EXTENDED DIPLOMA IN BUSINESS ANALYTICS

COURSE SPECIFICATIONS

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1. INTRODUCTION

1.0 ATHENA GLOBAL EDUCATION

Athena Global Education is a subsidiary of Westford Education Group, a higher education services provider since 2009, providing quality UK, Italian and Spanish Bachelor and Master level degrees. We have helped thousands of learners from around the world achieve their higher education goals and through that, their professional goals.

Westford Education Group has partnered with many internationally accredited universities, Awarding Organizations and Professional Bodies, enabling us to provide high quality and fully accredited programs worldwide. Westford is currently partnered with Cardiff Metropolitan University from UK, University of Wolverhampton from UK, Guglielmo Marconi University from Italy, Fort Hays State University from USA, Pearson Education from UK and the Scottish Qualification Authority (SQA) of UK to name a few.

Athena Global Education is the latest venture of Westford Education Group. It is built upon our core values: That quality higher education is an undeniable right of all, not of few, and should be affordable by all. Our key pillars of this venture are Accessibility and Affordability, and we have made sure that the courses developed in this platform support and reflect these key values.

This MBA programme offered by Athena Global Education is a Dual Certification programme delivered in partnership with Guglielmo Marconi University, Italy and Cambridge International Qualifications, UK in partnership with Scottish Qualifications Authority (SQA), UK.

2.0 SCQF LEVEL-11 EXTENDED DIPLOMA IN BUSINESS ANALYTICS

This course is developed in partnership with Scottish Qualification Authority and credit rated with Scottish Credit and Qualification Framework (SCQF) under the customized awards category. This qualification quality assured and certified by Scottish Qualification Authority, UK

Credit rating details of this course can be viewed at https://www.sqa.org.uk/sqa/89939.html

The course is in line with SCQF Level 11 (EQF Level 7) standard and assessed based on the acceptable international methodologies in order to ensure that the successful learner will have achieved the knowledge and skills in a master level qualification as per the international standard. This qualification delivered in and assessed in English.

The learner will achieve the above qualification upon successful completion of the full programme. The approved centre to ensure that this course specification is available for all registered students.

 This specification contains the details of the all courses that constitute the full qualification and its associated guidance. The approved centers can offer this through onsite, blended or distance learning format.

Each module in this course sets-out the required learning outcome (LO), assessment criteria, indicative syllabus and recommended reading and other important information which will be helpful for the centers delivering this qualification.

2.1 TARGET AUDIENCE

This Extended Diploma in Business Analytics program is ideal for:

▸ Working professionals seeking to advance in their career with a flexible diploma program

▸ Entrepreneurs and Business owners who want to learn in-depth global business practices

▸ Existing graduates in other domains who want a diploma in Business Analytics

▸ Aspirants who wish to be in control of the pace of their learning

▸ Anybody who has a passion for learning & research and wants a globally recognized Diploma in Business Analytics

2.2 AIM OF THE COURSE

The Extended Diploma in Business Analytics provides transferable skills to develop leaders capable of handling the complexities in today's challenging business environment. The units are aligned to National Occupational Standards for business and represent the core attributes required by employers in a range of business settings. This qualification aims to provide learners with:

- An understanding of developing world-class approaches to decision making
- The latest research and thinking in business, analytics and strategy
- The skills required to solve problems in a business environment
- The readiness to manage the various organizations on a scientific basis and to hold leading managerial positions
- An understanding of business processes and responsibilities in the various domains of business management
- The ability to successfully communicate and work with others in a business environment
- The opportunity to develop the skills required to manage and improve their performance in a business environment
- A comprehensive understanding of the Business and Management domains

2.3 GRADING STRUCTURE

The following grading criteria will be applicable for the PG Diploma level

Marks	Grade
70 to 100	Distinction
60 to 69	Merit
50 to 59	Pass
40 to 49	Fail with Re-sit
0 to 39	Fail with Retake

3.0 ENROLMENT AND EQUAL OPPORTUNITY

We confirm our commitment to equal opportunities in all its activities. It is intended that all students should receive equal treatment irrespective of political belief, gender, sexual orientation, age, disability, marital status, race, nationality, ethnic origin, religion or social background. All the Approved Centers must have an adequate and transparent system in place to ensure the equal opportunity has given to all prospective learners for the course.

