

Newcastle Business School

Postgraduate courses



Welcome



Welcome to Newcastle Business School, one of the largest, most successful and fastest growing business schools in the UK.

We are a business school committed to developing and educating business managers and leaders to reach their potential and make positive contributions to organisations.

We are delighted that you are considering taking up your postgraduate study with us in Newcastle. We recognise that there are many alternative choices you need to consider in deciding what you study and where you study it.

Therefore we have designed this brochure to provide you with information you need to make this exciting and potentially life-changing decision about your future career a success.

We particularly hope that our experience of educating students from a variety of nationalities and our focus on 'theory into practice' will be key considerations in your choice. The emphasis we place on developing in you the skills, knowledge and ways of thinking will enable you to be effective and successful as managers and in your future careers.

We hope to see you in the near future.

Professor Kevin Kerrigan, Executive Dean

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I WANT

...to **learn** from the best

When you come to Northumbria University, be prepared to engage with renowned professors, innovative researchers, inspirational lecturers and well-known guest speakers.

You will be interacting directly with highly respected academics, analysing, debating and exploring topics in depth.

At Northumbria we share your passion for your subject and we're ambitious about creating new knowledge, undertaking transformative research and achieving global impact.

All of which is reflected in the content of our courses, and in the delivery of lectures, workshops, seminars and tutorials.

Our courses reflect contemporary knowledge and practice and are informed by global perspectives. Northumbria University holds accreditations from over 60 professional bodies at national and international level, and we work with hundreds of organisations in the

realms of business, arts and science. So what you learn here will equip you for life beyond university.

As you build your critical academic skills you will be part of an exciting learning community that will inspire you to learn more and do more.

University is a wonderful opportunity to make a difference to yourself and others.

We work with you to develop your graduate-level thinking, skills and independence. Through an exciting mix of projects, competitions, client briefs, presentations, dissertations and industry scenarios, you can test your skills and knowledge and build your confidence.

Further support is provided in the form of Northumbria University's outstanding facilities and high-specification equipment.

We also keep listening to what else we can do for you, via a well-developed network of Student Representatives and by working in partnership with the Students' Union.

Learning together and with the best means that you will feel valued as partners in a learning community. Your experience will be life-enhancing and life changing.

Discover more

northumbria.ac.uk/learn



Academic excellence at Newcastle Business School



- Newcastle Business School has been ranked eleventh out of 103 for graduate level employability in The Times University Guide 2013.
- We have a dynamic mix of modern and traditional learning and an innovative approach to business education and personal development centred around four learning goals. These four goals are that our graduates will be: employable as graduates; knowledgeable about the theory and practice of international business management; skillful in the use of personal, professional and managerial techniques and processes; and ethically aware of the issues impacting on business and professional practice.
- We have been recognised by Times Higher Education as one of the top-rated universities for the provision of business and management education in the UK.
- We have earned AACSB (The Association to Advance Collegiate Schools of Business) accreditation for both business and accounting courses; an accolade that has only been achieved by 1% (of 16,000) global business schools.
- We are one of only eight UK business schools with EPAS accreditation on our courses.
- Our degrees are also recognised for their quality by many professional bodies including CIM, ACCA, CIMA, CIPFA, AIA, CILT, AAT and ICAEW. It is not surprising therefore that Northumbria sits among the top 10 universities in the UK for the number of graduates entering professional employment, and is number one for graduate start-ups based on estimated turnover.

The postgraduate experience

Postgraduate study at Newcastle Business School is designed to inspire excellence amongst tomorrow's business leaders. Students find our postgraduate courses challenging, innovative and relevant, enabling them to develop the knowledge, skills and competences essential to 21st century business.

Our vision for you

We are a business school committed to the development of business practitioners and individuals capable of contributing to organisational effectiveness. Underpinning this commitment is an approach of 'theory into practice'. We don't just want you to know more, we want you to be able to do more. Our vision of what we want you to achieve is enshrined in our postgraduate teaching and learning philosophy. At the heart of this is your development as a 'reflective practitioner', acquiring a range of critical thinking skills, a high degree of self-awareness and a capacity for independent learning. To help you achieve this, we provide a range of learning experiences through the courses. For instance, the management development residential, group work, study trips, a business simulation exercise and all the ongoing learning processes embedded in the day to day study of the subject modules on your course. In addition to our learning and teaching philosophy we have established a number of goals that we hope you will achieve by the end of the course. In summary these are; that you will be highly knowledgeable about the theory and practice of international business; that you can think and act strategically; that you have developed a range of leadership skills and knowledge and finally that you have acquired a high level of competence in research and scholarly application. We ensure that all our courses are delivered by professional people, highly qualified academics, many of whom bring significant business management experience to the classroom. This is important in the context of theory into practice.

How we achieve this vision

E-portal and customised learning

The e-portal system provides you with electronic access to lecture, seminar and workshop activities, directed learning materials and tests, up-to-date course announcements, online discussion groups and bulletin boards. Available 24 hours a day, 7 days a week, all materials are regularly updated by module tutors and course leaders and are a valuable source of learning support. For some modules the student learning process is supported by a customised textbook. Customised textbooks and learning materials are provided free of charge, and are tailored to meet the needs of our courses and students.

Teaching, learning and assessment

You will experience a variety of teaching methods including lectures, seminars, workshops and presentations. These sessions are designed to help you apply theory to real life and be able to critically analyse and make recommendations for appropriate ways forward, for yourself and your organisation. Classroom sessions facilitate knowledge generation, peer interaction, communication and contextual application. Critical reflection on knowledge, experience and practice underpins the learning and teaching process on our student experience. Students also undertake directed study and are expected to develop independent learning skills in order to pursue their own area of academic interest.

Academic and Professional Development

You need to be effectively engaged in the learning process of your course from day one. Therefore, as well as the initial induction at the start of

the courses, we provide ongoing information sessions as the course progresses, alongside academic skills support sessions looking at issues such as report writing, preparing for assignments and examinations, presentation skills and getting the most from seminars and lectures. As the course progresses, emphasis will move onto your personal development terms of employment and employability. These courses will be delivered by staff from the University careers service.

Management Development Residential

Within the first few weeks of the course you will attend a weekend residential at a hotel near to Newcastle. The residential provides an opportunity for you to mix with and to get to know other students, but the primary focus of the residential is to provide you with opportunities to learn about yourself and identifying a set of personal objectives and learning areas for your future development.

Guest lectures

In addition to our full-time staff, we regularly invite senior business leaders, academics and alumni to the business school to share with you their contemporary experiences of managing and the latest management thinking.

Business Simulation

All courses incorporate a business simulation exercise. In a small team made up of fellow students from your seminar group, you will take the role of a senior management team running a car manufacturing business in competition with other teams from the seminar class and the existing car market. The decisions you make about strategy, product choice, finance, human resources, pricing, research



and development etc will determine how successful your business is. The simulation takes place over a period of rounds allowing a number of key decision points that affect the business outcome. As well as bringing together a wide range of subjects the simulation requires that you work effectively as member of a team, a crucial skill in management and also understand the importance of making responsible and sustainable business decisions.

Dissertation (and alternatives)

The final semester of our Masters courses is taken up with the dissertation. You will explore a contemporary management issue in depth combining academic theory with a real life investigation, using a range of appropriate research skills culminating in a 15,000 word piece of work. There is also an alternative Masters Consultancy Project which permits students to integrate the knowledge acquired during the course and apply this to a consultancy project for a real, external organisation who have identified a business problem or question, requiring a solution. In much the same way, students taking one of the 2-year with Advanced Practice courses will spend a period of time on Internship or undertaking a Consultancy Project before writing a significant investigation report. All of these activities and related academic

works represent powerful learning experiences and demonstrate both to us and any future employer, your ability to take a problem, understand it, analyse it, summarise the issues and provide a critical synthesis of the subject against appropriate academic theory.

Postgraduate Student Society (PGSS)

The aim of the Newcastle Business School PGSS is not only to enhance the overall educational experience, but also to facilitate cultural friendships and exchanges. There is a varied course of social activities and events including field trips to York and Edinburgh plus countryside walks, student presentations and a debating society. All present excellent opportunities not only to build a wide range of social contacts, but also to develop a network for future business. Many of the events and activities are organised by the students themselves.

Employability development and support

The creation of employment ready graduates is crucial to both University and Faculty. In terms of becoming employment prepared you will receive both academic and support inputs as part of your Masters study. Core to all of the Masters is the two-part module (semester one and two) Developing Global Management Competencies. The modules seek to prepare you to be highly employable,

enabling you to demonstrate your ability to make an immediate impact on any organization you join after graduation. It does so by developing key hard and soft skills which have been identified by current research as those necessary for postgraduate students seeking work, namely the skill sets of emotional and cultural intelligence and business intelligence. Your development for employability is further supported here through the management development residential and the Career Service supported work as part of your broader Academic and Professional Development. You will benefit from support in career planning: from the identification of potential opportunities to develop your understanding of employers' needs in an increasingly competitive and complex global marketplace. The resources and support available reflects the international diversity of our students and their plans for post-study employment. You will leave Newcastle Business School having produced an evidence based skills matrix and overarching CV making you well equipped to begin the next stage of your career.



