Master of Business Administration

- Accredited by AACSB, held by less than 5% of business schools worldwide
- Ranked 22nd for Business (The Sunday Times University Guide 2013)
- The Newcastle Business School MBA is recognised by the Chartered Management Institute (CMI)
Northumbria University is a research-rich, business-focused professional university with academic excellence sitting firmly at its core. We are recognised nationally and internationally for the quality of our students and graduates. Testament to this is our recent Queen's Anniversary Prize for Higher Education, acknowledging the exceptional work of our Student Law Office in Newcastle.

We are ranked fourth in the UK for graduate start-ups and sit firmly in the UK’s top ten for the number of our graduates entering professional employment. 92% of our students are in work or further study within six months of graduation and many of our alumni are acknowledged global leaders in their fields.

Northumbria is international in its reach and students from 135 countries make up our thriving student body. Our main campus is located in the heart of Newcastle Upon Tyne – voted the UK’s best student city three years’ running – and we also work with a number of partner organisations worldwide.

We are pleased to be able to offer you the chance to study for a Northumbria degree in Singapore through our collaboration with Kaplan Higher Education Institute and I wish you well in your studies.

Professor Andrew Wathey
Vice-Chancellor and Chief Executive,
Northumbria University, UK
Kaplan Higher Education Institute is part of Kaplan, Inc., a leading international provider of educational and career services for individuals, schools and businesses. Kaplan serves students of all ages through a wide array of offerings, including higher education and professional training. Kaplan, Inc., is a subsidiary of Graham Holdings Company (NYSE: GHC) and its largest division. Today, thousands of students are enrolled in Kaplan Higher Education Institute in Singapore, pursuing part-time programmes that range from diplomas and degrees to Master’s.

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

The Kaplan City Campuses

Kaplan is one of the largest private education institutions in Singapore, spanning over 140,000 sq ft, spread over 2 campuses. The campuses are located in the heart of the city, a 10-minute walk away from Dhoby Ghaut MRT Interchange station and within 30 minutes from any part of the island. With a focus on providing students with a conducive study environment, both Kaplan City Campus @ PoMo and Kaplan City Campus @ Wilkie Edge are equipped with state-of-the-art classrooms & computer labs, high-speed wi-fi, study & relaxation lounges, a comprehensive library and easy access to food & beverage outlets on campus.
About Northumbria University

Northumbria University, Newcastle is a research-rich, business focused university with a global reputation for academic excellence.

Today, Northumbria is internationally renowned for its distinct combination of academic excellence, outstanding experience and responsiveness. Based in the UK’s two best cities for students, Newcastle and London, Northumbria is one of the largest universities in the UK with more than 35,000 students from 136 countries.

The university works with 560 employers and 60 professional bodies to help give its students and stakeholders a competitive edge in today’s global marketplace. Northumbria is among the top 10 universities in the UK for the number of graduates entering professional employment, with 92% in work or further study six months after graduation, and is 4th in the UK for graduate start-ups.

The university puts students at the heart of an outstanding experience, with world-leading research and award-winning partnerships driving and informing academic excellence, to make Northumbria a new kind of excellent university.

Rankings and Accreditations

AACSB accreditation is an internationally recognised, specialised accreditation for business schools. It assesses standards across the whole school, from taught programmes, to research, to internal operations. It is also a sign of quality that employers recognise, and graduates from AACSB-accredited schools are known to be ready for business.

- Accredited by AACSB, held by less than 5% of business schools worldwide
- Ranked Top 25 for Business (The Sunday Times University Guide 2013)
- Ranked 55th in The Guardian University Guide 2013
- Ranked 54th in The Complete University Guide 2013
- Highly rated in the Unistats National Student Survey 2011 with an overall satisfaction rating of 83% (1% above the national average)
- Top 20 UK Choice for International Students (100+ countries represented) (Higher Education Statistics Agency)
- Member of Universities United Kingdom (UUK)
- Member of Association of Commonwealth Universities (ACU)
- “Real world experience permeates much of the curriculum”, as quoted in The Sunday Times University Guide 2012
- “Northumbria attracts some of the best qualified students in the modern university sector”, as quoted in The Sunday Times University Guide 2012
- “Three-quarters of leavers immediately achieve graduate-level jobs... Northumbria’s real world approach appears to be paying dividends”, as quoted in The Sunday Times University Guide 2012

About Newcastle Business School, Northumbria University

Newcastle Business School is a professional and international business school that develops and educates business managers and leaders to reach their potential and make positive contributions to organisations. Through the Subject Groups below, Newcastle Business School offers the full range of business and management education:

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

Research which is business led and which leads business, is at the core of Newcastle Business School’s practice relevant education. Research underpins an enviable track record of Corporate and Executive Development activities with multinational companies, regional clients and our highly successful taught programmes including the PhD and Professional Doctoral programmes.