4.0 ACCESS AND RECRUITMENT

Our policy concerning access to its qualifications is that:

▶ They should be available to everyone capable of reaching the required standard

▶ They should be free from any barriers that restrict access and progression

▶ There should be equal opportunities for all wishing to access the qualifications

The approved centers are required to recruit learners to CIQ and its partners qualifications with integrity. This will include ensuring that all learners have appropriate information and advice about the qualifications. The centers should put in place appropriate systems to assess a learner's suitability for a programme and make a professional judgment about their ability to successfully achieve the designated qualification. This assessment should take account of any support available to the learner within the centre during the programme of study and any support that may be required to allow the learner to access the assessment for the units within the qualification.

4.1 ACCESS ARRANGEMENTS AND SPECIAL CONSIDERATIONS

Our policy on access arrangements and special consideration aim to enhance access to the qualifications for learners with disabilities and other difficulties (as defined by the Equality Act 2011) without compromising the assessment of skills, knowledge and understanding.

5.0 ADMISSION REQUIREMENTS

Students seeking admission to the course may have to fulfill the following criteria/requirement

▶ A Bachelor's degree in any discipline

▶ Proficiency in the English language equivalent to IELTS 6.0 or more

▶ The learners without a bachelor's degree will be considered subject to having a minimum of three years of managerial/supervisory experience

6.0 GUIDANCE ON ASSESSMENT

This qualifications assessment is completed through the submission of internally assessed student work. To achieve a pass for a unit, a learner must have successfully achieved the learning outcomes at the standards set by the assessment criteria for that unit. CIQ provides a sample assignment for each unit which can be used as the assessment for the unit. We allow the centers to develop their own assignments, so they have the opportunity to put assignments in a context that is appropriate for your learners. Any assignments that the centre devises need to be submitted to CIQ for approval before delivery of the programme. An assignment can relate to a single unit or an integrated assignment, incorporating more than one unit, can be used provided the content of the assignment is clearly mapped to show which assessment criteria from which units are being covered.

6.1 METHODS OF ASSESSMENT

CIQ encourages the centers to use a range of assessment vehicles that will engage learners and give them an opportunity to both demonstrate their knowledge and understanding of a topic and to evaluate how they might apply that knowledge in a given context.

CIQ discourages essay writing and recommend that more varied types of assessment are included. This might include assessment through:

▸ A research activity resulting in the compilation of a report

▸ An academic paper or article for publication } the compilation of a case study

▸ A critical review and evaluation of a chosen company's policies, procedures and systems

▸ A set project completed for an employer (also known as an 'employer-engagement activity)

▸ The production of a portfolio of evidence relating to a particular unit This list is by no means exhaustive but gives examples of some creative assessment methods that could be adopted.

6.2 PUTTING AN ASSESSMENT STRATEGY IN PLACE

The approved centre need to demonstrate to the External Verifier that they have a clear assessment strategy supported by robust quality assurance in order to meet the CIQ requirements for registering learners for a qualification. In devising your assessment strategy, the centre need to ensure:

▸ Devised assignments are clearly mapped to the unit learning outcomes and assessment criteria they have been designed to meet

- That the command verbs used in the assignment are appropriate for the level of the qualification, e.g. analyse, evaluate

- That the assignment gives the learner sufficient opportunity to meet the assessment criteria at the right level, through the work they are asked to complete

- Students are well-briefed on the requirements of the unit and what they have to do to meet them } assessors are well trained and familiar with the content of the unit/s they are assessing

- There is an internal verification process in place to ensure consistency and standardization of assessment across the qualification

- Assessment decisions are clearly explained and justified through the provision of feedback to the learner

- That work submitted can be authenticated as the learner's own work and that there is clear guidance on the center's Malpractice Policy

- That there is an assessment plan in place identifying dates for summative assessment of each unit and indicating when external verification will be needed

- Sufficient time is included in the assessment planning to allow the learners time for any necessary remedial work that may be needed prior to certification

7.0 QUALITY ASSURANCE OF CENTRES

The approved centers delivering CIQ qualifications must be committed to ensuring the quality of the units and qualifications they deliver, through effective standardization of assessors and verification of assessor decisions. CIQ will rigorously monitor the application of quality assurance processes in centers.

