

Postgraduate Exchange Programme Modules



For more information visit: www.ncl.ac.uk/nubs

Postgraduate Exchange Programme Module Contents

About Newcastle University, the Business School and Newcastle	3
Timetable graph	4
Programme Modules:	
Entrepreneurship	
Business Support in a Practical Setting: NBS8134	5
Gender and Entrepreneurship: NBS8209	5
International Entrepreneurship: NBS8111	6
Introduction to Small Business: NBS8057	6
Finance and Accounting	
Finance and Financing for Entrepreneurs: NBS8237	7
Human Resource Management/Organisational Behaviour	
Managing HR for an International advantage: NBS8074	7
Organisational Learning: NBS8012	8
Information Systems and E-Business	
Exploring E-Business: NBS8055	8
Information Systems and Management: NBS8053	9
Innovation	
Managing Innovation in a Risk Society: NBS8059	9
Sociology and History of Technology: NBS8048	10
International Business	
Business in China: NBS8073	10
International Business Strategy: NBS8060	11
Marketing	
Marketing and Promotion for the Creative Industries: NBS8238	11
Management Consultancy	
Management Consultancy: NBS8130	12
Entry Requirements and Application Procedure	13

School and City

Newcastle University Business School

With around 2,500 students, Newcastle University Business School is one of the largest schools in Newcastle University. 600 of these students are taught postgraduates and 100 are research students. In keeping with the University's worldwide reputation the School attracts some of the brightest students from across the globe.

We currently have around 80 academic staff who are recruited from both inside and outside the UK as experts in their fields.



Newcastle University

We were delighted that Newcastle University is ranked 7th in the world in terms of overall student satisfaction and was recently voted one of the friendliest places to study according to a unique league table of the country's higher education institutions. Newcastle University is one of the Top 20 UK Universities (The Times Good University Guide, 2009).

The University is consistently ranked within the top 10 HE institutions within the UK for its investments (per student), in terms of library resources, computer facilities, language learning facilities and other academic services. Our record of employment for graduates is outstanding, with more than 9 out of 10 graduates entering graduate-level employment or advanced training after completing their degree.



The city of Newcastle upon Tyne

Newcastle is one of Europe's most exciting cities with plenty to offer its large student population. Over the last decade Newcastle has been transformed into a vibrant, cosmopolitan city thanks to significant investment and the development of world-class facilities.

The city is compact and hosts a multitude of attractions such as theatres, art galleries, and shops and it is renowned throughout the world for its social life with bars, clubs and restaurants in abundance. Newcastle also enjoys excellent transport links, being well serviced by roads, rail and an international airport.



Timetable

	ENTREPRENEURSHIP				FINANCE AND ACCOUNTING	HUMAN RESOURCES MANAGEMENT / ORGANISATIONAL BEHAVIOUR		INFORMATION SYSTEMS & E-BUSINESS	INNOVATION		INTERNATIONAL BUSINESS		MBA MANAGEMENT CONSULTANCY
Week Commencing	Business Support in a Practical Setting	Gender and Entrepreneurship	International Entrepreneurship	Introduction to Small Business	Finance and Financing for Entrepreneurs	Managing HR for an International Advantage	Organisational Learning	Information Systems Management	Managing Innovation in a Risk Society	Sociology and History of Technology	Business in China	International Business Strategy	For MBA students only Please see page 12 for timetabling information
25-Jan-10													
01-Feb-10													
08-Feb-10							↕						
15-Feb-10							↕						
22-Feb-10			↕			↕			↕	↕		↕	
01-Mar-10			↕			↕			↕	↕			
08-Mar-10			↕			↕			↕	↕			
15-Mar-10			↕			↕		↑	↕	↕			
22-Mar-10													
29-Mar-10													
05-Apr-10													
12-Apr-10													
19-Apr-10	↕	↕		↕	↕						↕		
26-Apr-10	↕	↕		↕	↕	↕					↕		
03-May-10						↕							
10-May-10	↕	↕		↕	↕						↕		
17-May-10				EXAM (exact date to be confirmed)	EXAM (exact date to be confirmed)								
24-May-10													
31-May-10													

Programme Modules

Entrepreneurship

Business Support in a Practical Setting: NBS8134 (5 ECTS credits)

Module Leader: Professor Pooran Wynarczyk

Summary

This module aims to provide an in-depth theoretical knowledge of the impact of business support framework on the creation of 'enterprise culture' over time at EU, UK, regional and local levels, as well as equipping students with practical knowledge, skills and experience required to provide business support and advice to business start ups and established small and medium-sized enterprises (SMEs).