Outstanding facilities

- We're based in an iconic £70m state-of-the-art city centre campus in the heart of Newcastle. We also offer courses from the University's London campus, giving NBS a presence in the UK's two top cities for students.
- You will enjoy a dedicated postgraduate suite with teaching rooms, IT labs and a comfortable lounging area where you can work in groups or independently. If you have your own laptop there is free Wi-Fi throughout the University.
- We have our own trading room, powered by Bloomberg Terminals, which are used by top traders throughout the world. We're one of only a few business schools in the UK to integrate real-time financial management information into our teaching and learning. The Terminals help students who want to train and learn how to use real-time and historical financial news and information.
- Northumbria University Library has been rated joint third best in the UK behind Oxford and Cambridge, boasting half a million books, 30,000 journals and 300 databases.
- The e-portal system provides you with electronic access to lecture seminar and workshop activities, directed learning, materials and tests, up to date course announcements, online discussion groups and bulletin boards. Available 24 hours a day, 7 days a week, all materials are regularly updated by module tutors and course leaders.
- Student Engagement Centre supporting employability through learning experiences such as volunteering, placements and internships.



Give your career an extra **edge**

Want to stand out from the crowd?

Get your CV noticed

Northumbria University helps you achieve your ambitions and gets you ready to take your talents into the world of work.

Our postgraduate courses are designed in response to industry needs giving you the skills employers want and a head start in the job market. Our extensive industry network gives you the opportunity to get hands-on experience with a wide variety of organisations, across a broad range of sectors that will make your CV stand out from the crowd.

9 out of 10 Northumbria students are in employment or have gone into further study within six months of graduating*

*DLHE Survey 2011

Discover more
northumbria.ac.uk/edge

Where can your postgraduate qualification take you?

Employers

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

- Santander
- Northumbrian Water
- Kelloggs
- Greggs
- The National Gallery Company
- GlaxoSmithKline
- Brewin Dolphin
- KPMG
- Dell

- Virgin
- NHS
- UBS
- Nissan
- PriceWaterhouseCoopers
- Citibank

Job roles

Our graduates have gone on to a wide variety of job roles within organisations both large and small including:

- Customer Research Manager
- HR Director
- Operations Director

- Hotel Manager
- Brand Consultant
- Marketing Assistant
- Managing Director
- International Markets Development Manager
- Innovation Manager
- HR Advisor
- Corporate Tax Trainee
- Finance Executive
- Senior Finance Partner
- Account Manager



What our postgraduates think

"Postgraduate study has had a massive impact on my career. Quite simply, I wouldn't have landed my first HR Manager job without my professional qualification in HR and I probably wouldn't have had the privilege to work for some of the world's most admired organisations such as Virgin, Oracle and Microsoft."

Phil Mather, HR Director, Ovo Energy Limited

"I had reached a point in my career where I felt in need of professional development in order to progress to a higher level of responsibility. I was struggling to transition into a new role in market research without a professional qualification. My bachelors degree was in design, so although I had professional experience in research, my MSc gave me the academic qualifications to back this up."

**Lucy Denham
Customer Research Manager,
Northumbrian Water**

"I chose Newcastle Business School due to the quality of learning facilities it offers. I came to Northumbria University as an undergraduate and the all round wealth of experience I gained from both the University and the city was such that I had no doubt which University would set me up with the best learning for my Masters."

**Krishna Kapitan
Human Resources and Learning and
Development Officer at Johnson
Matthey**

"Postgraduate study has allowed me to bring a postgraduate academic qualification to the job application process on a number of occasions. It also gave me many of the skills to progress in line management, allowing me to learn more about business, finance and human resources, to add to the IT knowledge that I had."

Neil Darwent, IT Director, GlaxoSmithKline Vaccines

Do you want to study your Masters over two years?

For many students from around the world, one of the attractive features of postgraduate education in the UK is that it is usually possible to complete a master's degree in one year rather than two. All MSc courses offered in Newcastle Business School can be completed in 12 months (16 months for those starting in January).

However we also offer the opportunity to extend the duration to two years allowing time for more reflection and understanding of the application of the subject or an even more international experience (please note - the MSc International Human Resource Management will not be available as a two-year course until September 2016).

The two-year versions include one additional semester but also allow time for a summer vacation rather than nonstop study. This can be a useful time for travelling, gaining some work experience or just relaxing and refreshing.

The additional semester can be used

in one of three ways. Firstly students can take an internship with a company for this period – we will endeavour to help those who prefer this option to find and secure a suitable position but ultimately we are in the hands of the employers who are free to decide who they take into their organisation.

The second option is to work in the Newcastle Business School Business Clinic providing a consultancy service to local businesses. This gives a fantastic opportunity to put into practice some of the skills and knowledge acquired during the taught part of the course. With either of these options, in the fourth and final semester, students complete the Masters Consultancy Project that builds on the practice in the third semester.

However there is also a third alternative where students can spend a semester studying on a business course in another country. This may be in Europe or further afield but all courses will be taught and assessed in English (in some cases there may be an opportunity to take some language modules). Note that this

option may require students to obtain a visa for study in the other country. Students following this option will complete the Master's dissertation in the final semester.

These courses will be designated "with Advanced Practice" or "with Study Abroad" and that will be reflected in the title of the final award.

On a limited range of courses it is also possible to extend the course to two years through additional study. For September 2015 these are:-

- MSc Business with Management and Marketing
- MSc Business with Management and Finance
- MSc Business with International Management and Marketing
- MSc Business with International Management and Finance

Applicants for these courses should apply for the course title as above. Applicants for the courses with Advanced Practice or Study Abroad should apply for the course with Advanced Practice.

Please see the opposite page for more information on how the additional semester could be spent.





Internship

This route offers the opportunity to spend about three months working full-time in a real business environment. Newcastle Business School has a long and hugely successful record with placing students in internships across the UK and, indeed, all over the world. We know from experience that internships bring a range of benefits – they make students more employable because they can talk about actually doing business rather than just studying it, and they tend to get better final results because they have a real context for their study of business and find inspiration for their Master's project in the work environment. At the same time students provide a real benefit to the host companies who appreciate fresh insights to their business and gain a greater appreciation of the benefits that graduates can bring to their organisation.

Business Clinic

Newcastle Business School operates its own Business Clinic to provide consultancy services to businesses and organisations in the region. Working full-time in the clinic offers the chance to explore a variety of businesses and help them embrace new opportunities. Whether assisting a business to develop an internet marketing strategy or investigating international market opportunities for a new product, you will develop skills in quickly getting to understand a business issue, work in teams, research the issues and prepare and present a professional set of recommendations. Recent clients have included Gateshead Council, the Dyspraxia Foundation, Mediaworks, Carlisle City Council and 2020 Vision Technology. This is an amazing opportunity to assimilate skills developed in the classroom.

Study Abroad

One of the key challenges facing any student planning to undertake a business-related degree is how to compete in the job market with business graduates around the world who are also trying to ignite their business career. We know from experience and talking to employers that international awareness is a key differentiator. Many of our students have already taken the first step by travelling hundreds or thousands of miles to study in an unfamiliar environment. However the international exchange option takes that to the next level. We are developing exchange opportunities in Asia, Europe and South America that will give students the opportunity to create a truly unique selling proposition to future employers. Students spend one semester studying business (taught and assessed in English) in another international domain. In some cases there will be an opening for basic level study of the language and culture of the host region. Where students choose to follow this version of the course, the title will be changed from "...with Advanced Practice" to "...with Study Abroad."

One and two-year variations in practice

These tables show, using one course as an example, how the different options work out.

MSc Business with Management - 1-year 180 credit course

Semester 1	NX0472 Developing Global Management Competencies I (20 credits)	NX0474 Strategic Management for Competitive Advantage (40 credits)		NX0422 Dissertation Preparation and Research Methods	NX0475 Academic and Professional Development
Semester 2	NX0473 Developing Global Management Competencies II (20 credits)	Option/Pathway I (20 credits)	Option/Pathway II (20 credits)		
Semester 3	The Newcastle Business School Masters Dissertation (NX0422) or Masters Consultancy Project (NX0477) (60 credits)				

MSc Business with Management with Advanced Practice or MSc Business with Management with Study Abroad – 2-year 240 credit course

Semester 1	NX0472 Developing Global Management Competencies I (20 credits)	NX0474 Strategic Management for Competitive Advantage (40 credits)		NX0422 Dissertation Preparation and Research Methods	NX0475 Academic and Professional Development
Semester 2	NX0473 Developing Global Management Competencies II (20 credits)	Option/Pathway I (20 credits)	Option/Pathway II (20 credits)		
Summer vacation					
	Advanced Practice route	OR	Study Abroad route		
Semester 3	NX 0479 Masters Internship or Consultancy (60 credits)		NX0478 Masters' Study Abroad (60 credits)		
Semester 4	NX0470 Applied Management Work Investigation (60 credits)		The Newcastle Business School Masters Dissertation (NX0422) or Masters Consultancy Project (NX0477) (60 credits)		