Newcastle Business School:

- In the top 20% of Business Schools in the UK (The Sunday Times Good University Guide 2013)
- Is one of the largest and fastest growing business schools in the UK with £25m turnover
- Has a global network of educational partners
- Has courses recognised by leading professional bodies such as CIM, ACCA, CIMA, CIPS, CILT and CIPD
- 94% of graduates find employment or further studies within 6 months of graduating
PROGRAMME OBJECTIVES & STRUCTURE

Programme Objectives

- Develop relevant management and organisation knowledge, both academic & professional in line with postgraduate standards/benchmarks
- Develop your critical reflection skills and engagement with organisations and professional theories to understand, and where appropriate, challenge existing individual and organisational capability
- Develop an understanding of your organisations strategic focus and environment and the impact of the interrelationship between resources, customers and clients in an ever changing context
- Develop commitment to your personal and professional development, through independent and reflective learning
- Engage in individual research and demonstrate your ability to understand and apply management theory
- Enhance your interpersonal and team working skills
- Learning from the experiences of other participants in the programme

Professional Recognition

The Newcastle Business School MBA is recognised by the Chartered Management Institute (CMI). CMI is a UK-based professional organisation for managers. CMI is responsible for setting standards in management and recognising excellence through the award of professional qualifications. To date, CMI has 90,000 individual members and 520 corporate members.

Career

The MBA remains the best-known management qualification in the world. It has the potential to help you get that new job, accelerate your career, prepare you for promotion or make a significant career change. The opportunities are endless.

Recent graduates have often returned to their home countries to senior management positions (including General Managers and Managing Directors). Alternatively, graduates have started academic careers in the area of business and management or started to undertake further study at the doctoral level in the form of a PhD or a DBA qualification.

“Northumbria University’s MBA is well-structured and focuses on the practical knowledge that is required at work. It is a 15 month programme consisting of only four semesters, the timing is just right for any mature working adult seeking to upgrade themselves.”

Johnathan Goi
Operations Manager, Engro Corporation

Graduation and Recognition

Students who successfully complete the programme will be awarded the prestigious Newcastle Business School MBA from Northumbria University. The degree will be the same as that awarded to on-campus students of the University. Graduates will be allowed to use the title MBA (Northumbria) after their names.

Presentation ceremonies are held once a year in Newcastle/Singapore. Graduates are encouraged to attend the convocation.
LEARNING CYCLE

Programme Structure

The MBA consists of 9 units and 1 Dissertation or Work-Based Action Research Project and can be completed within 15 months. Each unit is supported by a minimum of 24 contact hours.

Programme Design

<table>
<thead>
<tr>
<th>Semester 1</th>
<th>Semester 2</th>
<th>Semester 3</th>
<th>Semester 4</th>
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</thead>
<tbody>
<tr>
<td>Leaders and their Context HR 0892</td>
<td>Financial Management MN 0411 10 credit points</td>
<td>Strategy and Change in a Global Environment SM 0492 20 credit points</td>
<td>Contemplative Issues in Management Practice NX 0447 10 credit points</td>
</tr>
<tr>
<td>20 credit points</td>
<td>Human Resource Management and Development HR 0469 10 credit points</td>
<td>Marketing Management - A Relationship Approach MK 0494 10 credit points</td>
<td>The Newcastle Business School Masters Dissertation OR Work-Based Action Research Project 60 credit points</td>
</tr>
<tr>
<td>Operations Management and Organisational Improvement MO 0486 10 credit points</td>
<td>Postgraduate Induction NX 0419 0 credit points</td>
<td>Business Research Analysis BM 0421 10 credit points</td>
<td>Dissertation Preparation and Research Method NX 0422 0 credit points</td>
</tr>
</tbody>
</table>

*The sequence of the units may vary for each term.

The non-credit bearing Postgraduate Induction and Dissertation Preparation units are designed to provide additional help, support and guidance at appropriate points throughout the programme.

Students are also required to attend management development activities as part of HR 0892.

Learning Cycle

A typical semester is a four-month period and comprises: an induction week/activities, up to 11 weeks of study, an assessment hand-in period and a 3-4 week break before the next semester starts.

Week 1
- Induction

Weeks 2 to 9
- 108 Contact Hours
- 2 weeks Block Teaching Per Unit
- 2 weeks Teaching Break

Weeks 10 to 12
- Assessment Period

Weeks 13 to 16
- Break

Coursework and Assessment

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

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

Postgraduate Induction

The unit is designed to facilitate the development of the student learning experience over the course of their academic programme. Induction activities are to be phased in line with student academic development and the need to support the delivery of programme units. The induction is designed on a programme basis to build up and reinforce programme cohesion, for both programme-wide academic and social development. This will facilitate the role of the programme leader with the programme cohort and act as a forum for the dissemination of programme-wide issues and feedback.

