



Business Analytics MSc (Amsterdam): Year 1 Modules

AT7060 Leadership and Management Development (Core, 20 Credits)

What will I learn on this module?

This module engages you in personal and professional development in order that you develop and hone your teamworking, management and leadership skills,

capabilities and attributes, and in so doing, enhance your employability. On this module, you will not only prepare for your first job after you graduate but also kickstart

your commitment to life-long personal and professional learning. In the first part of the module you will be supported in a self-analysis by a range of activities, including

the completion of self-administered tool-kits to demonstrate an increased self-awareness and self-understanding. This will also involve applying theoretical frameworks

and researching contemporary literature for a more in-depth understanding of self. A key outcome of this process is how you will be able to exploit this development in

order to lead, and manage, more effectively in your future careers. The second part of the module contains activities which enable you to build on your self-analysis and

explore further your strengths, weaknesses and areas for development in the context of your career development plans. You will receive guidance on how to craft

professional, postgraduate CVs, LinkedIn profiles, and supporting documentation to meet the needs of employer. Furthermore, you will use your understanding of self to

help you to understand the key issues and specific challenges that you face, with your skills profile, in relation to your employability prospects in your target

profession/industry/sector. This will also include the development of knowledge into the global graduate market, (including routes such as self-employment and

developing your career with an existing employer) drawing upon local, national and international examples.

How will I learn on this module?

An interactive approach to lecture sessions will draw upon the directed learning undertaken and your own experiences. Throughout, the emphasis will be on high levels of

participation, both individually and within small teams. You can therefore expect the reflective-practitioner approach to learning to be embedded in all lecture sessions

through undertaking activities which facilitate you to apply theory to real-life situations, critically analysing and making recommendations for appropriate ways forward for

an organisation / individual.

Directed learning will centre upon a range of activities including pre-reading, preparation for interactive activities and use of the discussion board on the e-learning

platform.

Independent learning will centre upon you identifying and pursuing areas of interest in relation to the subject area or by providing deeper / broader knowledge and

understanding of the subject through a range of learning activities that might include extended reading, reflection, research etc.

A residential experiential learning event will be a complementary support activity, providing you with opportunities to interact, through group-based activities, with peers on

the programme. You will be supported in the analysis of individual and group processes and behaviours as a means of developing an understanding of self and others.

You will be encouraged to provide each other with feedback in order to identify personal competence strengths and areas for

development. Attendance and participation

at this event directly links to the assignment and the achievement of the programme goals, in which you must include at least one critical incident based on your

residential experience.

Tutor-directed study will engage you in further research work to support and enhance learning from the sessions. The e-learning platform will be used to encourage your

contribution in critical debate on key issues around self, management and leadership development. It will also provide you with all lecture and seminar materials.

Formative feedback will be provided to you as part of the residential learning event and in the sessions in which the assessment and directed study are discussed.

How will I be supported academically on this module?

You will have weekly sessions or workshops every week for the whole semester. The teaching is supported by a teaching and learning plan which sets out independent learning, directed study, session recordings, reading and activities prior to, and for, each of those sessions. All learning and teaching materials are available to you in various formats on our e-learning portal. As well as developing your self-awareness for the purposes of effective leadership and management and career development we also want you to ameliorate your skills of critical evaluation. To this end, there will be S-T-R-E-T-C-H reading beyond the teaching and learning plan for those students who wish to optimise the learning on this module. This too can be found on the e-learning portal. Directed learning will centre upon a range of activities including pre-reading, preparation for interactive activities and use of the tutor-supported discussion board on the e-learning platform. Independent learning will centre upon you identifying and pursuing areas of interest in relation to the subject area or by providing deeper/broader knowledge and understanding of leadership and management development through a range of learning activities that could, but not exclusively, include extended reading (given the availability of an electronic reading list, library e-resources) involvement in Careers Service events and seminars, reflection, research etc. Formative feedback will be provided to you on a regular basis as the tutor, and your co-students, critically evaluate and provide recommendations for your development. Structured and organised formative feedback is provided to you at the team-building and leadership residential attached to this module, together with feedback on draft elements of your assignment during the assessment briefing sessions which are scheduled in the middle and at the end of the module. Formative feedback helps you to reflect on your progress in developing your leadership and management capability as well as ensuring that you understand the assessment criteria and tutor expectations.

What will I be expected to read on this module?

All modules at Northumbria include a range of reading materials that students are expected to engage with. The reading list for this module can be found at: <http://readinglists.northumbria.ac.uk>

(Reading List service online guide for academic staff this containing contact details for the Reading List team
<http://library.northumbria.ac.uk/readinglists>)

What will I be expected to achieve?

You will develop the necessary knowledge and understanding to help you to hone and optimise your management and leadership capability which will enhance your personal and professional development and subsequent employability and engagement in career progression and life-long learning. Importantly, you will be able to recognise and articulate how to demonstrate your potential added value to organisations via profession/industry specific research. Knowledge & Understanding: Intellectual / Professional skills & abilities: ML01: Demonstrate ability to work in culturally diverse groups and teams and make appropriate and personal contributions to team effectiveness Personal Values Attributes (Global / Cultural awareness, Ethics, Curiosity) (PVA): ML02: Have critically evaluated personal strengths and weaknesses and have demonstrated the ability to engage in reflective self-development ML03: Have critically reviewed the development of inter-personal and intra-personal skills in relation to what employers seek in postgraduate students

How will I be assessed?

The module will be assessed by one summative assessment of 3500 words. In the first part of the assignment you will research, and critically review, the profession/industry in which you wish to work, including potential challenges you may face. [ML03] (1500 words) You will conduct a self-analysis via the use of diagnostics to identify your strengths and weaknesses across a range of interpersonal and intrapersonal skills, thus creating your own skills profile. You will then critically evaluate that profile in relation to the needs and requirements of your profession/industry of choice [MLOs 1 and 2] [PLOs 7.1.1 and 7.2.1] (1500 words) You will provide a comprehensive explication on how you will self-develop in order to overcome the challenges and address the issues you have identified [ML0s 2 and 3] [PLO 7.1.2] (500 words)

Pre-requisite(s)

None

Co-requisite(s)

None

Module abstract

This module facilitates the development of your leadership and management capability, together with providing you with opportunities to hone your team-working skills.

Thus, during this module you will be developing key inter-personal and intra-personal skills which have been identified by current research and employers as those

necessary for postgraduate students who seek to enhance their career development opportunities. You will not only prepare for your first job after you graduate but also

kickstart your commitment to life-long personal and professional learning.

In the first part of the module you will be supported in a self-analysis by a range of activities, including the completion of self-administered tool-kits to demonstrate an

increased self-awareness and self-understanding. This also includes a two day week-end residential, during which you are provided with opportunities to lead and work in

culturally diverse teams on a series of problem-solving activities. Learning by doing in this way provides you with feedback on your actual potential, and areas for

development, in these skills which are crucial for your employability and future career. The module will also involve applying theoretical frameworks and researching

contemporary literature for a more in-depth understanding of self.

The second part of the module contains activities which enable you to build on your self-analysis and explore further your strengths, weaknesses and areas for

development in the context of your career development plans. You will receive guidance on how to craft professional, postgraduate CVs, LinkedIn profiles, and supporting

documentation to meet the needs of employer. Furthermore, you will use your understanding of self to help you to understand the key issues and specific challenges that

you face, with your skills profile, in relation to your employability prospects in your target profession/industry/sector. This will also include the development of knowledge

into the global graduate market, (including routes such as self-employment and developing your career with an existing employer) drawing upon local, national and

international examples.