MSc Business with Management and Finance – 2-year 240 credit course

Semester 1	NX0472 Developing Global Management Competencies I (20 credits)	NX0474 Strategic Management for Competitive Advantage (40 credits)		NX0422 Dissertation Preparation and Research Methods	NX0475 Academic and Professional Development
Semester 2	NX0473 Developing Global Management Competencies II (20 credits)	Option/Pathway I (20 credits)	Option/Pathway II (20 credits)		
Summer vacation					
Semester 3	The Newcastle Business School Masters Dissertation (NX0422) or Masters Consultancy Project (NX0477) (20 of 60 credits)	NX0476 Contemporary Issues in Management Research (20 credits)	MN0491 Corporate Financial Management (20 credits)		
Semester 4	The Newcastle Business School Masters Dissertation (NX0422) or Masters Consultancy Project (NX0477) (40 of 60 credits)		MN0492 International Financial Markets and Institutions (20 credits)		





The Newcastle Business School MBA

MBA

MBA Design and Innovation Strategy

MBA Entrepreneurship

MBA Culture Strategy

MBA Legal Management

Course duration: 1 year or 2 years*

Mode of study full-time, part-time or distance learning

Course contact Dr Lucy Lu, Director of MBA courses, l.lu@northumbria.ac.uk

*The Newcastle Business School MBA is also available to study part-time over two years or distance learning over two years. For more information visit northumbria.ac.uk/mba

About this course

The Newcastle Business School MBA will challenge you, develop your ability to change and enhance your existing working practices. It offers the opportunity to interact in a highly engaging manner so you can take your leadership capability to new heights.

Our MBA is an innovative postgraduate work-related degree course delivered over one year, providing an excellent learning platform for aspiring or existing leaders.

The course is specifically designed for those with two or more years' work experience usually in a supervisory or management role and wishing to gain a postgraduate degree that integrates the key aspects of business

such as leadership, management, sustainability, marketing, management accounting, supply chain management, human resource management, the knowledge economy, globalisation, strategic analysis and strategic planning.

The full-time MBA also provides an opportunity for you to specialise further and choose a pathway in the areas of Design and Innovation Strategy, Entrepreneurship, Culture Strategy and Legal Management.

To support you in your studies, the course uses a combination of teaching and learning approaches, including:

- Full-time study at Newcastle Business School, Northumbria University within the Corporate and Executive Development suite.
- A supportive learning environment with extended induction course, weekly academic skills and language development sessions and one-to-one guidance.
- Tutorials delivered by highly qualified teaching professionals with 'real-world' experience and supported with industrial visits.
- Supporting podcast and videocast materials to enable you to recap and consolidate your learning.
- An online study portal which provides access to a range of e-books, over 300 electronic databases and 30,000 electronic journals.
- A reading pack for each core module with customised textbooks.

- Work-related assignments that give you an opportunity to develop and demonstrate your knowledge and understanding and provide evidence of competence.
- Networking opportunities via our MBA Forum allowing you to learn from leading practitioners.

Indeed, the Newcastle Business School MBA is more than an internationally recognised qualification; your final

transcript will highlight not only your academic achievements, but also the range of learning experiences you have engaged in whilst studying on our MBA. This will include the organisations you have worked with during your period of study, the projects you have completed with associated testimonials, the leadership attributes you have developed and the networks you have engaged with.

Course structure (full-time)

The curriculum has been designed in consultation with a range of leading organisations, professional bodies and addressing international and national business school standards eg, EFMD, CMI and AACSB. Full-time MBA cohorts will be able to choose one of the elective modules from the course structure diagram. The availability of elective modules varies each year, subject to student numbers.

Semester 1	Module One Shaping Globally Responsible Leaders (30)	Module Two Understanding Strategic Challenges in the Knowledge Economy (30)	Induction and Academic Skills Development Workshops	Leadership Development Course	MBA Forum
Semester 2	Module Three Creating and Managing Competitive Organisations (30)	Module Four (Elective) Contemporary Issues for Business and Management Practice (30) Design and Innovation Strategy (30) Entrepreneurship (30) Legal Management (30) Managing Business in Creative and Culture Industry (30) The Power of Emerging Market: Chinese Business in the Global Environment (30) Reshaping Public Governance (30)	Management Investigation (60)		
September	Submit Management Investigation				
December	Graduation				

The Newcastle Business School

MBA overview

	Full-time	Part-time	Distance Learning
Summary	An innovative one year postgraduate work-related degree programme.	A two year programme designed for those who have already gained substantial managerial work experiences and want to transform their strategic leadership skills and capabilities.	A two year programme designed for busy managers who are seeking part-time or flexible modes of study to enhance their career potential and professional development.
Benefits	<ul style="list-style-type: none"> • Regular networking opportunities through our MBA Forum • Engagement in a range of employer-led business clinic projects and internships • Choose one of the MBA pathways and tailor your career development needs 	<ul style="list-style-type: none"> • Learning at a pace • The ability to work and study at the same time • Allows direct transfer between theory and practice • Highly practical 	<ul style="list-style-type: none"> • Learning at a pace • The ability to work and study without any hours on campus • Allows direct transfer between theory and practice • Highly practical • Access to an online portal which provides access to over 300 electronic databases and 30,000 electronic journals
Student profile	<p>The full-time format appeals to students who...</p> <ul style="list-style-type: none"> • are able to take a break in their career to study • want to study on a programme that brings together experienced people from a wide variety of business and cultural backgrounds • are driven by regular interaction with faculty and peers • have been running their own business or working for their family business during undergraduate studies and are keen to upgrade their knowledge on strategic leadership and entrepreneurship development 	<p>The part-time format appeals to students who...</p> <ul style="list-style-type: none"> • are located in Newcastle or within commuting distance • have already gained substantial managerial work experience • require a flexible timetable due to professional/personal commitments 	<p>The Distance Learning format appeals to students who...</p> <ul style="list-style-type: none"> • are currently in a managerial role and have substantial experience • want to further their study, without spending any time at our Newcastle campus • enjoy studying independently • have the confidence to cope with quantitative material outside the classroom

Karla Prime

Full-time MBA

Why did you decide to study at Newcastle Business School?

It's excellent graduate employability statistics was a major attraction. It said to me that employers respect the quality and standard of the courses on offer. My research also revealed that the Newcastle Business School MBA course was internationally accredited. It was my hope that the course would attract more international students, which it did, and that I would be able to learn from their experiences and enable me to network and make new business connections.

What did you enjoy about studying the MBA?

The MBA course was an intense 9 months. However, I met some very interesting people along the way. In particular the lecturers were very helpful and showed a genuine interest in the cohort and were available for one-to-one discussions.

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How do you feel your postgraduate study has impacted upon your career?

This experience has greatly impacted my career. I had embarked on the MBA as a career change from law to business. I had only expected that it would give me better insight into business management, but it has done a lot more. As a result of what I have learned and in particular the style of learning, I have discovered a new passion for research. It has helped to clarify in my mind the direction I want to take my career.

What advice would you give to someone thinking about studying an MBA at Newcastle Business School?

The course is intense, but you get out what you put in. It is up to you to decide what you want out of the course and work towards that. It is a brilliant learning experience, where you get to learn more about yourself and what drives you.

Have you joined any sports teams, clubs or been involved in any volunteer projects?

I am a member of the Music Society, the Classical Choir and I get involved with Volunteer Northumbria. In particular the Music Society has become my family away from home. It has been one of, if not the main thing, that has made coming back to university enjoyable and exciting. The open mic nights have also given me an opportunity to showcase my talents, make some great new friends and collaborate with other musicians and artists.

What has surprised you most about living in Newcastle and this region?

The friendliness of the people has impressed me the most. After spending time in London where the people are not quite as friendly, it was refreshing to come to Newcastle to be greeted by such friendly and welcoming people.



The general postgraduate business courses

Course duration 1 year or 2 years (see page 16)

Mode of study full-time

Entry requirements First degree in any subject

Course contact Dr Andrew Robson, Course Director andrew.robson@northumbria.ac.uk

The suite of courses in Newcastle Business School based around the hugely successful MSc Business with Management provides the perfect opportunity for students from any first degree subject to acquire a high level of knowledge and understanding about business principles, coupled with the skills that organisations are looking for in those seeking to take up a management role.

About these courses

All students will follow the same common first semester covering a broad range of business disciplines in an integrated context. In the second semester half of the course is core but the remainder is, for those students following the general MSc Business with Management route, comprised of option units chosen from a large and diverse portfolio. Students wanting to undertake one of the many specialisms offered take their pathway modules. These are increasingly diverse as many are now offered through other departments within the university. The final semester is taken up with a Master's dissertation – in the case of the specialist courses this will be in a subject related to the specialist discipline. Alternatively there is the opportunity to undertake a Master's Consultancy Project. This is a real opportunity to demonstrate personal research skills combined with an in-depth understanding of an aspect of business. Wrapped around the course is an important support

syllabus covering an induction to postgraduate study, employability and career development, academic skills, research methods and preparation for the dissertation element, provided through a range of common course modules. The course includes a residential weekend course very soon after commencement that enables students to plan their personal development aims for the year ahead.