CIQ's quality assurance processes will involve:

- Centre approval for those centers who are not already recognised to deliver CIQ qualifications

- Approval to offer CIQ qualifications and units in Management at EQF Level 7

- Monitoring visits to ensure the centre is continuing to work to the required standards Once a centre registers learners for a qualification, they will be allocated an External Verifier.

8.0 MODULES AND COMBINATIONS

To be awarded the Extended Diploma in Business Analytics, one has to achieve 120 credits from the modules mentioned below:

Code	Module Name	Level SCQF/EQF	Credits	ECTS Equivalent
HX3W 04	Strategic Leadership and HR Practices in Organisations	11/7	20	7
HX3Y 04	Sustainability and Business	11/7	20	7
HX40 04	International Marketing Management	11/7	20	7
HX41 04	Strategic Management	11/7	20	7
J1ET 04	Data Analytics in Business Processes	10/6	20	7
J1EV 04	Application of Business Analytics	11/7	20	7

ECTS equivalency chart is for comparison purpose only and doesn't reflect the exact mapping information, however, the final MBA awarded by the University will carry 60 ECTS credits.

8.1 Strategic Leadership and HR Practices in Organisations

Guided Learning Hours   *: 40 Hours*
Level of Study   *: SCQF Level-11 (EQF- Level 7)*
Unit Code   *: HX3W 04*
Credits   *: 20 Credits*

Module Description

The purpose of this module is to discuss and explain the role of strategic HRM and leadership practices in an organization and their influence on the overall performance and competence of the organization. This module is designed to develop an understanding of the contemporary practices of strategic human resource management and the paradigm shift in the approaches and methods related to various functions of HRM like strategic recruitment and selection, strategic leadership, strategic performance management, employee development to name a few.

It also endeavors to highlight the role and significance of leadership styles and practices during the planning and implementation of change in the organization.

Upon successful completion of the module, the participants will be able to have comprehensive knowledge about the wider business context in which the manager has to lead and perform and make effective decisions.

ASSESSMENT CRITERIA

❖ Assessment 1: Coursework (weightage 30%, Project of 1500 Words Max)

❖ Assessment 2: Coursework (weightage 40%, Project of 2500 Words Max)

❖ Assessment 3: Coursework (weightage 30%, Project of 2000 Words Max)

Learning Outcomes and Contents:

No.	Learning Outcomes	Content Covered
1	LO1: Critically analyse the significance of Strategic Human Resources Management and its changing landscape in organizations.	• Fundamentals of strategic HRM (SHRM), • HRM – an Introduction to the basic concepts • An interdisciplinary approach to HRM • Strategic HRM – evolution and basic concepts • Functional roles of HRM in business • HRM goals, objectives, and practices • Strategic linkage of HRM: Cost leadership and differentiation strategy • The rhetoric of SHRM and performance
2	LO2: Critically discuss the impact of Human Resources Management activities on the Organisational Performance.	• Strategic HRM functions, Strategic human resource planning and process, job analysis, demand and supply analysis, Strategic recruitment and selection, discuss various SHRM models • Understanding core theories in understanding people and their role in organisations • Strategic learning and development • Organisational behaviour and its impact on organisational performance • Employee involvement and engagement at workplace • Regulatory environment and workplace relationships
3	LO3: Evaluate various leadership styles and practices in organizations.	• Leadership: Fundamentals and approaches, • Leadership theories: Trait theory, behavioral styles theories, situational theories, shared leadership, servant leadership, • The Leader-Member Exchange model of leadership • Leadership and organizational development

4	LO4: Plan how to implement change in an organization.	• Modern organizations : context, drivers, characteristics and challenges
		• Types of change
		• Resistance to change and the strategies for overcoming the resistance
		• Strategic leadership and change management
		• Management of change, concerning culture, conflict, managing self, power, politics

8.2 International Marketing Management

Guided Learning Hours   *: 40 Hours*
Level of Study   *: SCQF Level-11 (EQF- Level 7)*
Unit Code   *: HX40 04*
Credits   *: 20 Credits*

Module Description

This module demonstrates knowledge and understanding of contemporary theories and their applications in the research field of international marketing and management that provides an opportunity for originality in developing, applying, and implementing ideas in the areas of international management and international marketing. After successful completion of the module, the students will be able to:-

- Analyze and assess the peculiarities of the global business environment and shifts in geo-economical situations, putting a particular emphasis on emerging economies and their role in the international business environment.
- Formulate judgments and take socially and ethically responsible decisions in a global business environment.
- Analyze and assess internal and external international business environments and derive managerial decisions on the company's governance and international expansion.
- Develop appropriate marketing plans with marketing tools and techniques.
- Understand brand management and see how they influence consumer behavior.
- How to develop effective marketing skills, be creative and innovative while launching products/ services.