^Programme Framework for Northumbria Awards Research Rich Learning Design Pillars^

This module is both research-led and research-tutored in the way it introduces you to the knowledge, and student-centred enquiry, necessary to embark on the process

of self-development, thus enabling you to develop and hone the skills-set required for leadership and management development and successful career readiness and life

long learning. Via the e-learning portal, and in class, you will be introduced to seminal and contemporary works which will help contextualise the subject content of this

module.

Alongside this, you will be encouraged to conduct independent research into your chosen profession and/or industry in order to tailor your assignment accordingly.

AT7061 Research Methods and Analytics for Business (Core, 20 Credits)

What will I learn on this module?

In this module you will learn about a comprehensive range of research methods and business analytics techniques. This will equip you with the knowledge and practical skills necessary for you to conduct research at Masters level and prepare you to complete a Masters Dissertation, Consultancy Project or Management Enquiry. By the end of the module you will know how to apply both quantitative and qualitative data collection and business analysis techniques. In quantitative techniques you will learn about sampling, questionnaire design, statistical inference, and hypothesis testing while qualitative techniques covered will include methods such as interviewing and focus groups. Analysis methods such as content analysis and thematic analysis will also be covered. In addition, you will gain some understanding of research philosophy (positivism and interpretivism) and research ethics and you will be able to write a research proposal to bring these ideas together.

Furthermore, this module will provide clear, critical, and analysis of data, you will also be able to consider the use of analytics implementation skills, where you will be introduced to analytics software such as SPSS. SPSS statistics analysis is one of the powerful solutions that is designed to help businesses and researchers to solve problems by various methods (geospatial analysis, predictive

analytics and hypothesis testing).

How will I learn on this module?

You will learn through a combination of formal sessions, tutor-directed study and independent reading. The sessions will be highly interactive and will draw upon the directed learning undertaken and your own experiences. Throughout, the emphasis will be on high levels of participation, both individually and within small groups or teams. Most classes will be workshop or seminar based facilitating practice and experimentation with the methods and techniques covered. This will allow you to learn in an extremely hands-on way whether you are working with a set of quantitative data and using statistical techniques and software such as SPSS to analyse it, or conducting interviews and considering how to analyse qualitative data that results from them. A smaller number of lecture sessions will be used to communicate vital areas for Masters researchers at Northumbria University such as the University Ethics policy, and also to provide some subject-specific input which may be helpful in providing guidance on possible areas for your choice of topic in the Masters Dissertation, Consultancy Project or Management Enquiry. Directed learning will centre upon a range of activities including pre-reading and preparation for interactive activities. Independent learning will centre upon you identifying and pursuing areas of interest in relation to your subject area, since by the end of this module you will be writing your research proposal for the dissertation, identifying consultancy opportunities or, management enquiry. Critical reflection on knowledge, experience and practice underpins the learning and teaching philosophy along with the explicit development of competence

How will I be supported academically on this module?

You will be supported by the module tutor in addition to various subject experts. These staff will deliver lectures, workshops and seminars relevant to their areas of expertise. Workshops and seminars will be in small groups so that there is ample opportunity for exploring the issues raised in detail. A comprehensive eLP site will store all the appropriate materials needed for the lectures, workshops and seminars. As part of the module you will also make use of statistical analysis software (SPSS) for processing quantitative data, and there is an electronic reading list indicating which texts, academic reports, conference papers and journal articles should be consulted as the module progresses. You will be supplied with formative feedback on your performance through postal presentation, seminar and workshop discussion and reflection, case study activity, and theory/practice related discussions. Formative feedback will be provided throughout the module, particularly in relation to seminar tasks where the practical nature of the work will naturally lead to several opportunities to give and receive feedback from your tutors and from peers. In addition, there will be several opportunities for you to discuss your potential research ideas with staff who have expertise in your chosen subject area. This will provide you with formative feedback on your proposed dissertation or management enquiry research or possible consultancy interests and will help you to put together your report.

What will I be expected to read on this module?

All modules at Northumbria include a range of reading materials that students are expected to engage with. The reading list for this module can be found at: <http://readinglists.northumbria.ac.uk>
(Reading List service online guide for academic staff this containing contact details for the Reading List team
<http://library.northumbria.ac.uk/readinglists>)

What will I be expected to achieve?

Intellectual / Professional skills &abilities:

- * Develop a working proposal and project plan to lead to a Masters Dissertation, Masters Consultancy Project or Masters Management Enquiry [MLO1]
- * Propose and justify data collection and analysis relevant to your chosen research topic. [MLO2]
- * Present your research proposal to an audience of Masters students and academics using an appropriate poster display. [ML03]

Personal Values Attributes (Global / Cultural awareness, Ethics, Curiosity) (PVA):

- * Reflect on your own ethical values. [MLO4]

How will I be assessed?

You will receive formative feedback from subject specialist staff regarding your research proposal presentation. This will be face-to-face feedback and will take place during subject specialist consultation sessions.

The summative assessment will comprise two components; a 2,000 word extended research synopsis (weighted 70%) and a poster presentation of intended research work (weighted 30%). These are based explicitly on your choice of Masters Dissertation, Masters Consultancy Project or Masters Management Enquiry. Guidance on the choice of option will place during semester informing individual students on which of these options to use as the basis of this submission.

The 2,000 word extended research synopsis will cover MLO1, MLO2 and MLO4, the poster presentation will cover MLO2 and MLO3.

The summative assessment will then feed into the subsequent Masters Dissertation, Masters Consultancy Project or Masters Management Enquiry. In cases where the choice of research route is not yet decided, students will produce a research proposal and poster for a topic that they might select if they were to continue to a dissertation.

Pre-requisite(s)

None

Co-requisite(s)

None

Module abstract

This module will provide you with essential knowledge and analytics skills needed for you to complete a high quality Masters Dissertation, Consultancy Project or Management Enquiry. By undertaking and reflecting on practical research-based activities you will understand the process of designing and carrying out a research study, also you will engage in activities that involve understanding of data and analysis of data. This will place you in a strong position to undertake your own Masters level research, Consultancy Project or Management Enquiry. At the end of the module you will write a research proposal, this will be assessed and will contribute to your final mark. In the dissertation you will work under the supervision of a member of academic staff and your proposal will also help to ensure you get the most from this relationship. Some students may opt for the Masters Consultancy Project or Management Enquiry instead of the Dissertation, but irrespective of choice the research methods skills developed in this module will be critical in developing your ability to collect, analyse and interpret data.

^Programme Framework for Northumbria Awards Research Rich Learning Design Pillars^

The module is aligned with the research orientated category since you will encounter development in research methods that will prepare you for the later stages of your Masters studies. You will get practical experience of how to collect and analyse data using a range of quantitative and qualitative techniques and this work will be supported using appropriate software where relevant (for example SPSS for quantitative data analysis). You will also become aware of research philosophy as part of this module and how this can inform knowledge generation. As you become engaged in either a Masters Dissertation, Consultancy Project or Management Enquiry, the emphasis moves more towards the research based learning category since you will be actively researching a chosen topic, Consultancy Project or Management Enquiry. You move away from being the audience and take control in your own research project through your participation. This stage will involve the active implementation of the techniques introduced in the research orientated stage described above. For the outcomes of the activity, you will apply elements of your research methods training to produce a Dissertation, Consultancy Project report or Management Enquiry report. Any of these options may require you to be proficient in the generation and analysis of business data and will involve enquiry-based research.

AT7068 Business Statistics and Data Analytics (Core, 20 Credits)

What will I learn on this module?

