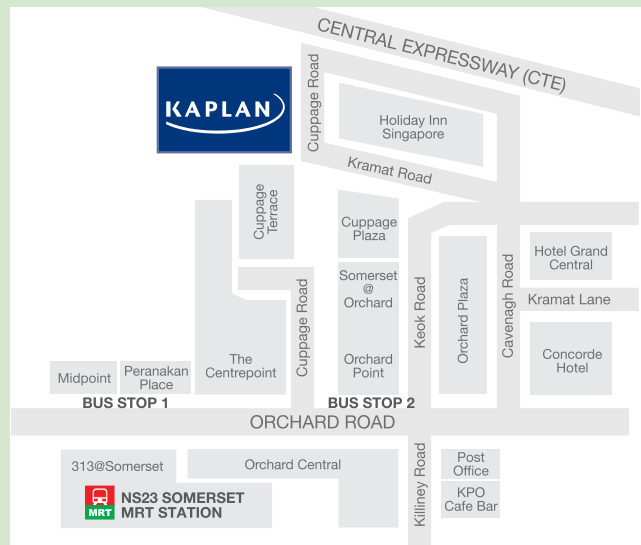
Through collaboration with prestigious Australian and European universities, Kaplan offers career-oriented academic programmes designed to provide students with the skills necessary to qualify them for employment in the fields of Accounting & Finance, Business & Management, Communication & Media, Hospitality & Tourism Management, Humanities & Social Sciences, and Information Technology.

The Kaplan City Campuses

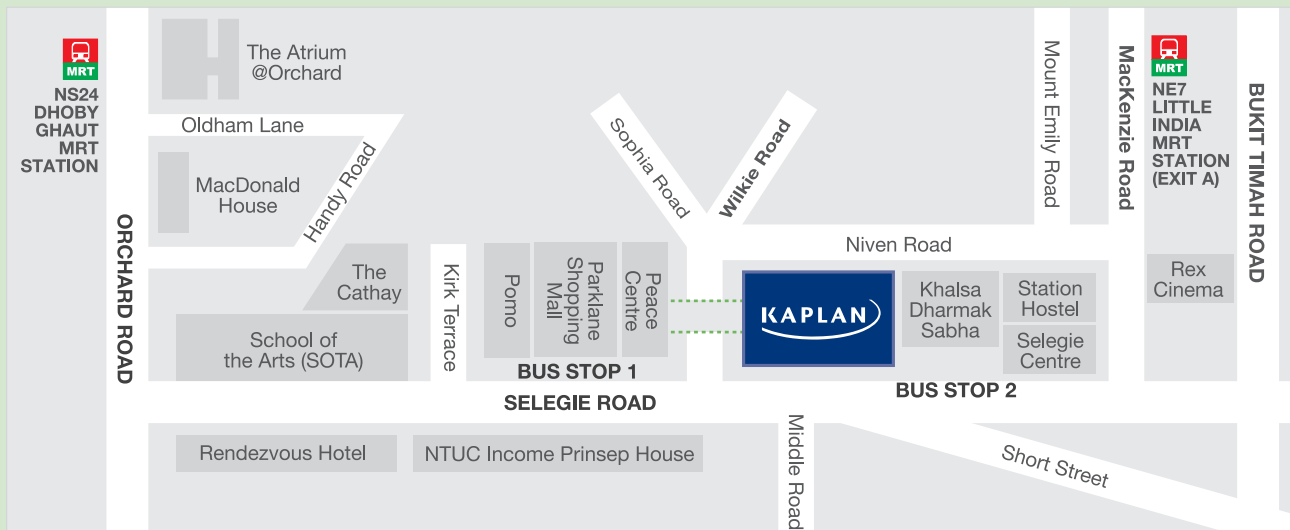
The Kaplan City Campus @ Orchard is 60,000 sq ft and equipped with 31 classrooms, state-of-the-art facilities, student lounge, a comprehensive library, as well as a full-service deli cum café.