The most distinctive characteristics of the course are the wide range of backgrounds that we can accept and the great flexibility of choice offered to students on the course to suit individual preference. A limited choice of pathways is also available as a January start.

Who are our students?

Many students will have studied non-business subjects for their first degree but now find the need to acquire management skills to enhance their future career. Some will have specific aspects of business that interest them, perhaps related to their first degree subject, while others want a

broad based course that allows them to keep open many options. They provide students the opportunity to gain a high level of knowledge and understanding of business courses, leaving them equipped with skills needed to take on a managerial role.

What pathway should you choose?

Students typically choose pathways either on the basis of the function or sector they intend to work in at a future stage, or sometimes based on their previous area of study. If a student has a degree with business content, they will not be discouraged from applying to the MSc Business with course but are encouraged to apply for a pathway that they haven't studied in detail at the point of application. However, it is important to stress that there is no requirement to have specific previous knowledge of the specialism being followed.

Mohamed Abdul Wahab Najim

MSc Business with International Management

Why did you decide to take on postgraduate study?

There is always room for self-improvement; I wanted to expand my knowledge in the areas of research, strategy and analysis in order to excel in the current market. Also, I knew that I needed to learn more about a lot of areas in terms of research, strategy and business analysis.

What made you decide on Newcastle Business School?

First of all, I chose Newcastle upon Tyne as I learnt that it is the best student city. As for Newcastle Business School, I did all the research and concluded that it is one the best business schools in the in the North of England.

What was your favourite thing about your course?

The chance to meet and get to know colleagues from different parts of the world, and to experience and learn about their different cultures.

What was your favourite thing about Newcastle Business School?

The state of the art buildings and the professionalism of the tutors. Our instructors always encouraged us to criticise what they tell us about all matters! Once I got my first job, the first email I sent was to my tutor thanking him as I would not be where I am had I not gone through the course. The seminars were the best part where we had the opportunity to work in groups and present our work;

this has really helped me in terms of working in a group and presenting in front of others.

What advice would you give to someone thinking about postgraduate study?

Go to Newcastle Business School if you really want to learn, and be able to challenge what you have learned.

What advice would you give to someone thinking about studying at Northumbria University?

Attend all the seminars, listen and understand the module requirements. Last but never least – time management.



The general postgraduate business courses

MSc Business with Management

A number of students within the "Business with..." suite of courses wish to maintain a broad-based and generic management education on their Masters' course. The selection of the "with Management" course permits this given that the students have an unlimited choice of options from the specialist pathways described below. From these, they pick a 20-credit point option to study in Semester 2 alongside the module Organisational Behaviour and Practice, as well as the core content of the course. Likewise, there is no constraint on their choice of dissertation topic within the broad area of business and management, although like all of the Masters' students, the academic supervision of this dissertation will be dependent upon the actual topic selected. Equally, like all students across the MSc Business with suite, students can also opt to undertake the Masters' Consultancy Project as an alternative to the dissertation.

MSc Business with International Management

Globalisation is the worldwide trend of businesses expanding beyond their domestic borders. To compete in today's global economy managers need to be able to apply management principles across countries and cultures with suitable adaptation in the process. Adopting a truly global perspective of management, this pathway presents current thinking in international business theory and practice. It exposes students to the environment of International Business and Multinational Corporations (MNC). It will cover topics such as international trade and investment theories, country environments (e.g., political, legal, financial and economic contexts), culture, foreign direct investment, international strategy, corporate governance and industry

studies. The main objective is to achieve an enhanced understanding of what determines the international success and failure of firms around the globe. This is complemented on the pathway by the analysis and evaluation of managing customer relations within the context of globalisation and its implications 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 marketing strategies. By doing so, students can develop an appreciation of the varying approaches to marketing that are relevant to organisations working within a dynamic global environment and the effect these challenges place upon marketing planning in an international context. Students on the International Management pathway have a broad choice of topics to select from for their dissertation, as long as the area of study has an international context.

MSc Business with Financial Management

Within the first semester students are given an introduction to the development and interpretation of financial statements and have practical exposure to these activities as part of a business simulation. On this pathway, students consider Corporate Financial Management, in which they gain a critical understanding of the creation of corporate value through decisions relating to investment, financing and dividend. Students are introduced to certain core concepts regarding the objective of finance, how capital is first raised, its deployment into wealth creation and the optimal return of wealth to its providers. This assessment of corporate finance decisions will be achieved on this pathway in both quantitative and qualitative terms. This is complemented on the pathway through consideration of

International Financial Markets and Institutions, including assessment of recent trends within the financial markets, the financial crisis and the regulatory response. Students will gain an understanding of how financial markets function with respect to different participants, the respective roles played and the associated interaction. Central to this knowledge are the various categories of financial institution, instruments and regulations and policy approaches. The dissertation topic selected by students on this pathway will be finance related and supervision will be given by a subject expert from this academic area.

MSc Business with Marketing Management

This pathway will give students an exposure to contemporary branding issues using appropriate models and techniques. They will be given the opportunity to critically evaluate the process of developing a brand and appreciate the challenges of doing so in an international marketplace. By doing this, students will gain an appreciation of branding in association with consumer behaviour and understand how branding is applied in a real market environment. This is complemented on the pathway by the analysis and evaluation of managing customer relations within the context of globalisation and its implications 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 marketing strategies. By doing so, students can develop an appreciation of the varying approaches to marketing that are relevant to organisations working within a dynamic global environment and the effect these challenges place upon marketing planning in an international context. The students also undertake a dissertation in a

marketing context, supported by an academic supervisor with relevant expertise from this subject area.

MSc Business with Hospitality and Tourism Management

The hospitality and tourism industry is unique and complex and has developed a critical role in the world economy, representing the main source of income for many developing countries. The hospitality sector is one of the fastest growing sectors of the global economy. There are a range of exciting careers in a variety of sectors including hotel management, licensed retail management, restaurant management, food and beverage management, entertainment and leisure, conference and events management and travel and tourism. The pathway provides students with an insight into contemporary issues facing international hospitality organisations. It provides a detailed examination of an extensive range of issues pertaining to the industry including the nature of the hospitality workforce, the changing patterns in supply and demand, distribution and the influence of the media, sustainability and emerging markets. Providing insight into the tourism sector, its structures, issues and management is an essential subject and crucial to this pathway. By providing an insight into this, this pathway further contributes to the development of potential future managers by providing them with opportunities to learn about the related issues, under the general

heading of “Tourists and Tourism”, with an emphasis on areas of specific relevance such as Hospitality, Responsible Tourism, Tour Operations and study in significant depth into Destinations and Attractions in the Tourism Sector. The student dissertation will be in either of the areas of hospitality or tourism and will be supported by relevant academic supervision.

MSc Business with Logistics and Supply Chain Management

The first semester includes grounding in the general principles of operations management, the role of which is assessed within the framework of a business simulation. Students following the pathway in logistics and supply chain management (LSCM) build on this operations knowledge base by giving students an opportunity to appreciate the inter-relationships between strategic procurement, materials and quality management. Attention is given to the value-added processes within the supply chain alongside an understanding of the tools required in the effective management of such processes. Students are also exposed on this pathway to the principles of contemporary Supply Chain Risk Management and Sustainable Supply Chain Management from a business perspective. This work considers the various methods in which good practice in these fields is supported by theoretical relevance and also how it contributes to optimisation of operational efficiency, organisational

excellence, minimising organisational and environmental risk, and achieving sustainable competitive advantage within the context of ‘triple bottom line’ benefits. Students will gain an appreciation of the various tools and techniques necessary to analyse, evaluate and implement best practice to Supply Chain Risk Management and Sustainable Supply Chain Management. Students then follow up this taught input on their pathway with a subject specific dissertation, supported by academic supervision from the subject specialism.

MSc Business with Human Resource Management

This pathway develops students’ critical knowledge and understanding of how HRM can add value and enhance organisational effectiveness and sustainability. It explores the effective integration of HRM with broader business and HR strategies in order to facilitate the achievement of organisations’ strategic objectives. In pursuing these areas, students will be able to identify strategies for managing the shared and divergent interests of key stakeholders in HRM and understand how HRM can add value to individual and organisational objectives. On this pathway, students will consider, evaluate, analyse, and apply a set of principles, values and approaches to people leadership and management that firstly minimise and/or eliminate the barriers that typically inhibit performance and secondly mobilise the energies of people in ways that enable them to maximise

Semester 1	NX0472 Developing Global Management Competencies I (20 credits)	NX0474 Strategic Management for Competitive Advantage (40 credits)		NX0422 Dissertation Preparation and Research Methods Zero Credit	NX0475 Academic and Professional Development Zero Credit
Semester 2	NX0473 Developing Global Management Competencies II (20 credits)	Option/Pathway I (20 credits)	Option/Pathway II (20 credits)		
Semester 3	The Newcastle Business School Masters Dissertation or Masters Consultancy Project (60 credits)				

their added-value contribution to both their own development and corporate goals. The pathway will also introduce students to various concepts relating to Organisational Behaviour and Practice. Here, students are exposed to various approaches to organisational analysis, which permits them to challenge and critique, organisational practice and related theories, models and frameworks that underpin management, business and organisation. Students will be expected to undertake a dissertation in a topic area relevant to HRM and will be supervised by a member of academic staff from this subject area.