In this module you will learn about how to use statistical tools and analytical software in Business Analysis. You will learn the necessary skills to make sure that processes run efficiently, particularly with the application of these statistical analytical tools in real business cases by taking into consideration all the face of opportunities and challenges arising from the worldwide reach of business. You will gain the basic and the essential knowledge in addition to practical analytical skills to think as a professional business analyst, project manager, operations analyst,

digital analytics specialist or data analytics consultant in a globalised digital environment. Moreover, you will discover the basic analytical statistical thinking of data analysis in business and put your learning into practice by applying it to real case studies which will help you to gain experience with the recent issues in business and digital market. Business Statistics and Data Analytics work hand-in-hand, because analytics turns data into insights that guide intelligent business decisions. You will learn how to discover and create knowledge from data analysis as well as data preparation, data visualization, statistical analysis and other advanced analytics tools by using SPSS and applying one of the most famous analytics tools SAS software which is known as Analytics Leader. This course will help you in understanding business statistical analysis, develop your data analysis skills and will qualify you to work in organisations and help them to achieve their digital transformation goals.

How will I learn on this module?

You will be supported by a teaching and learning plan (TLP) which outlines the formal sessions (lectures and IT workshops), together with tutor-directed study and independent study/reading. You will be provided each week by a one-hour lecture which covers various theoretical concepts relating to business statistics and analytical tools supported through reference and demonstration of appropriate IT applications. These lectures will be followed by a supporting 2-hour IT workshop and guest lectures where possible where you will gain practical, hands-on experience of using contemporary business statistics and analytics applications.

Workshops and assignments in this module are designed to encourage you to develop your oral communication, written presentation skills, and your effectiveness in group situations. Furthermore, structured activities will be used in this module to develop independent learning skills. All the teaching and learning materials in addition to assignment and assessment tools are developed by the use of the Blackboard course management system. The assignment requirements of this module will expect you to engage with a wide range of scholarly sources to evaluate the effectiveness and currency of these analytics applications and subsequently you will communicate this through your assessment by presentation followed by written format. Independent learning will centre upon you identifying and pursuing areas of interest in relation to business statistical analysis and by providing deeper/broader knowledge and understanding of the subject through a range of learning activities that will include extended reading, reflection and research. Critical reflection on knowledge, experience and practice underpins the learning and teaching philosophy along with the explicit development of competence. This module will help you in understanding and conducting business statistics and descriptive data analysis by using SPSS which will be used to introduce core statistical tools and fundamental aspects of statistical analysis. You will be provided with the key concepts, tools and methods of statistics as well as the opportunity to work through different example cases. In addition to exploring data with graphs

and descriptive statistical analysis. Furthermore, SAS will be used to demonstrate the ability to use specialised software tools to analyse large sets of data in real-world problems. SAS Enterprise packages will be used as part of the 'Data Analytics for Business Decision Making' via querying and reporting tools. Furthermore, SAS Enterprise Guide will be used to show: The point-and-click front end to SAS programming, used for data access and management, and access to all SAS statistical and graphics modules.

How will I be supported academically on this module?

The university is well-placed to support you in learning and research with excellent library and teaching facilities, as well as access to relevant and up-to date business intelligence/analytics software. You will have access to industrial standard business analytics software, like SPSS and SAS, supported by additional Blackboard materials and access to Northumbria University's library and databases. Furthermore, you will be supported by the module tutor in addition to various subject experts. These staff will deliver lectures, workshops and seminars relevant to their areas of expertise. Workshops and seminars will be in small groups so that there is ample opportunity for exploring the issues raised in detail. Moreover, academic content and delivery will be enhanced through opportunity for guest practitioner expert input.

In addition, you will be supported at a programme level by an induction programme to introduce you to the University and the Masters programme. Each of you will also be assigned a personal tutor to provide pastoral support and guidance throughout the programme. Further support is provided to you through the personal tutor sessions embedded into the Leadership and Management Development module, and a module teaching and learning plan detailing the delivery structure and University requirements. An interactive approach to lecture sessions will draw upon the directed learning undertaken and participants own experiences. Throughout, the emphasis will be on high levels of participation, both individually and within small groups or teams. Participants can therefore expect the reflective-practitioner approach to learning to be embedded in all workshop/seminar sessions through undertaking activities which facilitate them to apply theory to real-life situations, critically analysing and making recommendations for appropriate ways forward for the organisation / individual. Directed learning will centre upon a range of activities including pre-reading, preparation for interactive activities and use of the discussion board on the e-learning platform. Moreover, the module will have e-learning portal including all the materials related to this course supported by BB Ultra in addition to an electronic reading list and an academic teaching team led by a designated module tutor.

What will I be expected to read on this module?

All modules at Northumbria include a range of reading materials that students are expected to engage with. The reading list for this module can be found at: <http://readinglists.northumbria.ac.uk>
(Reading List service online guide for academic staff this containing contact details for the Reading List team <http://library.northumbria.ac.uk/readinglists>)

What will I be expected to achieve?

Knowledge & Understanding:

Understanding the basic methods of research and statistical analysis in business. (MLO1)

Critically apply business statistics and analytical tools to real-life scenarios using case studies, individual and team consulting-based assignments, presentations and software tools. (MLO2)

Intellectual / Professional skills & abilities:

Gaining a solid theoretical foundation and quantitative analytical skills, alongside practical problem-solving techniques by using SPSS / SAS Enterprise software for Data Analytics for Business. (MLO3)

Personal Values Attributes (Global / Cultural awareness, Ethics, Curiosity) (PVA):

Developing the key skills you need to succeed in future careers and build in your employability skills as part of your basic toolkit for life. (MLO4)

Assessing the ethical issues related to business data analytics. (MLO5)

How will I be assessed?

Formative assessment will take place through number of opportunities where formative feedback will be provided throughout the module, particularly in relation to workshop / seminar tasks. However you should be aware that formative feedback can, and will occur in

any communication with an academic tutor. You will be assessed on the basis of your project; testing your ability to formulate, plan and evaluate business research topics, and to perform basic numeric operations, and consequently analyse and interpret data in quantitative models of business and management situations. The summative assessment of this module will comprise two components:

Assignment A (weighted 60%): a 3,000 word report related to a business case to apply and critically evaluate different statistical analysis and analytical tools used in the project that will be assigned to you.

This assignment will cover MLO1, MLO2 and MLO3.

Assignment B (weighted 40%): a group presentation to analyse the business case and present a culmination of the work developed over the semester for your chosen project.

This assignment will cover MLO3, MLO4 and MLO5 .

Summative assessment will take place through the two components of the assignment, as for each component of assessment there is a respective standard feedback proforma that will indicate how marks are allocated to the work, alongside the annotated comments on the work and overall summary comments. You will be provided with written feedback (electronic) on your performance, which will include any actions to be taken to improve performance.

Pre-requisite(s)

None

Co-requisite(s)

None

Module abstract

The Business Statistics and Data Analytics module in our MSc in Business Analytics programme will prepare you to work with data in the business environment, using statistical, mathematical and business analytics skills. In this course you will learn how to present business data through reports and dashboards that reveal key statistics about organisations and different business cases. Business Statistics and Data Analytics work hand-in-hand, because analytics turns data into insights that guide intelligent business decisions. You will learn how to discover and create knowledge from data analysis as well as data preparation, data visualization, statistical analysis and other advanced analytics tools by using and applying one of the most famous analytics tools SAS software which is known as Analytics Leader in addition to SPSS. This course will help you in understanding business statistical analysis, develop your data analysis skills and will qualify you to work in organisations and help them to achieve their digital transformation goals. This module will enable you to integrate the power of SPSS and SAS, role-based interfaces and Microsoft Office to make fact-based decisions. Furthermore, it will help you to integrate BI capabilities quickly into existing environments and get decision makers the information they need. When they need it.