Outline of Syllabus

New firm formation, SMEs and entrepreneurship; Creation of enterprise culture, foundation beyond the shift in public policy focus during 1980s & development of business support framework; Evolution of business support framework at EU, UK, regional & local levels (including provision of start up finance/sources of innovation fund); Role of regional development agencies (RDAs), business incubators, business & innovation centres, key government enterprise agencies; Case studies of recipients of business support through the Business & Innovation Centre (BIC, Sunderland).

Method of Assessment

3000-word assignment

Timetable Information

Two 3-hour lectures per week for 4 weeks between 19 April & 14 May 2010 (exact dates to be confirmed)

Gender and Entrepreneurship: NBS8209 (5 ECTS credits)

Module Leader: Professor Pooran Wynarczyk

Summary

This module introduces and provides a comprehensive overview of the issues surrounding the 'gender imbalance' in entrepreneurship at international, EU, national and regional levels. It analyses the underlying causes and effects of differential success, opportunity and utilisation of male and female entrepreneurial activities. Through investigation of various examples and case studies, students will be able to consider how social, economic and cultural mores can exert influence on entrepreneurial outcomes. Students are then given the opportunity to theoretically develop strategies to influence gender related factors, so that entrepreneurial outcomes can be maximised for the mutual benefit of all.

Outline of Syllabus

Gender entrepreneurial stereotypes; Analysing achievement, motivation and leadership in women entrepreneurs; Women's contribution to the growth of home-based enterprises; Women entrepreneurs in Science and Technology; Gender and entrepreneurship - a global perspective; Towards parity.

Method of Assessment

3000-word assignment

Timetable Information

Two 3-hour lectures per week for 4 weeks between 19 April & 14 May 2010 (exact dates to be confirmed)

Programme Modules

Entrepreneurship

International Entrepreneurship: NBS8111 (5 ECTS credits)

Module Leader: Dr Janine Swail

Summary

The module will develop students understanding of entrepreneurship in an international context through considering a range of key issues and topics. The module adopts a critical and broad-ranging social science approach to the subject and aims to provide students with the ability to analyse entrepreneurship from an international perspective within the context of a wide range of management, organisation studies and social science debates. The module focuses on both the conceptual aspects of international entrepreneurship as well as some practical elements in order equip the student with a valid grounding of both theory and practice.

Outline of Syllabus

International evidence on Entrepreneurship & Small Business; macro examination of enterprising nations & impact of cultures; Small Firm Internationalisation strategies: stages theory, network perspective & born global phenomenon; The importance E-Commerce for facilitating international growth strategies in SMEs; Workshop on Assignment Preparation: Conducting a literature review & entrepreneurial SWOT analysis; European Perspective & Impact of EU membership; Pacific Rim Perspective & Indigenous Entrepreneurs; Asian Perspective & Family Business Entrepreneurship; North American Perspective & the role of the VC industry.

Method of Assessment

3000-word assignment

Timetable Information

Two 3-hour lectures per week for 4 weeks between 22 February & 19 March 2010 (exact dates to be confirmed)

Introduction to Small Business: NBS8057 (5 ECTS credits)

Module Leader: Angela McLean

Summary

The module studies the importance of the small business sector to the UK economy and looks at the key issues of employment, finance, marketing and policy. The module outlines the key skills required to start and run a business and assess the importance of the entrepreneurial profile.

Outline of Syllabus

Introduction to the sector and importance to the national economy; The business start-up process; Assessing ideas; The SME environment; Writing the business plan; Supporting the SME; The entrepreneur; The Issues: marketing, management and money; The role of the internet; The family business; Small business survival; The growth business

Method of Assessment

100% Written Examination

Timetable Information

Two 3-hour lectures per week for 4 weeks between 19 April & 14 May 2010 (exact dates to be confirmed)

Programme Modules

Finance and Accounting

Finance and Financing for Entrepreneurs: NBS8237 (5 ECTS credits)

Module Leader: Mr Mark Blayney

Summary

Many entrepreneurs lack confidence and experience in preparing financial forecasts and managing cashflow in their business. This module aims to provide students with an understanding of the importance of financial management within an entrepreneurial business. It introduces concepts of cash management and financial and management accounts as they relate to entrepreneurs. It also explores sources of external finance and their implications for the management of an enterprise.