ASSESSMENT CRITERIA

❖ Assessment 1: Coursework (weightage 50%, Project of 3000 Words Max)
❖ Assessment 2: Coursework (weightage 50%, Project of 3000 Words Max)

Learning Outcomes and Contents:

No.	Learning Outcomes	Content Covered
1	Analyse the changing business environment(s) globally and how they pose challenges to marketing management functions in organisations.	Introduction to Global Business Environment; Marketing Approaches in Local, National, Regional and Global Marketplace; Influence of the Changing Business Environment on Marketing Management Functions; Evolution of Marketing Concepts (Production Concept, Product Concept, Selling Concept and Marketing Concept); Evolving Marketing Concepts and Theories; Principles of organisational and environmental audits affecting marketing management functions. International market entry modes; licensing, joint venture, franchising, direct exporting, indirect exporting,
2	Develop marketing plans with the application of appropriate marketing models, tools and techniques.	Scope of Marketing; Marketing Mix (4Ps/7Ps); Market Segmentation; Contents of a Marketing Plan; Developing Marketing Strategies; Analytical Tools (SWOT Analysis, BCG Matrix, Ansoff Matrix, Porter's Five Forces Model, PESTEL); utilization of marketing data and methods
3	Evaluate the processes involved in brand management and how they influence consumer behaviour.	Marketing Communications; Strategic Brand Management Process; Brand Value; Brand Positioning, Brand Equity; Brand Value Chain; Brand Equity Matrix; Brand-Product Matrix; Linking Brand Management to Consumer Behaviour; Consumer Decision Making Process; Influence of Social Media Campaigns on Consumer Buying Behaviour; Stages of Consumer

		Interaction (Pre-Purchase, Purchase-Interaction, Post-Purchase Interaction)
4	Decide how to launch new products/services in a dynamic global marketplace.	Product Life Cycle Strategies; New Product Development Process; Idea Screening, test Marketing and Product Launch; Pricing Strategies; Sales and Distribution Challenges; Develop New Product Development and Marketing Skills.

8.3 Sustainability and Business

Guided Learning Hours   : 40 Hours
Level of Study   : SCQF Level-11 (EQF- Level 7)
Unit Code   : HX3Y 04
Credits   : 20 Credits

Module Description
Organisations within modern-day businesses are required to redesign there strategies and policies to be aligned with a sustainability agenda. Corporate social awareness for many organisations now sees it necessary to address economic, social and flora /fauna issues from a sustainability standpoint, extending the traditional reach of CSR. Sustainability awareness creates the environment for a more innovative organisation and supply chains, with emphasis on biodiversity and close loop supply strategies. The module will critically review sustainability challenges and opportunities for organisations in a global context

ASSESSMENT CRITERIA

Assessment 1: Coursework (weightage 20%, Question   of 1500 Words Max)

 Assessment 2: Coursework (weightage 20%, Scenario of 1500 Words Max)

Assessment 3: Coursework (weightage 30%, Scenario of 2000 Words Max)

Assessment 4: Coursework (weightage 30%, Project of 2000 Words Max)

Learning Outcomes and Contents:

LO No.	Learning Outcomes	Contents
1	Appraise the multiple dimensions of sustainability for businesses in the context of global challenges.	Sustainability in a global context and the challenges it faces will cover: an introduction to sustainability and its interdisciplinary variables and their importance; discussing the UN global sustainability goals; global warming and its impact on the business; population growth and resource scarcity; and threats to diversity and its impact on business
2	Critically review, evaluate and develop sustainability strategies of organisations.	Exploring the strategic dimensions for the organisation when sustainability matters will require the review of: strategy formulation for sustainability; innovating strategies for sustainability; sustainability and leadership
3	Critically analyse the strategic alignment of the business functions to sustainability.	The strategic alignment of the various roles in an organisation, will pace focus on: sustainability and HR practices; sustainable reporting; sustainable financing and finance; sustainability and its influence on production and design
4	Critically analyses an organization's global sustainability and your contribution to the impact on global sustainability.	The content will explore the specific effects of sustainability on supply chains; understanding how to source with sustainability in mind; the impact of regulations and international codes on sustainability