MSc Business with Entrepreneurship

This pathway is aimed at those students who wish to complement their general business management education with a deeper understanding of entrepreneurship.

The pathway could be particularly useful and interesting for students with an interest in working in small or medium sized businesses who have connections through family or previous work experience in such an environment. This pathway will increase students' awareness and understanding of the issues and challenges of starting up and operating a small business and being entrepreneurial. As entrepreneurship requires significant practice focus, this will be achieved through the provision of a practical insight into setting up and trading as a small business, as well as promoting self-employment as a viable career option for graduates. An outcome of these debates will be deeper student appreciation of real-life entrepreneurial issues and how they can be addressed, which hopefully may be channelled into the students' own businesses during and/or after graduation. This is complemented on

the pathway by increasing student awareness and understanding of contemporary issues, debates and developments within small business and entrepreneurship research and practice. In doing so, there is a central aim of developing their critical thinking, analysis and synthesis skills through critically exploring issues of relevance to small business and entrepreneurship. A series of key contemporary issues within the small business and entrepreneurship field will be presented by lecture and supported by seminars where students will engage in critical discussion and debate surrounding the topic presented. Students will also undertake a dissertation on a topic relevant to this pathway, supervised by a member of academic staff with an interest or expertise in small business operations and/or entrepreneurship.

Sau Chun Lam

MSc Business with Financial Management

Why did you choose to study at Newcastle Business School?

I completed my Bachelor's degree here with 2:1 honours, I built great relationships with my old lecturers and I had a great study experience at Northumbria University. Moreover, I believe that the Business School is an excellent learning environment and it is the best one for me.

Did you enjoy being a postgraduate student?

At postgraduate level, you are expected to have higher level critical thinking. I found it very challenging at the beginning, yet, after taking part in group work and seminars I have improved critical analysis skills.

The Masters course is very demanding; therefore, it is very crucial to have good time management skills to keep a balance of your study, personal life and work. Moreover, I have gained effective research skills which will be very helpful for my future career.



How do you feel the course is benefiting you or will benefit you in the future?

Initially I brushed up the crucial business management knowledge through taking part in the business game. It was such a valuable opportunity to apply the theories to

real world and gave us a great taste of independent management in business simulation practice. Moreover, in the financial pathway, it is helping me to develop new interest in keeping up to date with the current global financial crisis and issues. Furthermore, I have learnt some very useful and practical performance evaluation, working capital management and customer profitability analysis etc. I could apply, along with the fundamental financial management skills, to my future business.

What advice would you give to a prospective postgraduate student?

Make the most of the best teaching and environment for you to study but most importantly; you need to have determination, be hardworking and have good time management to help you get through. I believe there's nothing impossible! I am a single mum and working 16 hours and plus English is my second language. I can do it, definitely you can do it!



The specialist postgraduate business courses

Some students are looking for more specialised business related courses, often because they have studied business at undergraduate level and now want to develop more advanced knowledge and skills within a particular functional area. Most students coming to these courses do have business degrees but in some cases we do accept applicants from other academic backgrounds.

About these courses

These courses demonstrate the breadth of practical and academic expertise offered by Newcastle Business School. We have a wide range of academic staff, most of who are experienced business practitioners as well as being involved in research and consultancy in their current role so that you know the teaching and development is closely linked to current professional practice. Many are professionally linked giving students the benefit of recognition and membership of professional bodies – this is not only useful in enhancing the employability of graduates but can provide longer term benefits with opportunities to maintain professional development and network with other subject specialists in the years ahead.

Each Masters course provides students with relevant and contemporary studies in their subject of choice, many

of them including the international flavour so important for today's global managers and leaders. In addition, all specialised Masters share a common core which embodies our teaching and learning philosophy of the reflective-practitioner. This core provides students with a set of generic knowledge and skills related to: understanding the integrative nature of business, the development of leadership and management qualities, and gathering and analysing of business data. Developing specialised courses in this way prepares students for a career in their respective business function but also provides them with a range of skills necessary for management positions in their short to medium term careers. The final semester is taken up with a Master's dissertation or research report, or a Master's Consultancy Project, in a subject related to the specialist

discipline. This is a real opportunity to demonstrate personal research skills combined with an in-depth understanding of your chosen specialism.

Wrapped around the course is an important support syllabus covering an introduction to postgraduate study, employability and career development, academic skills, research methods and preparation for the dissertation. These are achieved through the common Masters modules – Developing Global Management Competencies I and II, Academic and Professional Development and Dissertation Preparation and Research Methods. The course also includes a residential weekend course scheduled in the first semester that enables students to plan their personal development objectives for the year ahead.

// The value of specialist Masters courses lie in the support they provide to those who have chosen a particular career focus. It enables those already working in the field, or those aspiring to it, to study a course that is tailored to provide relevant tuition in areas that are often aligned with industry professional examinations and may in some cases lead to exemptions from those professional qualifications. //

Mike Ridley, Course Leader, Global Financial Management

International Business Management

MSc

Course duration 1 year or 2 years (see page 16)

Mode of study Full-time

Entry requirements First degree in a business-related subject

Course contact Dr Roman Stepanov, Course Leader roman.stepavov@northumbria.ac.uk

About this course

Most companies have to survive in a business environment that is international, rapidly changing and increasingly competitive. Managing and leading such businesses requires a special combination of knowledge and skills – not just strategic thinking but also how to adapt to the different cultures and business practices throughout the world. The course will develop your current business capabilities and prepare you for positions of responsibility in modern, dynamic organisations, particularly in a global context.

The course is designed for students who have completed an undergraduate degree in business and management and who wish to continue their studies at Masters level. Such students should be aiming to join a company that has substantial global and international interests and receive rapid promotion to senior level. A number of options allow focus in specific areas of interest and the 2-year course offers opportunities for gaining substantial work experience. Both variations of the course extend the knowledge gained in a relevant undergraduate business management degree, whilst also providing a broader global context. The MSc International Business Management course attracts students from all around the world – it is global in both the classroom culture as well as the subjects being studied. To be successful on the course, you will need enthusiasm, commitment, and a willingness to not only work hard but learn new ways of thinking. We also expect you to show initiative and be able to work independently.

Course content and structure (1 year)

The content aims to deepen and broaden your undergraduate learning. Like all Masters students, you will receive Academic and Professional Development as well as the development of key capabilities relating to employability which are captured in the Developing Global Management Competencies modules. Core to your course are the modules Globalization, Innovation and Sustainability and Organisational Behaviour and Practice. In the former, you will gain exposure to developments in the post-global recession economic and business environment, strategic options for international growth, innovation, the roles of leadership and change within international/global business organisations and the increasingly crucial role of sustainability and corporate social responsibility. In terms of organisational behaviour, students are exposed to various approaches to organisational analysis, which permits them to challenge and critique, organisational practice and related theories, models and frameworks that underpin management, business and organisation.

The remaining third of the taught input of your course will comprise options that are delivered as part of various specialist Masters' courses, allowing you to further your expertise in functional areas such as operations/ supply chain management, marketing, finance, hospitality and tourism, HRM or entrepreneurship. This allows you

to tailor your study to your own areas of interest.

You will complete your study by undertaking a piece of research and writing up a dissertation. This provides you with a great opportunity to become an expert in an aspect of global or international business in which you have a strong interest. You will have a personal dissertation supervisor to support you in the process. Alternatively, you may wish to gain hands-on real life work experience and undertake the Masters consultancy project. This gives you ideal experience for future roles working in consulting or for large multinational organisations where team work and project work are essential attributes.

The ultimate aim of this course is the attainment of generic postgraduate goals of skills attainment for employment and career progression, cultural and ethical awareness, leadership and management capability, understanding the theory and practice of international business and development of research skills and project capabilities.

Semester 1	NX0472 Developing Global Management Competencies I (20 credits)	SM4022 Globalization, Innovation and Sustainability (20 credits)	Option I (20 credits)		NX0422 Dissertation Preparation and Research Methods Zero Credit	NX0475 Academic and Professional Development Zero Credit
Semester 2	NX0473 Developing Global Management Competencies II (20 credits)	SM4008 Global and Transnational Business (20 credits)	Option II (20 credits)			
Semester 3	The Newcastle Business School Masters Dissertation or Masters Consultancy Project (60 credits)					

// Modern working environments require business professionals to deal with a set of unique challenges. These challenges arise as a result of increasing competition for resources, financial uncertainty, cultural dilemmas, and environmental considerations, to name a few. Our Master's students get academic and practical exposure to these complex processes and upon graduation are fully equipped to be effective agents of change. //

**Dr Roman Stepanov, Course Leader
MSc International Business
Management BA (Hons), PhD**



Ahmed Syed Kidwai

MSc Global Financial Management

Current Job title Analyst

Company name The Royal Bank of Scotland



How would you describe Newcastle as a place to live and study?

