Open University *of* Mauritius

# Commonwealth Executive Master of Business Administration (CEMBA): OUpm003

1. **Commonwealth Executive Master of Public Administration (CEMPA): OUpm004**

# MBA General: OUpm005

1. **MBA with specialisation in Marketing Management/HRM/Financial Services (Common first year modules with CEMBA): OUpm006**

# MBA Educational Leadership: OUpm007

1. **Background**

The delivery of MBA/MPA programmes has been in the past quite expensive and restrictive due to the high cost of higher education and the physical limitations of the traditional mode of delivery. The Commonwealth of Learning has developed the CEMBA/CEMPA programmes to respond to the need to increase access to such programmes. The Open and distance Learning mode of delivery was identified as the privileged mode of learning to overcome such traditional barriers as time constraints a n d high cost of studies. COL acted as a facilitator for the development of the programmes by a consortium of partner institutions in the Commonwealth.

# Admission requirements

|  |  |
| --- | --- |
| **ENTRY REQUIREMENTS** | |
| **General** | General Entry Requirements under Direct Entry to Taught Postgraduate Programmes:  Successful completion of an undergraduate degree with   * at least a Second Class or 50%, whichever is applicable or * a GPA not less than 2.5 out of 4 or equivalent, from a recognised Higher Education Institution.   OR  an Ordinary Degree or a non-honours degree from a recognized University with at least two years of work experience in the relevant field which demonstrate that a candidate possesses appropriate knowledge and skills at a standard acceptable by the Academic Council.  OR  possesses a Bachelor’s degree with an award below a Second-Class degree from a recognised institution and has at least two years of relevant working experience.  OR  alternative qualifications acceptable to the Open University of Mauritius.  Note:   * Mature candidates will be considered on their own merit. (refer to OU general rules and regulations) |

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| Programme specific: | Admission to the CEMBA/CEMPA Programme requires the following:   * An undergraduate degree * A minimum of two years of relevant post- qualification experience * Residency within Commonwealth countries (where the programme is offered) * A working knowledge of the English language at the post- graduate studies level |

**In general,**

# The rationale for the programme and COL’s objectives:

* + To enable learners in the Commonwealth countries where the programme is offered to obtain Master degrees in the areas of Business Administration and Public Administration, contributing to their professional growth and career advancement and to their countries’ development
  + To develop human resources in various aspects of the areas mentioned above
  + To develop quality post-graduate programmes t hat can be implemented widely in Commonwealth countries and can be recognized across the Commonwealth.

# Educational aims of the programme:

At the end of the program the learner will

* Develop a high level of competency in her respective functions (strategic as well as operational)
* Develop her general perspectives to include an international outlook.

# Assessment

For CEMBA/CEMPA, MBA: OUpm005, MBA with specialisation: OUpm006, MBA Educational Leadership: OUpm007:

Each module carries 100 marks and will be assessed as follows (unless otherwise specified):

Assessment will be based on a written examination of 3 hours’ which would account for 70% of the final module grade and continuous assessment would account for 30% of the final module grade.

Continuous assessment will be based on assignment(s), portfolios and mini-projects. For a learner to pass a module, an overall total of 40% for combined continuous assessment and written examination components w o u l d be required without minimum thresholds within the individual continuous assessment and written examination. Learners may re-sit up to a maximum of two failed modules for the semester of the programme.

# Duration

A minimum of 2 years (4 semesters) A maximum of 5 years

# Grading (Open University of Mauritius)

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| **Marks (x) %** | **Description** | **Grade** | **Grade Point** |
| x ≥ 70 | Excellent | A | 5 |
| 60 ≤ x < 70 | Very Good | B | 4 |
| 50 ≤ x < 60 | Good | C | 3 |
| 45 ≤ x < 50 | Satisfactory | D | 2 |
| 40 ≤ x < 45 | Pass | E | 1 |
| x < 40 | ungraded | U | 0 |

1. **Award**

The CEMBA/CEMPA programme is based on a credit accumulation system. All courses in the programme carry a credit weighting of 6 (120-study hours).