8.4 Strategic Management

Guided Learning Hours   : 40 Hours
Level of Study   : SCQF Level-11 (EQF- Level 7)
Unit Code   : HX41 04
Credits   : 20 Credits

Module Description

This module is designed to help students understand and evaluate various aspects of Strategic Management in a global context. The module also serves as an opportunity to develop skills for strategic thinking and analysis, leadership, communication, teamwork, and cross-functional integration. Students should be able to synthesize information to inform strategic decisions and actions demonstrating awareness of complexity, risk and uncertainty in a dynamic business environment. The module helps students to evaluate the relationship between organizational strategies, performance and stakeholder expectations.

After successful completion of the module, the students will be able to:-

- Understand the external/ internal environment dynamics, and assess a business organisation's strategic capabilities.
- Understand the nature and sources of competitive advantage to gain a strategic advantage.
- Analyse the strategic purpose, culture, inter organisational relationships, innovation and change abilities, which can increase strategic capabilities of an organisation.
- Understand business-level strategies, corporate strategies, diversification, International Strategy.
- Apply leadership & strategic change models to a business strategy.

ASSESSMENT CRITERIA

- ❖ Assessment 1: Project (weightage 70%, Project of 4000 Words Max)
- ❖ Assessment 2: Coursework (weightage 30%, Coursework of 2000 Words Max

Learning Outcomes and Contents:

No.	Learning Outcomes	Content Covered
1	LO1: Critically evaluate the relationship between strategy, stakeholder expectations and organizational performance.	- Introduction to Strategy - Organization design and effectiveness - Selecting strategy and design to achieve organizational goals

		• Porter's competitive strategies, Mile's and Snow's Strategy Typology • Fundamentals of organization structure • Organizational Life Cycle and Characteristics during Stages of Development • Impact of organizational design on organizational performance
2	LO2: Evaluate the impact of current and emerging Economic, Political and Cultural factors on the strategic management of an organization.	• Changing environment • External environment affect on organizations • Framework for assessing environmental uncertainty • Contingency framework for uncertainty and organizational responses • Organizational strategies for controlling external environment • Environmental characteristics and organizational actions
3	LO3: Formulate innovative business strategies designed to contribute to the success of an organization.	• Strategic Role and Types of Change (Episodic, Continuous and Disruptive Changes) • Business strategy tools • Impact of innovations in organizations • Strategy implementation plan • Elements for Successful Change • Horizontal Coordination for Innovation; Open Innovation and Crowdsourcing • Dual Core Approach to Organizational Change (Management and Technical)
4	LO4: Critically assess different leadership styles in developing corporate values, social responsibilities and managing strategic change.	• OD culture change interventions • Different leadership styles • Leadership for Change • Decision-Making Processes • Good governance and corporate values • Corporate social responsibilities • Strategy implementation

8.5 Data Analytics in Business Processes

Guided Learning Hours   *: 40 Hours*
Level of Study   *: SCQF Level-10 (EQF- Level 6)*
Unit Code   *: J1ET 04*
Credits   *: 20 Credits*

Module Description

This module is designed to enable the student to apply data analytics' approaches to develop a critical view in diversified business processes, which will help management to make good effective business decisions. A business analyst needs to identify the different sources of business data and the effective ways in which this data can be put to use. The module introduces the learners to different categories of analytics, including its application in business processes – descriptive, predictive, and prescriptive as well as a conceptual understanding of MS Excel as a tool for analysis and visualization of business data.

After successful completion of the module, the students will be able to:-

- Explain the importance of data and associated opportunities to analyze data patterns for actionable insights.
- Understand the process and the activities involved in deciding the nature and type of data that needs to be collected and managed in an organization.
- Outline business analytics life cycle as well as identifies different categories of analytics discipline.
- Describe a selection of different business analytics tools and software to retrieve, organize and manipulate data.
- Manage data in MS-Excel spreadsheet.
- Explore and analyze data using the functions and features available in MS-Excel.
- Apply the different statistical methods to solve problems in different business scenarios.
- Demonstrate knowledge of MS-Excel based data analysis techniques as well as use visual outcomes of MS-Excel to communicate effective data patterns.