Leaders and Their Context

The unit is designed to develop the participants as ‘reflective practitioners’ and independent learners. The unit therefore encourages work/life experience as a vehicle for understanding the theories, frameworks and concepts to which the participant will be introduced.

Whilst the first part of the unit supports participants in exploring and engaging in self-development processes and exploring the development of participants as managers and/or leaders, the second part of the unit aims to develop the participants’ awareness of the importance of an organisational context in employee, managerial and business social action, whatever the function. It aims to place such elements into a critico-historical context, so participants can not only appreciate the more complex nature of organisations, but also how the theoretic frameworks they use are guided by conflicting bodies of knowledge, which can in themselves determine the nature of a particular truth. A key outcome of this process is how participants will be able to exploit this development in order to lead, and manage, more effectively within their current and future organisations.

Financial Management

In today’s environment, managers are generally responsible and accountable for the financial consequences of their decision making. The unit aims to provide participants with a sound understanding of financial management, to develop an ability to interpret financial information and to enable an understanding of the effect of financial information on human behaviour. The emphasis of the unit is on understanding and acting upon financial information rather than on preparing it. The content of the unit falls into three main areas: financial reporting, management accounting and financial management. In order to relate theory to practice much of the learning materials are real examples of reports and processes currently in operation in organisations. Participants are encouraged to explore and discuss work-based experiences; this is of importance in developing a wide range of knowledge of the varied practices and systems that exist today.

HRM and Development

The unit will encourage participants to consider the strategic focus of the organisation and how the management of people can support business performance. Specifically, participants will be encouraged to understand the concepts of HRM and Development and to analyse theories, models and research in order to investigate a best-fit approach to HRM and Development.

The unit is designed to develop the participants as ‘reflective practitioners’ and independent learners. The unit therefore encourages work/life experience as a vehicle for understanding the theories, frameworks and concepts to which the participant will be introduced.
UNIT OUTLINE

Operations Management and Organisational Improvement

The overall aim of this unit is to provide participants with knowledge and understanding of current operations management theory, principles and practice. It will develop the ability to critically analyse any organisation using appropriate practice and performance criteria. It will enable participants to develop the ability to identify and use appropriate assessment frameworks relevant to international organisations, to identify operational strengths, identify and prioritise areas for improvements and develop appropriate operational improvement strategies. The unit is designed to develop the participants as 'reflective-practitioners' and independent learners. The unit therefore encourages work/life experience as a vehicle for understanding the theories, frameworks and concepts to which the participant will be introduced.

Contemporary Issues in Management Practice

The unit will provide participants with an opportunity to integrate the knowledge acquired earlier in the programme and apply this by considering a real organisation. This opportunity provides a vehicle for participants to demonstrate the necessary leadership and team working skills, relate theory to practice (which is consistent with the reflective practitioner philosophy that underpins the learning, teaching and assessment philosophy of the programme) as well as providing an international context for this investigation. To reflect the dynamic nature of the environment in which organisations have to operate, particularly in an international context, this unit provides an opportunity for participants to review and evaluate current issues facing organisations and managers.

Strategy and Change in a Global Environment

This unit develops the participant's ability to critically evaluate concepts, theories and techniques related to organisational strategy and the implementation of strategic change. Participants will be introduced to a managerial view of strategic processes and change implementation, developing the skills to understand the macro and micro business environment, both in a domestic and global context. The unit is also designed to develop the participants as 'reflective practitioners' and independent learners. The unit therefore encourages work/life experience as a vehicle for understanding the theories, frameworks and concepts to which the participant will be introduced.
**Marketing Management – A Relationship Approach**

The purpose of this unit is to develop the participant’s ability to apply and critically evaluate concepts, theories and techniques related to marketing set within a relationship marketing context. The goal of marketing activity has shifted towards a need to seek and forge long-term and profitable relationships with targeted customers. This will be reflected in this unit as participants will be introduced to a managerial view of marketing and realise the need to build and sustain relationships with customers both nationally and internationally.

**Business Research Analysis**

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

**Investment and Performance Analysis**

The aim of this unit is to develop students’ skills in investment analysis. It is designed to assist students in developing a critical understanding of theory and practice in relation to investment decisions. This will involve evaluating corporate performance within and between industries by employing investment selection and evaluation techniques. The learning approach will involve some lectures but will concentrate on case study and workshop-style delivery where students will have the opportunity to apply, discuss and present aspects of investment analysis. The unit will provide an opportunity to explore the use of the Internet in obtaining worldwide information affecting investment decisions, including that of a corporate nature.