^Programme Framework for Northumbria Awards Research Rich Learning Design Pillars^

You will be given an opportunity through the use of statistical analysis and business analytics software to enquire about and target data specific to particular organisations or problem in order to aid decision making. By doing so, you will be encouraged to become independent learners and develop the analytic capabilities to evaluate specific business decision making. The substantive content of the module will incorporate research and practice from both academics and business professionals, thereby enhancing the relationship between teaching and research/practice. By the end of the module, your student-centred enquiry and research-tutored interventions will afford you rich learning experience that is research led and will enable you to develop a high level of associated knowledge and critical thinking skills. Moreover, the skills that you will get from this module can be used in your further research (i.e: dissertation or management enquiry or consultancy project) and will help you to conduct quantitative research with analysis too. Furthermore, the content of this module is mainly based on how to conduct research, collect data, analyse data, and reporting it with critical reflection on the analytical statistical tools that you will use to report the results.

AT7069 Data Management and Visualisation (Core, 20 Credits)

What will I learn on this module?

In this module, you will discover what data is and think about what questions you have that can be answered by the data even if you've never thought about data before. Based on existing data, you will learn to develop a research question, describe the variables and their relationships, calculate basic statistics, and present your results clearly. This module is designed to teach you to handle data programmatically, without being software engineers. By the end of the module, you will be able to use one of the powerful data analysis tools R to manage and visualize your data, including how to deal with missing data, variable groups, and graphs. Throughout the module, you will share your progress with others to gain valuable feedback, while also learning how your peers use data to answer their own questions.

How will I learn on this module?

You will be supported by a teaching and learning plan (TLP) which outlines the formal sessions (lectures and IT workshops), together with tutor-directed study and independent study/reading. You will be provided each week by a one-hour lecture which covers various theoretical concepts relating to data management and visualization supported through reference and demonstration of appropriate IT applications. These lectures will be followed by a supporting 2-hour IT workshop where you will gain practical, hands-on experience of using contemporary data analysis tool, R. Directed learning will centre upon a range of activities including your pre-reading, your preparation for interactive and workshop based activities and use of the discussion board on the e-learning platform. Independent learning will centre upon you identifying and pursuing areas of interest in relation to data management and visualization, by providing deeper/broader knowledge and understanding of the subject through a range of learning activities that will include extended reading, reflection, research etc. Critical reflection on knowledge, experience and practice underpins the learning and teaching philosophy along with the explicit development of competence. Moreover, this module emphasises enquiry-based learning and will involve you being an active participant in your learning to develop a research question based on existing data in the business situations. The group work arrangement is centred on the students at the heart of the activity by guiding you to ask well researched questions and share your findings with peers. Furthermore, research tutored approach will enhance your research rich learning experience through the module delivery by the module tutor and various research subject experts.

How will I be supported academically on this module?

The university is well-placed to support you in learning and research with excellent library and teaching facilities, as well as access to relevant and up-to-date data analytics software. You will have access to industrial standard data analytics software supported by additional Blackboard materials and access to Northumbria University's library and databases.

Academic content and delivery will be enhanced through opportunity for guest practitioner expert input.

In addition, you will be supported at a programme level by an induction programme to introduce you to the University and the Masters' programme. Each of you will also be assigned a personal tutor to provide pastoral support and guidance throughout the programme. Further support is provided to you through the personal tutor sessions embedded into the Leadership and Management Development module, summative and formative feedback, and a module teaching and learning plan detailing the delivery structure and University requirements.

You will be supported by an academic teaching team led by a designated module tutor. The module will have e-learning portal including all the materials related to this course supported by BB Ultra in addition to an electronic reading list.

What will I be expected to read on this module?

All modules at Northumbria include a range of reading materials that students are expected to engage with. The reading list for this module can be found at: <http://readinglists.northumbria.ac.uk>
(Reading List service online guide for academic staff this containing contact details for the Reading List team
<http://library.northumbria.ac.uk/readinglists>)

What will I be expected to achieve?

Knowledge & Understanding:

* Having developed a critical understanding of data selection, data manipulation and data spatial visualization across a range of key business functions [MLO1]

Intellectual / Professional skills & abilities:

Develop appropriate data management skills using data analysis tool, R, to support business analytics [MLO2]

* Apply and critically evaluate effective data visualizations in order to provide new insights into a research question or communicate information to the viewer in real-life business scenarios [MLO3]

Personal Values Attributes (Global / Cultural awareness, Ethics, Curiosity) (PVA):

* Developing the key skills you need to succeed in future careers and build in your employability skills as part of your basic toolkit for life. (MLO4)

* Handle data and data visualizations in a manner that demonstrates an understanding of ethical considerations surrounding data (including data storage, citation, and protection) [MLO5]

How will I be assessed?

Formative assessment will take place through group work, assignment discussion and reflection, discussion board activity on the e-learning platform, workshop-based activity, and theory/practice related discussions. Criteria will be provided to enable you to understand what is expected and how you will be assessed on your performance. You are required to demonstrate self-reflection and reflective practice where appropriate. Formative feedback will be provided throughout the module, particularly in relation to workshop tasks. You should, however be aware that formative feedback can, and will, occur in any communication with an academic tutor.

The summative assessment of this module will comprise two components; a 3,000 word report (weighted 60% and covered MLO1, MLO2, MLO3, MLO4 and MLO5) and a group presentation and demonstration of work result (weighted 40% and covered MLO2, MLO3 and MLO4).

Pre-requisite(s)

None

Co-requisite(s)

None

Module abstract

Data management and visualization is the foundation for organizations business analytics, and for problem solving and decision-making. This module introduces you to data acquisition, organization, management and visualization in a business setting. Based on existing data, you will learn to develop a research question, describe the variables and their relationships, calculate basic statistics, and present your results clearly. This module is designed to teach you to handle data programmatically, without being software engineers. By the end of the module, you will be able to use one of the powerful data analysis tools R to manage and visualize your data, including how to deal with missing data, variable groups, and graphs. Using real-world datasets, standard software packages and data visualisation techniques, you'll learn how to organise and analyse data collections to answer questions about the world, as well as developing an appreciation of user needs surrounding data systems. Through undertaking this module you will not only develop a depth of knowledge of data management and visualization and substantial practical skill of using R data analysis tool to support business decision making, but you will also enhance your abilities and competence across a range of graduate employability skills, including; project planning and management, time management, communication and negotiation.

^Programme Framework for Northumbria Awards Research Rich Learning Design Pillars^

This module emphasises enquiry-based learning and will involve you being an active participant in your learning to develop a research question based on existing data, describe the variables and their relationships, calculate basic statistics, and present your results clearly. You will be given an opportunity through the use of statistic analytic software tool to manage data and design effective data visualizations in order to provide new insights into a research question. By doing so, you will be encouraged to become independent learners and develop the capabilities to organize, manipulate and visualize data. The substantive content of the module will incorporate research and practice from both academics and business professionals, thereby enhancing the relationship between teaching and research/practice. By the end of the module, your student-centred enquiry and research-tutored interventions will afford you a rich learning experience that is research led and will enable you to develop a high level of associated knowledge and critical thinking skills. Moreover, the content and delivery approach of the module will be research-led which will benefit you to have deeper understanding of the knowledge, enhance your skills for employment and expand your capacity for lifelong learning. Your learning process throughout the module will be research-oriented which enables you to apply different methodological approaches to solve issues in real business world.

AT7071 Forecasting and Predictive Analysis (Core, 20 Credits)

What will I learn on this module?