Outline of Syllabus

Introduction to day to day financial management and its role in the business plan; Cash flow forecasting; Costing, pricing & break even analysis; Understanding profit & loss forecasts/statements and their tax implications; Understanding Balance sheets; gearing, liquidity and working capital management; Seeking external finance (investment/debt/grants)

Method of Assessment

100% Written Examination

Timetable Information

Four 3-hour lectures between 19 April & 14 May 2010 (exact dates to be confirmed).

Human Resource Management/Organisational Behaviour

Managing HR for an International Advantage: NBS8074 (5 ECTS credits)

Module Leader: Dr Lesley Mearns

Summary

This module aims: to provide students with an understanding of how human resource management can contribute to improving organisational performance; to develop an awareness of the options organisations have for the management of human resources; including outsourcing HR activities and functions; to promote understanding of the key HR issues involved in the different stages of the organisational life cycle and the internationalisation of business.

Outline of Syllabus

Introduction to International HRM; Comparative HRM project; Recruitment and selection in an international context; International Human Resource Development; Comparative HRM project; Performance management; Compensation and benefits; Employee relations; Ethical issues in International HRM; Comparative HRM project - student presentations.

Method of Assessment

30% Group-based project presentation (20 minutes)
40% Group-based management report (3000 words)
10% Group-based evaluation criterion on management report
20% Individual reflective statement (1000 words)

Timetable Information

Two 3-hour lectures per week for 4 weeks between 22 February & 19 March 2010 followed by a further two 4-hour sessions between 26 April & 7 May 2010 (exact dates to be confirmed).

Programme Modules

Human Resource Management/Organisational Behaviour

Organisational Learning: NBS8012 (5 ECTS credits)

Module Leader: Ms Kasia Zdunczyk

Summary

This module has been developed as an exploration of knowledge and learning in, by, and between organisations. The focus is on the role of knowledge acquisition, creation and management in obtaining and sustaining competitive advantage and the means of developing a learning capability at the organisational level. The module also encourages critical reflection on the value attributed to knowledge and learning in organisational contexts and on the assumptions behind and consequences of management fashions and initiatives associated with organisational learning and knowledge management.

Outline of Syllabus

Overview of OL theory; External and Internal Antecedents, Enablers and Barriers to OL; Knowledge Creation, Dissemination and Knowledge Management; OL as Competitive Advantage; HRM as the Basis of OL; Integrating the Management of OL into Operations Management.

Method of Assessment

3000-word assignment

Timetable Information

18 hours delivered over 3 days between 8 February & 19 February 2010 (exact dates to be confirmed).

Information Systems & E-Business

Exploring E-Business: NBS8055 (5 ECTS credits)

Module Leader: Dr Eric See-To

Summary

The aim of this course is to explore the concept and the strategic and organisational implications of E-Business, reflecting on changes in the business environment and developments in internet related technologies. The content will be underpinned by the current research of the lecturers and informed by the latest research publications in relevant literature.

Outline of Syllabus

Introduction; What is E-Business and why does it matter?; The E-Business environment; New business strategies for the networked economy; Organisational innovations through internet and related technologies; E-Business developments in different domains and emerging issues.

Method of Assessment

Group assignment (4000 - 5000 words)

This module will be available in 2011.

Programme Modules

Information Systems & E-Business

Information Systems Management: NBS8053 (5 ECTS credits)

Module Leader: Dr Lee Schlenker

Summary

How can you leverage information technology to add measurable value to your jobs, your clients and your career? Drawn from the module leader's work with the major technology suppliers and their clients, this module has been organized around a series of discussions and workshops designed to strengthen the participants' knowledge and skills in using information technology to create demonstrable business value. The sessions focus primarily on understanding, applying and leveraging innovative technologies in the extended enterprise: process centric systems, social media, voice and video based applications.

Outline of Syllabus

Module participants are invited to explore the managerial, organisational and human challenges of applying information technology in managing and motivating the workforce.

Students will have a firsthand look at state of the art information architectures (ERP, P2P, Web 2.0, Podcasts/Webcasts). An interactive learning portal, will house course content and deliverables, and provide action learning scenarios to explore, develop and implement IT based business value scenarios.

Method of Assessment

Group based project

Timetable Information

3 full consecutive days in week commencing 15 March 2010 (exact dates to be confirmed)

Innovation

Managing Innovation in a Risk Society: NBS8059 (5 ECTS credits)

Module Leader: Dr Audley Genus

Summary

The module aims to introduce students to the concept of 'risk society'. With this mind, students are encouraged to think about the requirements of managers and other stakeholders concerned to successfully select, develop and diffuse commercially, socially and ecologically durable, less risky, innovations.