Having seen England, I consider the multicultural city of Newcastle to be the optimum place for students, safe as home, this place is a perfect haven for students.

Why did you decide to study at Newcastle Business School?

Newcastle Business School focuses on the modern techniques of education and completely hones your skills by giving you the optimum combination between theoretical and practical knowledge that one can truly bring to practice when in the real big world.

What was your favourite thing about your course?

The structure of the course was specifically designed with professional requirements and specifications in mind.

What was your favourite thing about Newcastle Business School?

The entire environment the university had to offer was excellent, also, the infrastructure that the university offers is brilliant – particularly the 24/7 library, that remains in its ever brilliant shape even at 4 in the morning!

How was your relationship with the academics?

It was great, the teachers never hesitated to provide help – every email was responded within the time you expected it to come back, any guidance (be it career or subject) was dealt with by the tutors in the most professional and caring manner.

How did you find the postgraduate student experience at Newcastle Business School?

Enriching – I see a transformed personality of myself, both personally and professionally.



Global Financial Management

MSc

Course duration 1 year or 2 years (see page 16)

Mode of study Full-time

Entry requirements First degree in a finance related subject or a business subject with significant financial content

Course contact Dr Binam Ghimire, Course Leader binam.ghimire@northumbria.ac.uk

About the course

This course has been developed in response to the considerable worldwide demand from those wishing to follow a career in financial management.

The course comprises of 180 credits delivered through six modules and a dissertation related to contemporary topics in investment, banking and finance. While studying, you will benefit from our Business School's trading room which features Bloomberg Terminals that are used by top traders throughout the world. You will have direct use of data, info and analytics to help you in your studies. Additionally, students use statistical software such as E-views, SPSS, Stata to investigate, analyse and forecast empirical nature of real world

financial issues. To ensure this course is up to date an extensive review has recently taken place, part of which was to benchmark the content against syllabuses of the Chartered Financial Analysts (CFA).

In this course, we specialise on investment and risk management, sustainable strategic decision making, corporate financial management and the international financial markets and institutions.

Focus is paid to particular financial management themes recognised within the finance industry and is further supported by a range of core management modules around Academic and Professional Development as well as the development of key capabilities relating to employability which are

captured in the Developing Global Management Competencies modules.

Distinctive characteristics

The course builds upon existing financial management knowledge and expertise and has an enviable record of proven career success. Global Financial Management students also have access to the Bloomberg suite with direct use of data, info and analytics.

Course content and structure

In developing this course, Newcastle Business School has chosen to focus on investment and risk management, sustainable strategic decision making, corporate financial management and the international financial markets and associated institutions. There are a number of reasons for this, firstly,

Global Financial Management

MSc

the learning and teaching philosophy is concerned with the application of theory, thereby ensuring courses are relevant to today's business, secondly the content has been benchmarked against professional standards, again ensuring relevance, and thirdly, former graduates have enjoyed considerable career success, applying knowledge and expertise from the course.

The course structure is shown in the table below.

The new course is designed to focus on particular financial management themes recognised within the finance industry and is further supported by a range of core management modules, around Academic and Professional Development, as well as the development of key capabilities relating to employability which are captured in the Developing Global Management Competencies modules. The key financial aspects are:

- International corporate finance and money markets
- Market operations, banking and regulations
- Risk management and the use of financial instruments
- Mergers and acquisitions in the context of valuation techniques, financing bids and defence mechanisms

- Strategic Investment Decisions- Techniques and Analysis
- Ethical behaviour and corporate governance

Financial management is explored within a global framework and students will make extensive use of data available through the University's library databases and other data available on the web.

Careers

Some examples of our alumni employment which demonstrates the range of opportunities available to graduates includes:

- Analyst as a stockbroker
- Manager of poor performing debts in a bank
- Trainee manager within the treasury function of an international company
- Recruitment consultant specialising in finance personnel
- University lecturer studying for a PhD

// The course provided a comprehensive insight into the finance industry as a whole, rather than concentrating too much on one particular aspect. For example, it examined financial issues from the point of view of the investor and the business, not just one or the other. The course also concentrated on management skills and as part of the course, we took part in a weekend residential to begin a Personal and Professional Development course. It was very interesting and informative.//

Carmen Baylis, Alumnus Global Financial Management

Semester 1	NX0472 Developing Global Management Competencies I (20 credits)	MN0490 Strategic Investment Decisions (20 credits)	MN0491 Corporate Financial Management (20 credits)	NX0422 Dissertation Preparation and Research Methods Zero Credit	NX0475 Academic and Professional Development Zero Credit
Semester 2	NX0473 Developing Global Management Competencies II (20 credits)	MN0492 International Financial Markets and Institutions (20 credits)	MN0493 Investments and Risk Management (20 credits)		
Semester 3	The Newcastle Business School Masters Dissertation or Masters Consultancy Project (60 credits)				



Global Logistics, Operations and Supply Chain Management

MSc

Course duration 1 year or 2 years (see page 16)

Mode of study Full-time

Entry requirements An honours degree in any discipline (minimum of second lower class) or a Masters degree in any discipline for those applicants wishing to convert to Logistics, Operations and Supply Chain Management. Less conventional applications can be approved at the discretion of the Course Leader

Course contact Dr David Bennett, Course Leader d.bennett@northumbria.ac.uk

About this course

Organisations have focused on the area of logistics, operations and supply chain management to gain greater competitive advantage through faster delivery and operational efficiencies often through strategic partnerships and alliances. The modern consumer not only wants high quality goods at the right price but also at the right time. With greater customisation and the growing demand to meet diverse customer preferences and tastes, the need to balance high levels of customer service against the cost and performance of the distribution function is of paramount importance for any commercial organisation.

Increased international trade and the internet have had a significant impact on the supply chain with new virtual trading marketplaces emerging and issues such as e-procurement and transparent order tracking becoming more important.

Who are our students?

The new course is designed for students seeking management careers in this dynamic industry where talented individuals are in high demand. Students will also want to benefit from the subject expertise offered at Newcastle Business School as it is one of the few institutions to offer this distinctive MSc course at postgraduate level. Our reputation in the field of logistics, operations and supply chain management is growing rapidly.

Students should hold a first degree in any discipline, whilst others are welcome to apply because of their relevant work experience. Students must have a clear commitment to a professional career that comprises one of the areas of logistics, operations management or supply chain management. It is expected that students should also be committed to their own personal development.

Distinctive characteristics

Students are expected to make use of the learning and network chances arising from 'real life' situations through the professional bodies, external seminars and supporting companies that provide student opportunities. In the version of the course that has run until our course review, a number of professional accreditations existed. On revalidation, we will pursue accreditation of the updated course from The Chartered Institute of Purchasing and Supply (CIPS) and The Chartered Institute of Logistics and Transport (CILT), the leading professional bodies within the subject area. This is a specialist international course at the cutting edge of logistics, operations and supply chain management.

// As we move towards an ever more demanding low-carbon global economy where organisations will be required to carefully monitor their carbon output, much greater emphasis on the manufacturing and supply chain processes will be needed in all types of industries – manufacturing, retail or service.//

Dr David Bennett, Course Leader MSc Global Logistics, Operations and Supply Chain Management BSc, MIET, IEng, PGCE, MA (Distinction), DMS, PhD

Global Logistics, Operations and Supply Chain Management

MSc

Course content and structure

The MSc in Global Logistics, Operations and Supply Chain Management is a modularised course taught over one year full time, comprising two taught semesters followed by a 15,000 word dissertation on a relevant topic of your choice. One of our expert team will assist you in developing your dissertation proposal and supervise you through to completion.

The course structure is shown in the table below.

The new course is designed to focus on specific issues recognised within the industry to be the main challenges and is further supported by a range of core management modules, around Academic and Professional Development as well as the development of key capabilities

relating to employability which are captured in the Developing Global Management Competencies modules.

Core to your course are the specialist subject modules covering strategic partnerships and value creation within the supply chain, operations management and enhancement to the supply chain, assessment of risk through supply chain management in the development of sustainability and strategic procurement and logistics.

Careers

Career opportunities are as diverse as Operations Management, Materials Management, Purchasing and Quality Management amongst others such as opportunities emerging in the area of Logistics and associated environmental impacts. Some examples of our alumni employment which demonstrates the range of

opportunities available to graduates includes:

- Supplier Quality Manager
- Transport Consultant
- Distribution Services Manager
- eCommerce Operations Manager
- Freight Account Manager
- Logistics Project Manager

Alternatively, you can undertake the Masters Consultancy Project as an alternative to the dissertation, giving you real life project experience, as well as potentially pursuing the two-year course options capturing study abroad or advanced practice opportunities.