This module aims at educating you in the field of forecasting and predictive analytics to respond to the job market needs using a variety of methodologies. Your journey shall be a quest to distinguish the "true" signal from a universe of "noise" through the lenses of forecasting and predictive analytics. To be more specific, this module covers the typical methodological steps of a prediction exercise, statistical modelling, and artificial intelligence methodologies for prediction via applications in different business settings. This module teaches you fundamental techniques used for predictive analytics: regression, classification, clustering, Bayesian and other machine learning approaches and models. You will learn how to perform forecasting using time-based data to predict future values from a model. You will get practice with classification and use various techniques for clustering and linear regression to solve common business problems; as well as learn techniques for assessing the effectiveness of your solutions.

How will I learn on this module?

You will be supported by a teaching and learning plan (TLP) which outlines the formal sessions (lectures and IT workshops), together with tutor-directed study and independent study/reading. You will be provided each week by a one-hour lecture which covers various theoretical concepts relating to forecasting and predictive analytics supported through reference and demonstration of appropriate IT applications. These lectures will be followed by a supporting 2-hour IT workshop where you will gain practical, hands-on experience of using contemporary statistical analysis tool, R. Directed learning will centre upon a range of activities including your pre-reading, your preparation for interactive and workshop based activities and use of the discussion board on the e-learning platform. Independent learning will centre upon you identifying and pursuing areas of interest in relation to forecasting and predictive analytics, by providing deeper/broader knowledge and understanding of the subject through a range of learning activities that will include extended reading, reflection, research etc. Critical reflection on knowledge, experience and practice underpins the learning and teaching philosophy along with the explicit development of competence. Moreover, this module emphasises enquiry-based learning and will involve you being an active participant in your learning to develop a research question based on the case studies in the various business situations. The group work arrangement is centred on the students at the heart of the activity by guiding you to ask well researched questions and share your findings with peers. Furthermore, research tutored approach will enhance your research rich learning experience through the module delivery by the module tutor and various research subject experts.

How will I be supported academically on this module?

The university is well-placed to support you in learning and research with excellent library and teaching facilities, as well as access to relevant and up-to date statistical analysis software. You will have access to industrial standard statistical analysis software supported by additional Blackboard materials and access to Northumbria University's library and databases.

Academic content and delivery will be enhanced through opportunity for guest practitioner expert input.

In addition, you will be supported at a programme level by an induction programme to introduce you to the University and the Masters' programme. Each of you will also be assigned a personal tutor to provide pastoral support and guidance throughout the programme. Further support is provided to you through the personal tutor sessions embedded into the Leadership and Management Development module, and a module teaching and learning plan detailing the delivery structure and University requirements.

You will be supported by an academic teaching team led by a designated module tutor. The module will have e-learning portal including all the materials related to this course supported by BB Ultra in addition to an electronic reading list.

What will I be expected to read on this module?

All modules at Northumbria include a range of reading materials that students are expected to engage with. The reading list for this module can be found at: <http://readinglists.northumbria.ac.uk>
(Reading List service online guide for academic staff this containing contact details for the Reading List team
<http://library.northumbria.ac.uk/readinglists>)

What will I be expected to achieve?

Knowledge & Understanding:

* Develop a critical understanding on the business problem and the predictive analytics goals; describe the key steps, identify and apply the proper techniques in the predictive modelling process to solve the business problem [MLO1]

* Critically evaluate and interpret the results of the predictive models and how they can help in solving the business problem [MLO2]

Intellectual / Professional skills & abilities:

* Apply state-of-art predictive modelling in the statistical analysis language, R; solve predictive modelling case to support decision making [MLO3]

* Develop academic report writing and presentation skills [MLO4]

Personal Values Attributes (Global / Cultural awareness, Ethics, Curiosity) (PVA):

* Reflect on your own ethical values [MLO5]

How will I be assessed?

Formative assessment will take place through group work, assignment discussion and reflection, discussion board activity on the e-learning platform, workshop-based activity, and theory/practice related discussions. Criteria will be provided to enable you to understand what is expected and how you will be assessed on your performance. You are required to demonstrate self-reflection and reflective practice where appropriate. Formative feedback will be provided throughout the module, particularly in relation to workshop tasks. You should, however be aware that formative feedback can, and will, occur in any communication with an academic tutor.

The summative assessment of this module will comprise two components; a 3,000 word report (weighted 60% and covered MLO1, MLO2, MLO3, MLO4 and MLO5) and a group presentation and demonstration of work result (weighted 40% and covered MLO2, MLO3 and MLO4).

Pre-requisite(s)

None

Co-requisite(s)

None

Module abstract

The primary objective of this module is to introduce you to various techniques available to extract useful insights from the large volumes of business data. This module will teach you fundamental techniques used for predictive analytics: regression, classification, clustering, Bayesian and other machine learning approaches and models. Beginning with basic models for revealing and establishing relationships, you will learn to apply increasingly sophisticated modeling techniques for practical data analysis, as well as commonly encountered problems so you can determine the fit and usefulness for prediction of your models, and apply them to typical business problems. As you develop your understanding of applied predictive analytics, you'll learn how to perform basic forecasting using time-based data to predict future values from a model. At the end of the module, you will not only see the substantial opportunities that exist in the business analytics realm, but also learn techniques that allow you to exploit these opportunities. Through undertaking this module you will not only develop a depth of knowledge of forecasting and predictive analytics and substantial practical skill of using R statistical analysis tool to support business decision making, but you will also enhance your abilities and competence across a range of graduate employability skills, including; project planning and management, time management, communication and negotiation.

^Programme Framework for Northumbria Awards Research Rich Learning Design Pillars^

This module emphasises enquiry-based learning and will involve you being an active participant in your learning to quest and distinguish the "true" signal from a universe of "noise" through the lenses of predictive analytics. This module enhances your understanding of the

importance of adopting a series of sound methodological steps in a prediction exercise and to provide them with an artillery of modelling and prediction techniques along with hands-on experience in using them. The module provides opportunities for you to learn from each other, from practitioners in the field, and from the latest theoretical and applied research in the field. The substantive content of the module will incorporate research and practice from both academics and business professionals, thereby enhancing the relationship between teaching and research/practice. By the end of the module, your student-centred enquiry and research-tutored interventions will afford you a rich learning experience that is research-led and will enable you to develop a high level of associated knowledge and critical thinking skills. Moreover, the content and delivery approach of the module will be research-led which will benefit you to have deeper understanding of the knowledge, enhance your skills for employment and expand your capacity for lifelong learning. Your learning process throughout the module will be research-oriented which enables you to apply different methodological approaches to solve issues in real business world.

AT7072 Analytics for Competitive Advantage (Core, 20 Credits)

What will I learn on this module?

This module prepares you to develop competitive business strategies by developing key hard skills that are essential in a competitive landscape. In this module you will learn how to use marketing and supply chain analytics to progress your skills on enhancing the functional performance of a modern business. This includes specialised approaches, methods, and techniques that complement your learning with R analytics, SPSS, and SAS in the previous modules. You will be introduced to competitiveness techniques that help you automate, inform, and strategize business processes and enhance the overall value chain. You will practice business analytics in key business areas such as logistics, operations, marketing, and decision support systems. This learning-by-doing (action learning) philosophy will enable you to use passive and active business analytics to enhance your skills for competitiveness and strategizing. Examples of passive analytics software included in this module are KISSmetrics, RetentionGrid, Metrilo, Clicky, and Adobe Marketing Cloud. Each of them will be demonstrated using a practical case study in four functional areas, including procurement/ inbound logistics, operations, marketing, and after sale services.