Outline of Syllabus

Introduction to module; the 'risk society' concept; risk trade-offs; risk and culture; public perceptions of technological risks; models of innovation; technology and risk; what is technology - beyond technological determinism: approaches to the social shaping and social construction of technology; actor-network theory; incrementalism, Collingridge, and the social control of technology; constructive technology assessment; interactive technology assessment; transition management; ecological modernisation; review/assignment preparation.

Method of Assessment

Group assignment (3000 - 4000 words)

Timetable Information

Two 3-hour lectures per week for 4 weeks between 22 February & 19 March 2010 (exact dates to be confirmed)

Programme Modules

Innovation

Sociology and History of Technology: NBS8048 (5 ECTS credits)

Module Leader: Dr Richard Hull

Summary

This module introduces you to the research and scholarship on technical change in organisations. Drawing on a series of cases studies of technical change - the bicycle, cold nuclear fusion, the patent system, DNA testing in forensic science and parenting disputes, pregnancy testing, and climate change - we will explore the history, economics and sociology of technical change and its effects upon organisations and therefore management. We conclude by examining how the markets, demand and 'need' for new technologies are shaped and moulded, and how we can intervene in those processes. This is NOT a 'technology management' module, but you will learn about a wide range of new technologies and how we can best evaluate them.

Outline of Syllabus

This module introduces you to the research and scholarship on technical change. You will learn how, as managers, employees and citizens, we can best understand and evaluate a wide range of sciences and technologies, both old and new. The one area of technology that is not covered here is Information & Communication Technologies. The module takes a novel format, based around a series of case studies of particular areas of scientific and technological change. The studies are presented in a sequence which develops an increasingly sophisticated set of perspectives on technical change.

Method of Assessment

100% assignment

Timetable Information

One 3-hour lecture per week for 6 weeks between 25 January & 5 March 2010 (exact dates to be confirmed).

International Business

Business in China: NBS8073 (5 ECTS credits)

Module Leader: Dr Lucy Lu

Summary

The aims of this course are to enable students to: understand the key role of China in shaping companies' global business strategy; examine the nature of Chinese market, industrial trends and the strategic challenges for operating within the dynamic Chinese business environment; understand the role of traditional Chinese culture in shaping business practice and processes in China; develop an awareness of the key issues (e.g. negotiation, communication, decision-making, leadership etc.) which influence the interaction between Chinese and international business and managers.

Outline of Syllabus

Historic Development and Transitions; Strategic Management in China; Innovation and Technology Development in China; Managing Business Practice in China

Method of Assessment

40% Group presentation

60% Group assignment (4,000 words)

Timetable Information

1 full day per week for 4 weeks from 19 April to 14 May 2010 (exact dates to be confirmed)

Programme Modules

International Business

International Business Strategy: NBS8060 (5 ECTS credits)

Module Leader: Dr Tom McGovern

Summary

This course will introduce participants to the field and practice of strategic management. The objective, through students' independent study together with reinforcement from the lecturer, will be to provide a sound understanding of the problems, approaches and techniques associated with strategy and competition within an increasingly globalised context.

Outline of Syllabus

By the end of the module students should be able: To outline the strategic issues involved in contemporary internationalised competition; To discuss critically the use of 'rational planning' techniques associated with strategic analysis, choice and implementation within multi-business and international organisations; To understand the significance of organisational knowledge, learning, and flexibility to competitive success, within uncertain, global contexts; To identify options, activities and potential problems involved in internationalisation, and in managing change.

Method of Assessment

3000-word assignment

Timetable Information

Two 3-hour lectures per week for 4 weeks between 25 January & 19 February 2010 (exact dates to be confirmed)

Marketing

Marketing & Promotion for the Creative Industries: NBS8238 (5 ECTS credits)

Module Leader: Professor Mo O'Toole

Summary

The module is concerned with the strategic role of marketing within the Creative Industries and encourages students to critically apply the theoretical frameworks to a 'real-life' case study. In addition the module assesses the importance of marketing in relation to other internal functions within a creative organisation to facilitate business success and sustainability. Students are encouraged to develop interpersonal, team working, consultancy and presentation skills.

Outline of Syllabus

Strategic Marketing; The Marketing Audit; Customer Analysis; Competitor Analysis; Strategic Direction; Missions and Objectives; Strategic Choice; Strategic Management of Marketing Mix; Strategic Evaluation; Strategic Implementation and Control Problems; Introduction to e-Marketing; The New E-Marketing Mix; E-Models; E-Customers; E-Tools; Traffic Building; E-CRM; E-Business; E-Planning

Method of Assessment

20% Group-based 20 minute presentation to class + 10 minutes Q&A

30% Group-based strategic marketing plan (up to 3,000 words)

50% Essay

This module will be available in 2011.