Semester 1	NX0472 Developing Global Management Competencies I (20 credits)	MO0493 Strategic Partnerships and Value Creation (20 credits)	MO0494 Operations and Supply Chain Improvements (20 credits)	NX0422 Dissertation Preparation and Research Methods Zero Credit	NX0475 Academic and Professional Development Zero Credit
Semester 2	NX0473 Developing Global Management Competencies II (20 credits)	MO0495 Sustainable Supply Chain Management and Risk (20 credits)	MO0487 Strategic Procurement and Logistics (20 credits)		
Semester 3	The Newcastle Business School Masters Dissertation or Masters Consultancy Project (60 credits)				

// From Studying Business with Logistics and Supply Chain Management at an Undergraduate Level at Newcastle Business School, I now more than ever realise its importance. I describe it as the glue that holds any organisation together and in a time of economic crisis, the supply network is a fundamental part of any organisation. Newcastle Business School's comprehensive study course enables its students to fully understand all aspects to a strategic supply chain, logistics and operations. //

Lauren Hellewell, Student



International Human Resource Management MSc

Course duration 1 year (2 year version available for September 2016)

Mode of study Full-time

Entry requirements An honours degree in any discipline with ability to demonstrate a commitment to studying towards this professional body accredited qualification

Course contact Claire Hedley, Course Leader claire.hedley@northumbria.ac.uk

About this course

As a result of market globalisation it has become increasingly important to explore the international issues related to management as organisations seek to achieve sustainable competitive advantage through their human resource. The study of, and subsequent practice in, International Human Resource Management focuses on the need to be culturally sensitive in our management of people in a cross-cultural multi-national environment.

Who are our students?

The course has been developed for students who wish to, or already work within, a multi-cultural business. For those who are new to the field of Human Resource Management, the course offers the opportunity to develop your knowledge and professional practice so that you are equipped with the 'tools and techniques' necessary to embark on a career in International Human Resource Management. For students

// The hardest thing in the world to manage is not finance, not IT, not operations, not sales and marketing – it's people. The MSc IHRM helps you to do just that. Get the most out of your business by getting the most out of your people. //

Dr Gillian Forster, Course Director Postgraduate Courses, PhD, MSc, PGCEd, BA (Hons), CFCIPD

with no previous knowledge of HRM, pre-induction modules provide a solid, but basic foundation upon which you can build your capability throughout the course. For those who have already been working in the field there is the opportunity to expand your existing knowledge and challenge current practice. What is important is that you have a strong interest in Human Resource Management, you are enthusiastic and willing.

Distinctive characteristics

The course is accredited by the Chartered Institute of Personnel and Development (CIPD). Students who

successfully complete all elements will meet the knowledge criteria needed to become a Chartered Member of the CIPD (please note that you will be required to first register as a student member). This qualification will put you well ahead of other graduates in the job market as across the globe employers increasingly regard a CIPD qualification as a measure of capability and added value. There is also an opportunity for experienced people to be supported in their application to become a fully Chartered Member of CIPD on successful completion of the course.

Andrew Malcolm

MSc International Human Resource Management

Why did you decide to take on postgraduate study?

The course I study is accredited by the CIPD. They are the chartered professional body for HR professionals within the UK. In order to set an ideal foundation for a career within HR, I chose this course so that I can get a foundation in key HR areas. The next steps will be to become an associate CIPD member after graduation.

Why did you decide on Newcastle Business School?

After studying Business Management at NBS as an undergraduate I found the university to be very professional, supportive and the quality of teaching to be at a high level. In addition the city of Newcastle is a great backdrop to the university and has everything I need for student life.

How would you describe the city of Newcastle as a place to live and study?

Newcastle is a friendly and diverse student city. The variety of activities and events on offer is fantastic and great for my time outside of university.

Whether that is visiting local cities, art galleries, the coast or shopping at the Metro Centre, there's always something to do.

What is your favourite thing about your course?

My favourite aspect is the quality and diversity of teaching on the course. The variety of modules studied and the confident delivery of interesting lecture materials, inspires confidence in my knowledge base of HR.

How has your relationship with the tutors/academics been during your time at Newcastle Business School?

I am quite lucky on my course as we are taught in small groups. The benefit of this is that classes are very interactive and the tutors all know us by name.

Have you used any of the University's central services during your time here?

I regularly use the career service for employer presentations and to keep up to date with graduate jobs available. These are really useful as they help to focus my career search.

What advice would you give to someone thinking about postgraduate study?

I think postgraduate study is an excellent way to progress your career and knowledge in a specialist area. This is very important for something like HR, in which being a professional CIPD member requires a postgraduate level award.

What advice would you give to someone thinking about studying at Northumbria University?

I would certainly recommend Northumbria University for the excellent academics and facilities, and the location of Newcastle upon Tyne. My advice would be to attend one of the open days to meet the staff and find out more about the university and spend some time sightseeing in Newcastle to experience the excellent local culture.



International Human Resource Management

MSc

Course content and structure

This demanding, fast-paced and highly relevant course focuses on developing the solid, practical, professional and interpersonal skills fundamental to the management of people. It also equips you with the ability to understand and critically evaluate current, individual and organisational practices within different cultural contexts so that you can provide solutions that add value to an organisation.

The course structure is shown in the table below.

The MSc in International HRM is a modularised course taught over one year, full time. In the first two semesters you will study a range of human resource topics and develop your cross-cultural skills as well as achieving the generic postgraduate goals of strategic awareness, developing leadership potential and understanding the theory and practice of international business.

You will specialise in specific areas of HRM, for example Talent Management and Development, Reward, International HR Skills and Employee Engagement as well as developing your personal skills that

will help you to become a HR Leader. You will also be able to choose a specialist option, such as Employment Law and Employee Relations. In the remainder of the course you will engage in some 'real life' work-based problem solving as you research and complete an International HRM Management Report Dissertation. You will be appointed a personal research supervisor and will be required to submit an assessed research proposal prior to embarking on the dissertation itself.

Careers

Some examples of our alumni employment which demonstrates the range of opportunities available to graduates includes:

- HR Managers
- Recruitment Consultants
- HR Advisors
- Learning and Development Managers
- HR Executives

// Mastering the MSc in International Human Resource Management has given me a sense of achievement which to me translates into believing that I, as well as my course mates, have the possibility and ability to do almost anything if we set our minds on it and work for it. For those of us who go into HR, this course also provides a good network for the future that spans all over the world already.//

Gerlinde Behr, Alumnus MSc International Human Resource Management

Semester 1	HR Skills for the International Context 10 credits	Business Research Analysis 10 credits	Financial & Database Systems Management 10 credits	Managing and Developing Talent 20 credits	Developing Self as an HR Leader 20 credits	Managing Employee Engagement 10 credits	Enhancing Employability and Career Development 0 credits	Postgraduate Induction 0 credits	Academic Skills (ASK) 0 credits
Semester 2	OPTION 10 credits	International Human Resource Management 10 credits	Human Resource Management in Context 10 credits			Total Reward 10 credits			
Semester 3	International Management Research Report: Masters Dissertation (and Research Activity and Report Writing for Dissertation, supported by a Research Supervisor) 60 credits								

Options (all 10 credits)

Employment Law
Employee Relations

Marketing

MSc

Course duration 1 year or 2 years (see page 16)

Mode of study Full-time

Entry requirements The normal entry requirement is an honours degree in any discipline (minimum of second lower class) or a Masters degree in any discipline for those applicants wishing to convert to marketing. Less conventional applications can be approved at the discretion of the Course Leader

Course contact Dr Paul Copley, Leader paul.copley@northumbria.ac.uk

About the course

The world of marketing operates within an increasingly dynamic, international arena where competition has intensified and customer needs and wants change by the day. Change occurs in every aspect of the marketing environment; social, economic, political and especially technological with digital developments. Marketing has focused on satisfying customer needs profitably but achieving 'customer delight' seems necessary now for commercial success.

Who are our students?

The course has been developed for students seeking a career within marketing management in private, public or not-for-profit sector organisations across the globe. Our students typically go on to secure key marketing posts in international companies.

Students should hold a first degree in any discipline, whilst others are welcome to apply because of their relevant work experience. Students must have a clear commitment to a professional career in the marketing profession. It is expected that students should have high career aspirations to participate in this course and that they should also be committed to their own personal development.

Students who are interested in pursuing professional qualifications

can gain exemption from many of the Chartered Institute of Marketing (CIM) examinations. Currently, on completion of the course, students may gain direct entry to the Professional Diploma in Marketing. We also have excellent links with the Institute of Direct Marketing (IDM). The interactive and digital marketing inputs of the course should be of particular value to students interested in the IDM Direct and Digital Marketing qualification.

Distinctive characteristics

In the version of the course that has run until review in 2015, the MSc in Strategic Marketing received accreditation from The Chartered Institute of Marketing (CIM) for its Multi Pathway Award. For students on the previous version of the course, this meant that they could register for The Institute's Professional Diploma in Marketing whilst studying for the MSc and could gain exemption from most of the CIM examination on successful completion of the MSc. Candidates would only then need to successfully complete two CIM assignments in order to secure the CIM's Professional Diploma. On revalidation of the MSc in Marketing for 2015/16 start, we will pursue accreditation of the updated course from CIM, given the combination of MSc and CIM Professional Diploma in Marketing will have on enhanced career prospects and providing you with an edge in very competitive jobs markets.