To strengthen this application of analytics to organisational competitiveness and the pursuit of competitive advantage, you will also participate in a business simulation where you will be exposed to cross-functional business decision making in the pursuit of a competitive business strategy.

A prominent theme throughout this module is to give you experience in contemporary analytics software applications used in the key business functions, and by doing so, this will enhance your employability for graduate-entry analytics roles. In addition to being able to provide critical analysis of data, you will also be able to consider the business implementation and communication skills required. This module emphasises the development of practical skills and techniques required by businesses to help them in strategizing their operations. You will also develop soft skills relating to communication and conflict resolution as well as enhancing your knowledge of commercialisation and market positioning strategies.

How will I learn on this module?

You will be supported by a teaching and learning plan (TLP) which outlines the formal sessions (lectures, seminars and IT workshops), together with tutor-directed study, online tutor guidance and independent study/reading.

The module includes two components; the first is learning about different applications, methods, tools of analytics for competitive performance in the key functional activities, including inbound logistics, operations, marketing, and outbound logistics. This part of the module includes 12 hours of lectures and 24 hours of IT workshops. This component of the module will enhance your practical experience of using modern data analytics with an insight from industry experts. Directed learning will centre upon a range of activities including your pre-reading, your preparation for interactive and workshop-based activities and use of the discussion board on the e-learning platform. Informative feedback will be provided in writing during and discussed during a face-to-face meeting with your lecturer.

The second component of the module is business simulation that enhances your self-learning and critical reflection on the knowledge, experience and practices gained from the first component. This component of the module includes 7 hours of lectures and 8 hours of seminars. You will be able to develop your analytics competencies and enhance enquiry-based learning and will involve you being an active participant in your learning to develop a research question based on existing data in the business situations. You will receive an induction for business simulation to know how to develop a group report as a piece of summative assessment. Your tutor and peers will give you a weekly feedback on your results to enhance your performance for the final simulation report.

This module will help you to advance your analytics techniques and skills from the previous modules, so you get a full picture of modern analytics software and approaches employed in the market. The knowledge and skills developed in this module will help you in your capstone research module (Dissertation/Management Enquiry or Consultancy Project) where you will need to understand the research context, construct your data analysis and develop feasible findings. It will also help you to draw future empirical recommendations for the stakeholders involved in your research.

How will I be supported academically on this module?

You will be supported by the module tutor in addition to various subject experts. These staff will deliver lectures, workshops and seminars relevant to their areas of expertise. Workshops and seminars will be in small groups so that there is ample opportunity for exploring the issues raised in detail. Additional office hours will be provided by the module tutor to help students arrange their group activities in the business simulation. Formative feedback will be provided throughout the module, particularly in relation to seminar tasks for business simulation where the practical nature of the work will naturally lead to a number of opportunities to give and receive feedback from your tutors and from peers.

Additional support materials will be provided to help your self-motivated and guided study via the e-learning portal - eLP (Blackboard Ultra). The module tutor provides generic module guidance in various formats via the eLP. This includes an introductory video from the module tutor as well as a module handbook, guides to aspects of the module (e.g. analytics tool and technologies, performance dashboard project samples) and a discussion board section of the module site permitting tutor-supported feedback and discussion involving fellow students. The module tutor provides regular updates via the eLP throughout the process of completing this module, alongside interaction through the tutor-supported discussion board, further encouraging student interaction. The Teaching and Learning plan will provide several prompts and guidance to support you academically. Weekly bridging videos will be provided via the eLP to help synthesis between the lectures and seminar activities.

Learning materials are provided via the eLP in relation to the different aspects of the module on a weekly session basis, using a variety of PowerPoint, audio and video methods. Interaction with these module features, as well as directed and independent reading, will develop your understanding of analytics and associated tools and processes relevant to business, which you can then apply to your summative assessment. A term-time access for the analytics software will be provided for individual students to practice the cases delivered in the lectures. A bespoke Business Simulation with appropriate levels of tutor-based and on-line support will be used in the module. The University library provides additional support in terms of module reading list, from which to gather valuable secondary data which supports your independent study and opportunity to engage in research-rich learning.

Your module is also supported by the eLP as indicated above, which houses all the module learning materials, assessment details and various other support facilities which are provided by the University.

There is access to the University's library facilities, including extensive electronic resources, eBooks and electronic academic journal articles to support your directed and independent study and facilitate your engagement with research-rich learning.

What will I be expected to read on this module?

All modules at Northumbria include a range of reading materials that students are expected to engage with. The reading list for this module can be found at: <http://readinglists.northumbria.ac.uk>
(Reading List service online guide for academic staff this containing contact details for the Reading List team
<http://library.northumbria.ac.uk/readinglists>)

What will I be expected to achieve?

You will have the opportunity to develop a suite of analytical competencies which will enhance your strategizing, foresights, professionally develop business competitiveness after your graduation. It will also facilitate the development of your critical thinking capability and your knowledge of commercialisation and market positioning.

Knowledge & Understanding:

- * Make relevant strategic decisions based on effective teamwork and be able to present this effectively. (MLO1)
- * Understand the value associated with developing strategic decisions and how to use this information to develop appropriate strategic plans based on core business theory. (MLO2)

Intellectual / Professional skills & abilities:

- * Understand and apply various analytics tool to business in the pursuit of organisational competitive advantage. (MLO3)
- * Critically apply these analytical tools in their application to real-life strategy-based scenarios. (MLO4)
- * Communicate the outcomes of this analysis and critical evaluation appropriately to a business and management audience. (MLO5)

How will I be assessed?

Please give details of all formative and summative assessment process indicating which MLOs will be addressed and how feedback will be provided.

Summative Assessment

The module will be assessed two pieces of summative assignment. The first, weighted at 60%, is an individual report based on a chosen case study in one of the key functional areas mentioned above. Word count allowed for this assessment is 2000(+/-10%). This will assess MLO3, MLO4 and MLO5.

The second, 40% weighted assessment, will be an individual report related to the business simulation. Word count allowed for this assessment is 2000(+/-10%). This will assess MLO1 and MLO2.

Submission and feedback will be using Electronic Management of Assessment (EMA).

Formative Assessment

Formative assessments will take place weekly in support of your practice-based sessions relating to the application of various analytics tools in the different functional areas of business. You will be asked to discuss the development of your analytical skills and practical assessment output with fellow students both in class and via the tutor-supported discussion board. Formative feedback is provided by the module tutor after these discussions, which will in turn, support the development of your summative assessment.

For the Business Simulation, you will have the chance to discuss your simulation scenarios and results in class and get help from your tutor and peer review from peers and fellow team members. This formative assessment and feedback will involve group presentations based on the organisational results and performance.

Pre-requisite(s)

None

Co-requisite(s)

None

Module abstract

Competitive advantage is core for business success. Such advantage requires automating, informing, and strategizing your value chain. In doing so, your modern business, you need business analytics to enhance logistics, operations, marketing, and decision support systems.

This is a learning-by-doing (action learning) module that proposes passive and active business analytics to enhance your skills for competitiveness and strategizing.

The module will offer different applications of business analytics using passive software such as KISSmetrics, RetentionGrid, Metrilo, Clicky, Adobe Marketing Cloud to automate and inform your business strategies. Industry guest speakers will co-deliver these lectures with your teachers.

You will further participate in a business simulation, where, as teams operating as new-market entrants into an existing market, you will make integrated business decisions across the key business functions, so as to gain practice in implementing a business strategy to achieve competitive advantage.