The Kaplan City Campus @ Wilkie Edge has expanded to more than 50,000 sq ft, housing the sales and academic departments to cater to our growth. This allows students to enjoy a more comfortable campus environment. It is located within a 10-minute walk from Dhoby Ghaut MRT Interchange station and Little India MRT station.

For programme consultation and enquiries, please visit our city campus at Wilkie Edge.



Kaplan City Campus @ Orchard



Kaplan City Campus @ Wilkie Edge

THE UNIVERSITY OF CHOICE

About Northumbria University

Kaplan is pleased to enter into a major partnership with Northumbria University, UK. Northumbria University is one of the biggest Universities in the UK. It has a long history with its roots tracing back to Rutherford College of Technology in 1880. (Opened by HRH Duke of York in 1894.)

In 1969, it became Newcastle Polytechnic and by 1992, it had obtained full university status. Today Northumbria is the biggest and the most international university in the North East of England. With almost 36,000 students and the highest number of international students, it is the 6th largest provider of Higher Education in the UK, and the largest UK Higher Education provider in Hong Kong, with substantial operations in Malaysia, North Africa, the Caribbean and Singapore.

Northumbria University aims to provide an outstanding student experience underpinned by academic excellence, with a strong commitment to widening participation in order to attract the very best students across all backgrounds. As a research engaged professional university, Northumbria University continues to provide students with high quality teaching, backed by internationally excellent research, as well as excellent facilities. Northumbria also enjoys strong links with employers, which underscores the University's first-rate record in graduate level employability, supporting the aim of educating current and future leaders as well as entrepreneurs.

Why choose Northumbria University?

- Ranked 54th in the Complete University Guide 2013
- Ranked 55th in the Guardian University Guide 2013
- Top 20 UK choice for international students (100+ countries represented) (Higher Education Statistics Agency)

About Newcastle Business School, Northumbria University

Newcastle Business School develops and educates business managers and leaders to reach their full potential so they can make positive contributions to organisations. Newcastle Business School within Northumbria University is an international business school. Through the School's following subject groups, students can learn the full range of business and management subjects:

- Accounting and Financial Management
- Organisation and Human Resource Management
- Marketing Travel and Tourism Management
- Strategic Management and International Business
- Logistics and Supply Chain Management
- Business Analysis, Systems and Information Management

Newcastle Business School:

- Has a global network of educational partners
- Is ranked in the Top Ten for Graduate Level Employability (The Sunday Times Good University Guide 2011 and 2012)
- Has courses recognised by leading professional bodies, such as CIM, ACCA, CIMA, CIPS, CILT and CIPD
- 96% of graduates find employment or further study within 6 months of graduating
- 77% in Graduate Employment compared to national average of 67% of Business Studies in the UK
- In 2010 Newcastle Business School achieved EPAS accreditation from the European Foundation for Management Development (EFMD) for 18 undergraduate programmes in Business and Management.





COURSE OUTLINES

MSc Business with Financial Management

International Corporate Finance and Financial Markets

This module places financial management in an international context and considers those aspects of financial management that are affected by international issues. The following subjects will be examined: the international financial environment and risk, international financial markets (debt and equity, and finance raising) and the role of international institutions (such as the IMF), foreign exchange management, international mergers and acquisitions. The module then examines contemporary issues and problems that affect international finance and examines some of the potential solutions to those problems. The module will examine the impact of investment on economic growth, the problems of rapid growth and international financial crises, and the arguments for capital controls.

Fundamentals of Modern Financial Management

The business world of today and the future faces increasing geo-political, social, and economic uncertainty. This uncertainty in turn puts considerable pressure on strategic financial management. The financial crisis and recession that took off in the autumn of 2008 and continued into 2009 brought into focus the importance of strategic financial management. Today the finance function has to get involved in more demanding responsibilities with national and international implications including dealing with the investment community, activist shareholders, market volatility, risk intelligence, and the development of long-term company strategy. It is required to forge a proactive, value-added partnership that supports decision-making throughout the organisation for continuously improved corporate efficiency. This module deals with the application of financial techniques to the management of day-to-day operations in medium-to-large organisations. It prepares non-accountancy specialists with the fundamental financial management skills required in the treasury or accounts department of a modern organisation.