ASSESSMENT CRITERIA

- ❖ Assessment 1: Project Report (weightage 50%, Project of 3000 Words Max)
- ❖ Assessment 2: Coursework (weightage 50%, Coursework of 3000 Words Max

Learning Outcomes and Contents:

No.	Learning Outcomes	Content Covered
1	LO1: Understand how to critically analyse business data in an organizational decision-making context.	• Role of an analyst in a business organisation • Divergent data handling in an organisational context • Marketing predictions and data analysis for marketing functions • Qualitative and quantitative data • Data to Insight in decision-making
2	LO2: Demonstrate an understanding of the principles of business analytics.	• Introduction to analytics • Business Analytics defined • Business Analytics Lifecycle • Categories of Business Analytics • Tools • Business Analytics in Practice • Introduction to Big Data
3	LO3: Demonstrate proper application of data management and data analysis techniques.	• Web and business data analysis • Socio-technical approaches • Use of diagramming techniques and tools for analysis • Types of data – Population & Sample • Cross-sectional & Time series • Missing Data
4	LO4: Application of different statistical data analysis methods and data visualization techniques to arrive at sound business decisions.	• Modifying data using MS Excel – sorting, filtering, conditional formatting • Descriptive statistics using MS Excel • Creating distributions from data • Measures of Location • Measures of variability • Analyzing distributions

8.6 Application of Business Analytics

Guided Learning Hours   *: 40 Hours*
Level of Study   *: SCQF Level-11 (EQF- Level 7)*
Unit Code   *: J1EV 04*
Credits   *: 20 Credits*

Module Description
This module briefly describes how organizations find value and make decisions using huge volumes of data. The module introduces the student to the scope of value creation underlined by the foundational concepts of business analytics. Also, applications of business analytics is introduced to the student, with special reference to social media analytics for business. This module discusses the interplay of analytics, businesses, social media and information technology to drive competitive advantage in organizations.

After successful completion of the module, the students will be able to:-

- Understand how organizations can build capabilities to apply advanced analytical techniques.
- Describe descriptive analytics and the use of association rules to discover intra transaction patterns.
- Explain the importance of customer analytics in organizations.
- Explain how analytics can aid strategic decisions such as building new customer base or retaining existing customer base.
- Demonstrate knowledge of the various applications of analytics in diverse areas such as risk management and social media.
- Social Web Harvesting Tools and Techniques
- Concerns, challenges and ethical consideration in Social Media Analytics for business.
- Social Media Mining and Community Analysis.
- Apply the analytics' advanced applications for problem solving and decision making.

ASSESSMENT CRITERIA

- ❖ Assessment 1: Coursework (weightage 50%, Project of 3000 Words Max)
- ❖ Assessment 2: Coursework (weightage 50%, Coursework of 3000 Words Max)

Learning Outcomes and Contents:

No.	Learning Outcomes	Content Covered
1	LO1: Critically analyse business problems, including the opportunities for organizations to become more analytical and data-driven to solve such problems.	• The framework of Business Analytics • Decision-making perspective • Tools & Systems perspective • The relevance of analytics in different industries • Measuring the value of analytics • Building analytics capability
2	LO2: Evaluation of different categories of analytics from individuals to corporates.	• Define analytics categories • Predictive analytics • Linear regression • Association rules • Sequence rules • Segmentation • Protection of privacy and personal data
3	LO3: Understand the importance of analytics in social media functions.	• Ethical issues of social media analytics • Big Data - Social Computing data sources • Social Media Mining and Community Analysis • Information Diffusion and Social Influence • Social media analytics
4	LO4: Understand some of the advanced applications of analytics in business industry.	• Understand Advanced Analytics & Applications • Credit risk modelling • Churn prediction • Recommender systems • Sentiment analytics • Fraud analytics • Web analytics • The Future trends: Robotics, AR and AI

WESTFORD
EDUCATION GROUP

uniathena
ATHENA GLOBAL EDUCATION

Middle East

Athena Global Education FZE
Block L-03, First Floor,
P O Box 519265, Sharjah Publishing City,
Free Zone, Sharjah, UAE
Phone : +971 65 31 2511

UK

Athena Global Education
Magdalen Centre
Robert Robinson Avenue
Oxford, OX4 4GA, UK
Phone: 01865 784299