To qualify for the CEMBA / CEMPA degree, learners are required to take **fifteen (15) courses**

(i.e., 15 courses X 6 credits each = 90 credits):

* + Eight of the nine Core Courses
  + Two Specialist Compulsory Courses
  + Three Elective Courses
  + Two Required Courses

Learners should NOT omit any Core Course that relates to an area in which the learner intends to specialise. In particular, learners proceeding to CEMPA must NOT omit the following courses:

* + Public Systems Management
  + Management in Organisations

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| Exit Point | Number of course | **Credits** |
| Diploma in business/public  administration | 8 core courses required for  CEMBA/CEMPA | **48** |
| Post Graduate Diploma business/public administration | 10(8 core + 2 specialised compulsory) | **60** |
| Master in business/public  administration | 15 (8 core+2 specialised+3  electives+2 required courses) | **90** |

For MBA: OUpm005, MBA with specialisation: OUpm006, MBA Educational Leadership: OUpm007: Masters degree 90 Credits

Postgraduate diploma 60 Credits (without dissertation) Postgraduate certificate 30 Credits (without dissertation)

# CEMBA/CEMPA & MBA Programme Structure (15 courses per programme)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **PROGRAMME** | **YEAR** | **SEMESTER** | **NAME OF**  **MODULE** | **CODE** | **NO OF**  **CREDITS** |
| Commonwealth Executive Master of Public Administration (CEMPA) | 1 | 1 | **COMPULSORY:** |  |  |
| Managing Information  Systems | OUpm00411101/MIS500 | 6 |
| Operations  Management | OUpm0041102/OPMGT500 | 6 |
| Economic  Environment of Business | OUpm0041103/ECOBUS500 | 6 |
| Marketing  Management | OUpm0041104/MARMGT500 | 6 |
| 2 | **COMPULSORY:** |  |  |
| Public Systems  Management | OUpm0041201/PUBSYS500 | 6 |
| Management in  Organisations | OUpm0041202/MGTORG500 | 6 |
| **CHOOSE ANY TWO FROM THE**  **FOLLOWING:** |  |  |
| Managing Human  Resources | OUpm0041203/MGTHR500 | 6 |
| Quantitative  Techniques | OUpm0041204/QUANTEC500 | 6 |
| Accounting and  Finance | OUpm0041205/ACCFIN500 | 6 |
| 2 | 1 | **COMPULSORY:** |  |  |
| Public Policy | OUpm004211/PUBPOL500 | 6 |
| Development  Planning and Administration | OUpm004212/DEVPLA500 | 6 |
| Research  Methods | OUpm0042121/RESMETH500 | 6 |
| **CHOOSE ANY ONE FROM THE**  **FOLLOWING:** |  |  |
| Electronic  Commerce | OUpm0042104/ELECCOM500 | 6 |
| Project Management | OUpm0042105/PROJMGT500 | 6 |

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| --- | --- | --- | --- | --- | --- |
|  |  |  | Managerial  Economics | OUpm0042106/MANECO500 | 6 |
| Policy Analysis and  Implementation | OUpm0042107/POLANA500 | 6 |
| 2 | **COMPULSORY:** |  |  |
| Project | OUpm0042201/PROJ500 | 6 |
| **CHOOSE ANY TWO FROM THE**  **FOLLOWING:** |  |  |
| Contemporary Administrative  Systems | OUpm0042202/CONADM500 | 6 |
| Disaster  Management | OUpm0042203/DISMGT500 | 6 |
| Corporate  Finance | OUpm0042204/CORPFIN500 | 6 |
| International  Marketing | OUpm0042205/INTMARK500 | 6 |
| Business Ethics | OUpm0042206/BUSETH500 | 6 |

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| Commonwealth Executive  Master of  Business  Administration  (CEMBA) |  |  | **COMPULSORY:** |  |  |
|  |  | Managing Information | OUpm003111/MIS500 | 6 |
|  |  | Systems |  |  |
|  | 1 | Operations Management | OUpm003114/OPMGT500 | 6 |
|  |  | Economic Environment | OUpm003115/ECOBUS500 | 6 |
|  |  | of Business |  |  |
|  |  | Marketing | OUpm003118/MARMGT500 | 6 |
|  |  | Management |  |  |
|  |  | **CHOOSE ANY FOUR** |  |  |
| 1 |  | **FROM THE** |
|  |  | **FOLLOWING:** |
|  |  | Public Systems | OUpm0031201/PUBSYS500 | 6 |
|  |  | Management |  |  |
|  |  | Management in | OUpm0031202/MGTORG500 | 6 |
|  | 2 | Organisations |  |  |
|  |  |  |  |
|  | Managing Human | OUpm0031203/MGTHR500 | 6 |
|  |  | Resources |  |  |
|  |  | Quantitative | OUpm0031204/QUANTEC500 | 6 |
|  |  | Techniques |  |  |
|  |  | Accounting and  Finance | OUpm0031205/ACCFIN500 | 6 |
|  |  | **COMPULSORY:** |  |  |
|  |  |
|  |  |
| Strategic Management | OUpm003213 | 6 |
|  |  |  |  |  |
| Quality Management | OUpm003214 | 6 |
|  |  | Research Methods | OUpm0032121 | 6 |
|  |  | **CHOOSE ANY ONE** |  |  |
|  | 1 | **FROM THE**  **FOLLOWING:** |
|  |  | Electronic Commerce | OUpm0032104/ELECCOM500 | 6 |
| 2 |  |  |  |  |
| Project Management | OUpm0032105/PROJMGT500 | 6 |
|  |  | Managerial Economics | OUpm0032106/MANECO500 | 6 |
|  |  | Policy Analysis and | OUpm0032107/POLANA500 | 6 |
|  |  | Implementation |  |  |