In this module, research-rich learning is developed through a research-oriented approach where knowledge production process is incorporated alongside an enquiry-based approach where you develop a practical contribution to data analytics based on a case scenario for the summative assessment and evidence-based decision making within a business simulation to achieve competitive advantage in a market-oriented business environment. The core themes of this module bridges both theory and practice by building a portfolio of research debates in top analytics journals and life projects delivered by guest speakers in the lectures.

By the end of the module, your self-study, research-tutored interventions, and peer discussion will enhance your learning experience. Both the research-led and practice-led activities will help you develop a high level of associated knowledge and critical thinking skills that prepares you for your graduation project and future employment. Your learning throughout the module will enable you to apply different methodological approaches to solve issues in real business world.

^Programme Framework for Northumbria Awards Research Rich Learning Design Pillars^

By making effective use of various online resources, which provide the knowledge base for the module, a mix of practice-led and research-led approaches will also be adopted, involving you learning about research and appropriate application of data analytics in business through interaction with various electronic resources such as the modules electronic reading list and journals supported by the University in electronic format. In addition, guest speeches will be delivered by industry experts to demonstrate the modern analytics software used in modern businesses. An open discussion with the industry experts will be organised to help students develop their commercialisation and employability skills in the business analytics domain.

In terms of research, this module helps you to build knowledge of contemporary business issues, explore modern approaches and techniques for data analytical procedures and critically synthesis corporate narratives and numbers to make evidence-based, data-driven business decision-making.

The mixed research and practice orientation of this module emphasises the action learning approached where the focus is on you undertaking significant problem-based learning. This will involve you being an active participant in your learning, requiring you to research publicly available market and operations information of your chosen organisation in order to make sensible and justifiable choices and assumptions. In doing so, you are engaging in a significant way in enquiry-based learning, which in turn, you will apply to your formative and summative assessment.

In this module, research-rich learning is developed through a research-oriented approach where knowledge production process is incorporated alongside an enquiry-based approach where you develop a practical contribution to data analytics based on a case scenario for the summative assessment and evidence-based decision making within a business simulation to achieve competitive advantage in a market-oriented business environment. The core themes of this module bridges both theory and practice by building a portfolio of research debates in top analytics journals and life projects delivered by guest speakers in the lectures. Specialised readings in the four functional areas of competitive business are provided in the list below to stimulate your intellectual capacity and encourage you to link business analytics to different functional backgrounds.

By the end of the module, your self-study, research-tutored interventions, and peer discussion will enhance your learning experience. Both of research-led and practice-led activities will help you develop a high level of associated knowledge and critical thinking skills that prepares you for your graduation project and future employment. Your learning process throughout the module will be research-oriented which enables you to apply different methodological approaches to solve issues in real business world

AT7018 Masters Dissertation (Optional, 60 Credits)

What will I learn on this module?

In this module you will gain an understanding of the academic skills that are required to produce a Masters Dissertation. By the end of the module you will have written a 15000 word Masters dissertation. The areas included are:

- * Justification for the choice of topic
- * Appropriate understanding, awareness and critical analysis of existing and up to date literature evidenced by a comprehensive and well-referenced literature review with an extensive reference list
- * Selection, justification and application of an appropriately rigorous methodology - including limitations of the approach selected
- * Clear statement of the findings of the research
- * Critical analysis of the findings

- * Explicit links between the analysis and the conclusions supported by critical argument
- * Evidence of original work or thought for example in the form or context of the data collected, analytical process or application of findings

How will I learn on this module?

You will learn through a combination of one-to-one supervision with a member of academic staff, supervisor directed study and independent study.

Directed learning will centre upon a range of activities including pre-reading and preparation for supervision meetings. Independent learning will centre upon you identifying and pursuing areas of interest in relation to your subject area. Critical reflection on knowledge, experience and practice underpins the learning and teaching philosophy along with the explicit development of competence.

Your supervisor will be an appropriate academic member of staff will be appointed during the semester 2 prerequisite module BM9718 - Research Methods and Analytics for Business Practice. Whilst the aim of the dissertation is to encourage your ownership of the dissertation, the supervisor will provide on-going support by guiding you through the process.

How will I be supported academically on this module?

You will be supported by your supervisor in addition to the module tutor.

A comprehensive eLP site will store all the appropriate materials needed to support the development of your dissertation work. There is an electronic reading list indicating which texts, academic reports, conference papers and journal articles should be consulted as the module progresses.

You will be supplied with formative feedback on your performance by your supervisor, who will help you develop your dissertation work. You may also receive formative feedback from other relevant staff. It should be noted that your supervisor will provide formative feedback on one full chapter of your dissertation and also give feedback on other chapter outlines but your supervisor will not read full drafts of the dissertation.

What will I be expected to read on this module?

All modules at Northumbria include a range of reading materials that students are expected to engage with. The reading list for this module can be found at: <http://readinglists.northumbria.ac.uk>
(Reading List service online guide for academic staff this containing contact details for the Reading List team
<http://library.northumbria.ac.uk/readinglists>)

What will I be expected to achieve?

Knowledge & Understanding:

* Demonstrate an understanding of the impact of innovative and contemporary research on the business and management community. [MLO1]

* Acquire, interpret and apply specialist functional or generalist business knowledge in relation to your programme of study (specialist programmes only). [MLO2]

Intellectual / Professional skills & abilities:

* Plan and complete a major research project on a contemporary business, financial, management or leadership topic and organise the findings into a comprehensive and explicit structure that is critically assessed and is linked to the conclusions drawn. [MLO3]

* Demonstrate skills of analysis and synthesis in the selection and application of appropriate research methodology and method(s) to your chosen research topic. [MLO4]

Personal Values Attributes (Global / Cultural awareness, Ethics, Curiosity) (PVA):

* Critically reflect on the processes involved in the research, including reflection upon your own ethical values and the contribution of the research to the topic area. [MLO5]

How will I be assessed?

Summative assessment is by Dissertation (100% of the total marks, 15000 words).

You will receive summative feedback followed by written comments on the submitted proposal which will indicate areas for improvement. Formative feedback will continue via supervision meetings and summative feedback will be provided following the marking of the dissertation.

Feedback sheets are used for both the proposal and the dissertation, blank versions of which will be available from the eLP. The Module Learning Outcomes are addressed through the dissertation component.

Standard university principles regarding word length will be applied dissertation. These principles will be available from the eLP site.

The dissertation will cover MLO1-5 inclusive.

Pre-requisite(s)

Co-requisite(s)

None

Module abstract

You will design a research project, assessed through the prerequisite 20-credit module BM9718 Research Methods and Analytics for Business Practice a proposal, and will then work under the supervision of a member of academic staff who will give you appropriate guidance and support throughout the dissertation process whilst encouraging learner autonomy: this is your dissertation and you will have responsibility for decision making as the dissertation proceeds.

On completion of this module, you will be able to conduct research and organise the findings into a comprehensive and explicit structure that is critically assessed and is linked to the conclusions drawn. You will demonstrate this by identifying a topic, critically selecting and applying an appropriate research methodology and data collection method(s), demonstrating a rigorous understanding of the relevant theory and literature and showing how these link to the research method(s). You will also critically reflect on how your research contributes to the understanding of the topic area.

^Programme Framework for Northumbria Awards Research Rich Learning Design Pillars^

You will get practical experience of how to collect and analyse data using a range of quantitative and qualitative techniques and this work will be supported by the use of appropriate software where relevant (for example SPSS for quantitative data analysis). You will also become aware of research philosophy as part of this module and how this can inform knowledge generation.