// Understanding customer needs, delivering value and managing customer relationships to create competitive advantage, is one of the most important functions of any business. Our MSc in Marketing is designed to provide students with the tools and techniques to succeed in the real business world. We focus on equipping graduates with the strategic skills and competencies required to succeed in today's increasingly competitive job market, or in effectively managing their own business.//

*Professor Fraser McLeay,
Professor of Marketing, BSc PhD*



The Chartered
Institute of Marketing

Course content and structure

The newly revised MSc course introduces students to classic and contemporary marketing theories and concepts and applies them to real life business cases and best industry practice. The course is divided into two 12-week teaching semesters that incorporate specialist marketing modules such as Marketing Management and Applied Marketing Research, Advertising and Marketing communications Strategy, Analysing Brand Behaviour and Brand Dynamics and Advanced Interactive and Relationship Marketing. You are further supported by a range of core management modules around Academic and Professional Development as well as the development of key employability capabilities which are captured in the Developing Global Management Competencies modules.

The course modules are listed in the table below.

In the remainder of the course the student has the opportunity to explore in detail an aspect of marketing through the Masters dissertation. A dissertation preparation support module guides students through this key project and personal supervisors are appointed to advise on the initial proposal and throughout the dissertation process.

Alternatively, you can undertake the Masters Consultancy Project as an alternative to the dissertation, giving you real life project experience, as well as potentially pursuing the two-year course options capturing study abroad or advanced practice opportunities.

Careers

Marketing offers so many different career roles and responsibilities from Advertising Executive to Database Manager; Public Relations Executive

to Customer Services Manager. The student should possess a high level of energy and enthusiasm for the subject along with good creative and analytical skills. Some examples of our alumni employment which demonstrates the range of opportunities available to graduates includes:

- Advertising Executives
- Customer Services Manager in retail
- New Media Manager
- Direct Marketing Manager in the charity sector

Students will be provided with skills seminars throughout the course and in semester two students will learn how to enhance their employability and focus on their career development.

// The MSc Strategic Marketing allowed me to expand on the Marketing topics that I had enjoyed in my undergraduate degree. The course covered a lot of other important subjects which are needed out in the 'real world', particularly statistics. One of the highlights of the course was the residential weekend - as well as getting to know your course mates better it's a great opportunity to learn about yourself and where you fit within a team. //

Abbie Bennett, Alumni MSc Strategic Marketing

Semester 1	NX0472 Developing Global Management Competencies I (20 credits)	MK4004 Marketing Management and Applied Marketing Research (20 credits)	MK0499 Advertising and Marketing Communications Strategy (20 credits)	NX0422 Dissertation Preparation and Research Methods Zero Credit	NX0475 Academic and Professional Development Zero Credit
Semester 2	NX0473 Developing Global Management Competencies II (20 credits)	MK4000 Analysing Buyer Behaviour and Brand Dynamics (20 credits)	MK4002 Advanced Interactive and Relationship Marketing (20 credits)		
Semester 3	The Newcastle Business School Masters Dissertation or Masters Consultancy Project (60 credits)				

Lucy Denham

MSc Strategic Marketing

Why did you decide to take on postgraduate studies?

I had reached a point in my career where I felt in need of professional development in order to progress to a higher level of responsibility. I was struggling to transition into a new role in market research without a professional qualification, my bachelors degree was in design, so although I had professional experience in research I didn't have the academic qualifications to back this up.

Why Newcastle Business School?

The school has a good reputation, additionally as an alumnus I was entitled to a 10% discount on the course, and this made a big difference as I was financing myself.

What was your favourite thing about your course?

The scope of the different modules, it really felt like we were covering a broad spectrum of potential careers in marketing and getting a good, practical flavour of each.

Could you describe a fond or positive memory of your time at Newcastle Business School?

Working with a team of other students on the Relationship Marketing assignment. They were a very intelligent, lively, active group and a pleasure to work with on such a creative project.

Do you feel your postgraduate study has impacted upon your career, if so how?

I was very fortunate to be offered my current job, particularly as it was the first interview I attended. **Could you tell us about your current role and what is involved?**

I have responsibility for managing customer research projects for the asset strategy department at Northumbrian Water. This role is varied and I work with a large number of internal and external stakeholders, including market research providers. I've enjoyed moving into the client side of research, as offers a different perspective on delivering research from my previous, consultancy side role.





Mass Communication Management

MSc

Course duration 1 year

Mode of study Full-time

Entry requirements First degree in a relevant subject

Course contact Dr Lee Barron, Course Leader lee.barron@northumbria.ac.uk

About this course

Mass communication, from advertising and the internet to digital technologies, not only represents major aspects of our everyday lives in terms of leisure and working practices, but it also constitutes a key part of twenty-first century industry, both nationally and globally. MSc Mass Communication Management, led by the Arts, Design and Social Sciences, is therefore designed to enable students to combine the subjects of mass communication, advertising, business management and marketing strategy to understand the principles of creative media industries, and the major social and cultural forces that affect them in the contemporary world.

Course content

This course has a specifically international focus which brings together modules from the Newcastle Business School and the department of Media within Arts, Design and Social Sciences. The course combines key aspects of marketing strategy and management approaches with mass communication modules that relate to advertising and promotion, research methods, and contemporary mass communication industries. The modules focus upon approaches to global marketing management, advertising, promotional culture, key research approaches and skills, mass communication industries and working patterns.

For further details, please visit: northumbria.ac.uk/sass



Multidisciplinary Innovation

MA/MSc

Course duration 1 year

Mode of study Full-time

Entry requirements First degree in a relevant subject

Course contact Mark Bailey, Course Leader mark.bailey@northumbria.ac.uk

This exciting and ground-breaking postgraduate course is led by the Design School and is the result of collaboration between the Schools of Business, Design and Engineering. The course brings together the strengths of these discipline areas to develop management thinking, innovation and practice for the next generation. Working in multidisciplinary teams on projects sponsored by leading international companies, students will gain invaluable experience in defining and resolving complex issues in new, exciting and innovative ways.

Course content

The course will develop each student's creativity, team working and leadership skills as well as their knowledge of the core activities of the complimentary disciplines. There are three 20 credit contextual

modules running through semesters one and two and students are directed to take the two of these that complement their existing knowledge. (e.g. a Business graduate joining the course would be directed to take the Technology Context and Design Context modules). All students engage in the semester one and two module Developing the Interdisciplinary Self (20 credits) which is designed to encourage a reflective practice approach to learning throughout the multidisciplinary course. The action learning based 'problem/solution' modules provide the basis for undertaking increasingly complex team-based projects working with, and supported by, external collaborating organisations. The overriding ethos surrounding these modules is one of exploration and experimentation in which individual students will mix within the cohort

community to ensure that they work and share learning with a wide variety of their peers. The Integration Project is a major piece of work and whilst this project is undertaken collaboratively, each individual will produce a supporting document that outlines, and reflects upon, their individual contribution.

MDI combines the strengths of design, business and technology to create management thinking and innovation practice for the next generation.

For further details, please visit:
northumbria.ac.uk/design

Newcastle Business School

Postgraduate Research Courses

Doctorate of Business Administration (DBA)

Course Duration – 2 years/3 years

Learning Modes – Full time/part time

Entry Requirements – A Masters degree in a business-related discipline, including a significant research element and English language ability to a minimum of IELTS 7.0

The DBA is a professional doctorate in business administration, equivalent in standing to a PhD, but with a clear focus on developing and improving professional practice. With its accent on developing research and enquiry skills to the highest level, the flexibility of its block delivery makes the DBA the logical choice for experienced senior managers and management educators who wish to continue their lifelong learning. The course is offered as three years (part time) or two years (full time), with the taught element delivered in two one-week study blocks during the first three months. Part-time students return to their normal employment between the study blocks, with full-time students based at the University between blocks and thereafter. For full-time students, a strong link with an organisation or organisations is essential to ensure the doctoral research element of the course can be completed.

Doctorate of Business Leadership (DBL)

Course duration – 2 years/3 years

Learning modes – Full-time/part-time

Entry requirements – A Masters degree in a business leadership-related discipline, including a significant research element and English language ability to a minimum of IELTS 7.0. A minimum of three years' experience of business leadership practice.

The DBL is a professional doctorate in business leadership equivalent in standing to a PhD, but with a clear focus on developing and improving business leadership practice. With its accent on developing research and enquiry skills to the highest level and a focus on application and reflection, coupled with flexibility and its block delivery, the DBL is the logical choice for experienced senior leaders, managers, management educators and consultants. The course follows the same delivery pattern as the DBA.

The Newcastle Business School PhD

Course duration – 3 years/5 years

Learning modes – Full-time/part-time

Entry requirements – Upper second class Honours degree (UK) or equivalent, or Masters Degree in a relevant discipline. English language ability to a minimum of IELTS 7.0.

The PhD course allows students to actively pursue an individual research course over a period of three years by full time study or five years by part time study. Leading to original contribution to knowledge in a chosen field of study, the PhD is designed to further enhance research and professional skills/capabilities and to challenge students at the highest level of thought. Students are given guidance and support throughout their PhD journey from a team of highly experienced supervisors who are accomplished researchers. The PhD environment at Newcastle Business School is challenging, supportive and exciting.

For further information visit northumbria.ac.uk/sd/academic/nbs/research/

For further information contact

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