**Dissertation Preparation and Research Method**

This unit is designed to prepare masters students for their Masters Dissertation or work-based action research project. It does so by introducing the concepts of academic research including topic selection, research methodology and methods, literature review, data analysis and the techniques and conventions of academic writing.

The unit is taught through a combination of lectures, group discussions and meetings with the unit tutor and the dissertation supervisor. Attendance for this unit is compulsory and the student must produce a satisfactory dissertation proposal before they can continue to the main elements of the dissertation.
UNIT OUTLINE

The Newcastle Business School Masters Dissertation

This unit provides a process that will enable students to use and extend the knowledge and skills they have acquired during their programme of study. Using appropriate research methodologies and data collection methods, students will critically synthesise a body of knowledge relevant to the taught programme. On successful completion of this unit, the student will be able to demonstrate the ability to conduct research and organise the findings into a comprehensive and explicit structure that is critically assessed and is linked to the conclusions drawn. The student will achieve this outcome by identifying an appropriate research topic, critically selecting and applying an appropriate research methodology and data collection method(s) to their chosen research topic, and demonstrating a rigorous understanding of the theory and literature relevant to the issues under investigation, and how these link to the research method(s). Students will also be able to critically reflect on how their research contributes to the understanding of the topic area. Students will have been allocated a supervisor following the proposal stage of the process, whilst continuing to study the research methods. This supervisor will give the student appropriate guidance and support throughout the dissertation process whilst encouraging learner autonomy.

Work-based Action Research Project

The aim of this unit is to provide the participant with an opportunity to undertake an Action Research Project based on a real organisational problem. This will be offered during the various modes of the MBA programme as an alternative to the Masters Dissertation for participants with appropriate organisational research opportunities. Only participants who have explicit access to an organisation to conduct this type of research will be able to follow this route. The organisational problem/issue identified must be suitable for Action Research. A combination of lectures and tutorials will provide a forum to explore issues suitable for Action Research and the expectations of organisations. Participants will be allocated a research supervisor to support them on the Work-based Action Research Project (most probably with their own employer). The outcome will be an initial 2,000-word project proposal followed by a 15,000-word dissertation that also offers recommendations for action to the organisation where the research was carried out.

* Students will be able to choose to do the Newcastle Business School Masters Dissertation or the Work-based Action Research Project during semester 4.
Fee Schedule

Please refer to the insert for the information on:
• Tuition Fee
• Non-tuition Fee
• Refund Policy

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

Entry Requirements

Standard Entry Requirements:
1. A first degree, equivalent to a lower second class honours classification, in any academic discipline.
2. An IELTS score of 6.5 for entry to postgraduate programmes, with a minimum of 5.5 in any component, OR equivalent (or first degree completed in English).
3. An appropriate level of professional or supervisory work experience of at least three years duration.

Applicants who do not have such an academic qualification as described in point 1 above, but do have substantial experience of working in a business organisation, will also be considered, subject to interview by Kaplan and having attained the necessary level of English language proficiency as presented in point 2.

It is University policy to recognise a wide variety of evidence, and potential applicants may wish to discuss this aspect of their application with the admissions tutor.

Study Loans

Study loans are available with most banks and financial institutions. Interested candidates may contact:
- Maybank : 1800 629 2265  www.maybank.com.sg
- TCC Ltd : 6319 3700  www.tcc.org.sg

Closing Date

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

Who to Contact

For enquiries on this course, send “KAP-PNYU” via sms to 9877 7598 or enter it at http://ask.kaplan.com.sg.

By sending the code via sms or website, you have given your consent to have a representative from Kaplan contact you regarding your request.

For more information or enquiries please contact:
- Telephone : 6733 1877
- Facsimile : 6225 3605
- Email : info.sg@kaplan.com
- Kaplan Website : www.kaplan.com.sg
- Northumbria Website : www.northumbria.ac.uk

Checklist

Have you:
- Duly completed and signed your application form?
- Attached a hard copy passport-sized photograph?
- Attached a front and back copy of your identification card / first page passport?
- Attached a complete official transcript and certificate of your tertiary record from each institution you have attended?
- Included your application fee?

The full application package should be sent to:
- Director, Northumbria University
- Master of Business Administration Programme (Part-time)
- Kaplan Higher Education Institute
- 8 Wilkie Road, #02-01, Singapore 228095

Northumbria University and Kaplan Higher Education Institute reserve the right to alter, amend or delete any programme fee, course, admission requirement, mode of delivery or other arrangements without prior notice.

The information contained in this brochure is correct at time of printing (July 2014).