Programme Modules

Management Consultancy

Management Consultancy: NBS8130 (This module is for MBA students only)

Module Leader: Dr Andrew Simpson

Summary

To provide an introduction to the theory and techniques of management consultancy. To illustrate how management theories relate to real world situations by conducting live consultancy projects and through management simulation games.

Outline

This module will provide exchange students the opportunity to apply business theory to real projects. The topics covered will include:

- The Consultancy Process
- Writing Proposals
- Interviewing
- Reporting
- Presenting

Assessment

The elements being assessed, the delivery of a presentation to clients and the writing of a group report, are the most important elements in management consultancy. They will also provide the students the opportunity to demonstrate their ability to integrate the many different elements of the MBA.

Coursework	75 %	Group Consultancy Report for company - 6000 word	Deadline: 19th July 2010
Presentation	25 %	Group presentation to the company	Deadline: 12th July 2010

Timetable Information

The taught element of management consultancy process will take place from 22nd March - 26th March. Lectures provide a framework for student-centred learning. The live projects will take place from April to June. The projects are based on group work to encourage students to diagnose and solve problems in real world situations.

For Further Information

Please address any queries about the Postgraduate Exchange Programme to:
Dr Lucy Lu, Academic Director - MBA Programme / Director of China Programme,
Newcastle University Business School. Office: Citywall, City Gate, St James Boulevard, Newcastle upon Tyne, NE1 4JH. Email: yang.lu@ncl.ac.uk. Tel: 0191 243 0843; Mobile: 07814 650695

Entry Requirements and Application Procedure

Postgraduate Exchange Programme Student Eligibility

These modules are available to exchange students on postgraduate level programmes in any of our partner institutions where there is a formal agreement. The study period is for a maximum of one semester at Newcastle University Business School, or shorter periods within that, and students can choose up to three postgraduate electives.

There is no tuition fee for exchange students, but students will be liable for their own travel and accommodation costs.

Students will be responsible for finding their own accommodation whilst in Newcastle. For advice on accommodation, please visit the University Accommodation Service website at www.ncl.ac.uk/accommodation/current/private/

Applicants whose first language is not English must hold IELTS 6.5 (minimum 6.0 in each band or TOEFL 90 (with reading 21, listening 21, speaking 24) and attach a certificate with their application form.

Decisions are usually made within four working weeks. Official acceptance letters will be sent out to students directly.

Application Procedure

- Students who are interested in the Newcastle University Business School Postgraduate Exchange Programme should complete the standard university postgraduate application form. All sections of the form must be completed, and all information requested including all supporting documents, must be provided. Incomplete application forms will be returned to the applicant.
- When completing the application form, please select “PG Exchange” as the programme name.
- Applicants must include their passport number on the application form, and submit a copy of their passport with their application.
- Applications must include a list of modules (including module codes) which the applicant wishes to study whilst at Newcastle University Business School based on the module list provided for the academic year.
- Applicants whose first language is not English must hold IELTS 6.5, with a minimum of 6.0 in each band; or TOEFL 90 with reading 21, listening 21 and speaking 24. IELTS or TOEFL Certificates must be attached to the application form.
- In order to quicken the process of application, students are strongly encouraged to apply online for the exchange programme.
- Our online application form is available on our website at www.ncl.ac.uk/postgraduate/apply/applicationforms/
- If students apply via hard copy, the documents should be sent to:
Dr Lucy Lu, Academic Director - MBA Programme / Director of China Programme, Newcastle University Business School. Office: CityWall, Citygate, St James Boulevard, Newcastle upon Tyne, NE1 4JH

For information about the deadline for application, please consult the exchange coordinator in your own institution.

Academic Results

The academic results of the modules will be agreed at Newcastle University Business School Exam Boards in June. The final decisions and transcripts will be sent back to partner institutions by mid July.

Queries

Please address any queries about the Postgraduate Exchange Programme to:

Dr Lucy Lu, Academic Director - MBA Programme / Director of China Programme,

Newcastle University Business School. Office: Citywall, City Gate, St James Boulevard, Newcastle upon Tyne, NE1 4JH.

Email: yang.lu@ncl.ac.uk. Tel: 0191 243 0843; Mobile: 07814 650695