MSc Business with Hospitality and Tourism Management

International Hospitality Management

The focus of this module is the management and current operational procedures of the hospitality industry. There is an increasing global demand for well-qualified managers who can demonstrate business knowledge and skills as applied to the hospitality industry. This module aims to provide students with the necessary knowledge of the industry and the essential management skills that can then be transferred into the workplace.

International Travel Management

Students will be presented with an overview of the industry in lecture time, evaluating current concerns, trends, and operational and management approaches.

This module is designed to enable students to critically evaluate the principles, practices, and management of modern international travel. It examines in detail the distinguishing features of the industry and applies functional management knowledge to the particular problems that the international industry presents.

International Tourism Industry: Destinations and Attractions

This module aims to give students an insight into the main issues in modern tourism management. It has four main components: what are tourists like as consumers and customers; how are the places in which they consume – destinations – planned and managed; how are some of the core products of the industry – visitor attractions – organised and managed; and how do you market to tourists.

COURSE OUTLINES

Business Research Analysis

This module considers the collection, organisation, analysis, and presentation of business data from various primary and secondary sources. The module will consider both qualitative and quantitative data. Data from primary sources involving questionnaires and surveys will be considered along with data from secondary electronic sources. Certain analytical techniques supported by relevant IT applications will be presented, providing the participants with a good theoretical base and a practical experience of handling research data from coding through analysis to presentation.



Analysing Organisations

This module supports the student in exploring and analysing organisations and aims to develop the student's awareness of the importance of understanding an organisational context, whatever the function. The student is introduced to a variety of approaches to organisational analysis thus enabling them to challenge and critique organisational practice as well as the theories, models, and frameworks underpinning management, business, and organisation. Students can expect lectures to involve some tutor input, but also to include workshop/seminar activities that allow students to apply theory to 'real-life' situations, critically analysing and making recommendations for appropriate ways forward for the organisation.

Business Environment and Strategic Management

In order to survive and prosper, companies have to understand their business environment and develop strategies in response to the challenges posed by that environment. In this module, students will be shown how to analyse the business environment, how to evaluate those factors having significant impact on a particular company, and how to develop strategies to respond to the challenges posed by that environment. The module is designed for students who have not previously studied business or a related subject. The first part of the module will therefore start by considering what is meant by 'business' and the different types of businesses, before moving on to consider the concept of markets and the economic basis of competition. The next part will look at the business environment and some tools that can be used to analyse it. Students will examine the effect of international issues such as globalisation, and their impact on companies. The main part of the module will examine different approaches to developing business and corporate strategies that take account of both the environment and the capabilities of the company. The final part will include a brief review of the role of leadership in strategic change.

PROGRAMME OBJECTIVES

Programme Objectives

Working in a large, modern, international organisation, a medium-sized company, or even a small start-up firm requires a range of business capabilities. The most valuable employees are those who have not only a sound knowledge and understanding of the various parts of a business, but those who are quick learners and team players with leadership potential.

The MSc Business with Pathways programme will give students the general business knowledge and understanding as well as the personal skills needed for a wide variety of roles.

Programme Modules

The full-time programme allows students to specialise in any one of the 3 business areas, namely: Financial Management, Hospitality and Tourism Management, Marketing Management. The approved programme modules are as follows:

• Core Modules

- NXo441 Managing for Sustainable Competitive Advantage
- HRo896 Developing Self
- BMo421 Business Research Analysis
- HRo864 Analysing Organisations
- SMO495 Business Environment & Strategic Management

• MSc Business with Financial Management

- MNo479 International Corporate Finance and Financial Markets
- MNo485 Fundamentals of Modern Financial Management

• MSc Business with Hospitality and Tourism Management

- TMO452 International Hospitality Management
- TMO453 International Travel Management
- TMO454 International Tourism Industry: Destinations and Attractions

• MSc Business with Marketing Management

- MKo491 Marketing Strategy
- MKo497 Global Marketing Management
- MKo443 Relationship Marketing

• The Newcastle Business School Master's Dissertation

Career Opportunities

Graduates of the programme have joined a wide range of businesses, including graduate training schemes. A significant number of graduates have gone back to work for a family business or even started up their own businesses.