As you become engaged in either a Dissertation, Management Enquiry or Consultancy Project, the emphasis moves more towards the research based learning category since you will be actively researching a chosen topic or consultancy project. You move away from being the audience and take control in your own research project through your participation. This stage will involve the active implementation of the techniques introduced in the research orientated stage described above. In the process of writing a critical literature review, you will be engaged with research outputs in your chosen subject area and this will include discussions with your supervisor. This aligns with the research tutored aspect outlined above.

For the outcomes of the activity, you will apply elements of your research methods training to produce a Dissertation, Management Enquiry or Consultancy Project and presentation. Either option will require you to be proficient in the generation and analysis of business data.

AT7031 Masters Consultancy Project (Optional, 60 Credits)

What will I learn on this module?

This option is offered as an alternative to the NBS Masters Dissertation on all 1-year MSc programmes and in the second semester of year 2 on the 2-year programme variants with Study Abroad and with Advanced Practice (if the students select an Internship in semester 1), again as a Dissertation alternative. It is also offered as alternative to the Management Investigation on the MBA.

On this consultancy based module you will enhance your individual effectiveness and employability skills by locating the learning and development in an organisational context. In doing so, you will promote personal and group development, commercial awareness, and a range of inter-personal, intellectual and practical skills and knowledge centred on and demonstrated through a group negotiated real-time work-based project.

The content of the management report will be unique. The nature and scope of the area of your investigation will be defined and agreed in collaboration with the organisation and the University supervisor. The syllabus will include:

- * Conducting research in organisations.
- * Identifying researchable questions.
- * Consultancy and project management skills.
- * Research methods and doing a literature review
- * Presentation, communication and report writing skills.
- * Analysing findings.
- * Writing recommendations and action plans.
- * Reflecting on work based experiential learning.

In undertaking this project based module, you will critically reflect and evaluate upon organisational practices and their relation with academic theory, and in doing so, provide practical and actionable recommendations through an investigative management report.

The assessment for your module consists of a Group Consultancy Report (7,000 words) and Final Client Presentation, weighted at 60%, alongside an Individual Assignment comprising a Literature Review (4000 words) and a Reflective Learning Statement (2,000 words), weighted at 40%.

How will I learn on this module?

The module is supported by a teaching and learning plan which outlines the formal sessions, together with the tutor-directed study and independent reading. An interactive approach to lecture sessions will draw upon the directed learning undertaken and your own experiences. Throughout the Consultancy process, the emphasis will be on high levels of participation, both individually and within small

groups or teams. You can therefore expect the reflective-practitioner approach to learning to be embedded in all workshop/seminar sessions through undertaking activities which facilitate them to apply theory to real-life situations, critically analysing and making recommendations for appropriate ways forward for the organization/individual. This is essential both for the real-life working experience and also the development of the summative work that accompanies this module.

Directed learning will centre upon a range of activities including pre-reading, preparation for interactive activities and use of the discussion board on the e-learning platform.

Independent learning will centre upon the participants identifying and pursuing areas of interest in relation to the subject area or by providing deeper/broader knowledge and understanding of the subject through a range of learning activities that might include extended reading, reflection, research etc.

Critical reflection on knowledge, experience and practice underpins the learning and teaching philosophy along with the explicit development of competence.

The directed learning, independent learning and critical reflection will underpin both the group and individual elements of assessment on your module.

How will I be supported academically on this module?

You will be supported by appropriate academic content and workshops with supervisory guidance from an NBS mentor during the work-based element of the second year of the programme which acts as a pre-cursor to the writing of this client report and individual literature review.

You, supported by your academic supervisor will produce a significant group and individual assessment, as indicated above and which is specific to this particular module and consultancy project.

Where appropriate, organisational representatives will further provide you with formative feedback on performance, particularly in regard to the content and presentation of the report and group presentation.

Whilst the module will represent your entire study for the relevant period on the programme and your team can work flexibly on this in terms of time and place, it is expected that you work in the Business Clinic itself on at least two days per week and therefore make yourself available to academic staff who can provide appropriate ad-hoc support.

What will I be expected to read on this module?

All modules at Northumbria include a range of reading materials that students are expected to engage with. The reading list for this module can be found at: <http://readinglists.northumbria.ac.uk>
(Reading List service online guide for academic staff this containing contact details for the Reading List team
<http://library.northumbria.ac.uk/readinglists>)

What will I be expected to achieve?

Knowledge & Understanding:

* Demonstrate a critical understanding of innovative research on the business and management community. [MLO1]

* Acquire, interpret and critically apply specialist functional or generalist business knowledge in relation to the programme of study. [MLO2]

Intellectual / Professional skills & abilities:

Personal Values Attributes (Global / Cultural awareness, Ethics, Curiosity) (PVA):

* Reflect critically on their own ethical values. [MLO3]

* Plan and complete a major project on a contemporary business, financial, management or leadership topic for an external organisation. [MLO4]

* Demonstrate skills of critical analysis and synthesis in the application of research methods to the exploration of a contemporary business and management issue. [MLO5]

How will I be assessed?

Formative assessment will take place continuously due to the consultancy nature of the project and through the regular group meetings with the mentor.

Specifically you and your group will undertake an initial 'practice' project in order to develop consultancy skills, team working and presentation skills, and this will be formatively assessed by the mentor. You will also be encouraged to use peer and self-evaluation throughout the projects in order to develop this process before used in the summative assessment. Throughout the projects the teams will meet on a regular basis with their mentor who will be able to give continuous feedback on progress, the use of underpinning concepts and theories, and how effectively the team is working.

Criteria will be provided to enable you to understand what is expected and how they will be assessed on their performance. You are required to demonstrate self-reflection and reflective practice where appropriate.

The summative assessment for this module consists of a Group Consultancy Report (7,000 words) and Final Client Presentation,

weighted at 60% and meeting MLO4 and MLO5, alongside an Individual Assignment comprising a Literature Review (4000 words) meeting MLO1 and MLO2 and a Reflective Learning Statement (2,000 words), weighted at 40% and meeting MLO3.

It has been approved by the University and/or Faculty Student Learning and Experience Committee(s) that this assessment is exempt from the anonymous marking process.

Pre-requisite(s)

None

Co-requisite(s)

None

Module abstract

On this consultancy based module you will enhance your individual effectiveness and employability skills by locating the learning and development in an organisational context. In doing so, you will promote personal and group development, commercial awareness, and a range of inter-personal, intellectual and practical skills and knowledge centred on and demonstrated through a group negotiated real-time work-based project. The content of the management report will be unique. The nature and scope of the area of your investigation will be defined and agreed in collaboration with the organisation and the University supervisor.

Supported by your academic supervisor, you will produce a significant group and individual assessment.

This consists of a Group Consultancy Report (7,000 words) and Final Client Presentation, weighted at 60%, alongside an Individual Assignment comprising a Literature Review (4000 words) and a Reflective Learning Statement (2,000 words), weighted at 40%.

This work experience and the development of a report and presentation aimed at a client and based on a real-world problem and business experience will provide you with hands-on experience that is directly transferable on graduation to the world of work.

^Programme Framework for Northumbria Awards Research Rich Learning Design Pillars^

Central to this module is student-centred enquiry into a real-world business problem set by a client, therefore you as one of a group of students acting in a consulting mode will conduct primary research and therefore engage in enquiry-based research. As part of the support classes for this particular module, you will be made aware of how to generate knowledge and enquire into the subjects under consideration, thereby being experienced in research oriented learning. Finally, as part of your individual literature review, you will engage with subject content through assessment of contemporary literature and research, thereby learning about research and engaging in research led activity.

Please note: the information in this document is correct at the time of printing (22/03/2023) but may be subject to change.
Copyright Northumbria University 2023. All rights reserved.