Distinctive Characteristics

The most distinctive characteristics of the programme are the wide range of backgrounds that we can accept and the great flexibility of choice offered to students to suit individual preference.

PROGRAMME STRUCTURE

Programme Structure and Content

The MSc Business with Pathways programme consists of 7-to-8 modules and 1 dissertation, and can be completed within 15 months.

The Postgraduate Induction programme will be conducted during the first 2 terms of the programme and will support the student via the establishment of good assignment skills and knowledge. Classes will be conducted Monday-Friday, minimum 5 times a week (no weekend classes).

Programme Design

Semester 1	Managing for Sustainable Competitive Advantage* NX 0441 40 credit points	Developing Self HR 0896 10 credit points	Business Research Analysis BM 0421 10 credit points	Postgraduate Induction NX 0420 0 credit points
Semester 2		Analysing Organisations HR 0864 10 credit points	Business Environment and Strategic Management** SM 0495 20 credit points	
Semester 3		Pathway Module 1		
Semester 4		The Newcastle Business School Master's Dissertation*** 60 credit points		

* Managing for Sustainable Competitive Advantage and Postgraduate Induction will be conducted concurrently through Semester 1 and Semester 2

** Business Environment and Strategic Management will be conducted concurrently through Semester 2 and Semester 3

*** Dissertation will be conducted concurrently through Semester 3 and Semester 4

The number of programme modules will be 2 or 3 depending on the pathway selected.

Learning Cycle

A typical trimester is a 4-month period covering 3 to 4 modules of study. The advantage of this structure is that students are able to concentrate on 3 to 4 modules and complete these on a trimester basis.



Coursework and Assessment

Nearly all the assessment in the programme is via assignment in which students are expected to apply relevant knowledge within an organisational context. All assignments are designed to test the students' understanding of theoretical and applied perspectives and their ability to use this appropriately to critically analyse individual and/or organisational practices, evaluating current practice and research in order to modify and develop their own and the organisation's approaches.

Criteria will be provided so that students understand what is expected of them and how they will be assessed on their performance. Students are required to demonstrate self-reflection and reflective practice where appropriate. Students will be provided with feedback on their assignments and as part of reflective practice, this feedback can be utilised in the preparation of their subsequent assessments. Assessment methods may vary according to individual module requirements.

COURSE OUTLINES

Core Modules

Managing for Sustainable Competitive Advantage

The aim of the module is to introduce students to the main business functions - Finance, Marketing, HRM, Operations - and show how each can contribute to the competitive advantage of a firm and how the functions interact with each other. For those students who have prior working experience in one or more of these functional areas, the module aims to both broaden and deepen their understanding and encourage students to take a wider view of the different parts of the firm. The module will be taught by lectures, seminars and a business simulation exercise. The simulation, based on the European car industry, will give students the opportunity to apply the learning developed in the first part of the Semester. The module will be assessed by 2 assignments based on the business simulation which will test knowledge and understanding of concepts in each of the functional areas and each student's role as part of a decision-making team.

Developing Self

This module intends to develop the student's own ability to recognise the need for, and to enter into the process of, personal and professional development. It is also designed to develop students' capacity as independent learners and to encourage the development and application of transferable skills (of individual and group learning) across the programme of study. The module will support the student in: demonstrating an increased self-awareness and self-understanding, underpinned by critical and reflexive use of theoretical concepts and models; developing an understanding of learning and development by engaging in self-development processes; recording and evaluating their development process; and identifying continuing personal and professional development needs. The module aims to develop the student's awareness of the importance of social (and organisational) contexts to personal and professional behaviour and development. Alternative and conflicting theoretical approaches and frameworks are offered to challenge established knowledge, ways of knowing, and dominant discourses in order for students to be able to appreciate the complex nature of self, self understanding, and self development.