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|  |  | 2 | **COMPULSORY:** |  |  |
| Project | OUpm0032201/PROJ500 | 6 |
| **CHOOSE ANY TWO FROM THE FOLLOWING:** |  |  |
| Contemporary Administrative  Systems | OUpm0032202/CONADM500 | 6 |
| Disaster Management | OUpm0032203/DISMGT500 | 6 |
| Corporate Finance | OUpm0032204/CORPFIN500 | 6 |
| International  Marketing | OUpm0032205/INTMARK500 | 6 |
| Business Ethics | OUpm0032206/BUSETH500 | 6 |

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| MBA  General | 1 | 1 | **COMPULSORY:** |  |  |
| Managing Information  Systems | OUpm0051101/MIS500 | 6 |
| Operations Management | OUpm0051102/OPMGT500 | 6 |
| Economic Environment  of Business | OUpm0051103/ECOBUS500 | 6 |
| Marketing Management | OUpm0051104/MARMGT500 | 6 |
| 2 | **CHOOSE ANY FOUR**  **FROM THE FOLLOWING:** |  |  |
| Public Systems  Management | OUpm0051201/PUBSYS500 | 6 |
| Management in  Organisations | OUpm0051202/MGTORG500 | 6 |
| Managing Human  Resources | OUpm0051203/ MGTHR500 | 6 |
| Quantitative Techniques | OUpm0051204/QUANTEC500 | 6 |
| Accounting and Finance | OUpm0051205/ACCFIN500 | 6 |
| 2 | 1 | **COMPULSORY:** |  |  |
| Research Methods | OUpm0052121/RESMETH500 | 6 |
| **CHOOSE ANY *TWO* FROM THE FOLLOWING SPECIALIST MODULES**  **PLUS *ONE* ELECTIVE:** |  |  |
| ***Specialist Modules*** |  |  |
| Development Planning  and Administration | OUpm005212 | 6 |
| Strategic Management | OUpm005213 | 6 |
| Quality Management | OUpm005214 | 6 |
| ***Electives*** |  |  |
| Electronic Commerce | OUpm0052105/ELECCOM500 | 6 |
| Project Management | OUpm0052106/PROJMGT500 | 6 |
| Managerial Economics | OUpm0052107/MANECO500 | 6 |
| Policy Analysis and  Implementation | OUpm0052108/POLANA500 | 6 |
| 2 | **COMPULSORY:** |  |  |
| Project | OUpm0052201/PROJ500 | 6 |
| **CHOOSE ANY TWO**  **FROM THE FOLLOWING:** |  |  |
| Contemporary  Administrative Systems | OUpm0052202/CONADM500 | 6 |
| Disaster Management | OUpm0052203/DISMGT500 | 6 |
| Corporate Finance | OUpm0052204/CORPFIN500 | 6 |
| International Marketing | OUpm0052205/INTMARK500 | 6 |
| Business Ethics | OUpm0052206/BUSETH500 | 6 |

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|  |  |  | **COMPULSORY:** |  |  |
|  |  |  | Managing Information | OUpm0061101/MIS500 | 6 |
|  |  |  | Systems |  |  |
|  |  |  | Operations | OUpm0061102/OPMGT500 | 6 |
|  |  | 1 | Management |  |  |
|  |  |  | Economic Environment | OUpm0061103/ECOBUS500 | 6 |
|  |  |  | of Business |  |  |
|  |  |  | Marketing | OUpm0061104/MARMGT500 | 6 |
|  |  |  | Management |  |  |
|  |  |  | **CHOOSE ANY FOUR** |  |  |
|  | 1 |  | **FROM THE**  **FOLLOWING:** |
|  |  |  | Public Systems | OUpm0061201/PUBSYS500 | 6 |
|  |  |  | Management |  |  |
|  |  |  | Management in | OUpm0061202/MGTORG500 | 6 |
|  |  | 2 | Organisations |  |  |
|  |  |  | Managing Human | OUpm0061203/ MGTHR500 | 6 |
| MBA with |  |  | Resources |  |  |
| Quantitative Techniques | OUpm0061204/QUANTEC500 | 6 |
| Specialisation |  |  |
| in Marketing/ |  |  |
| Accounting and Finance | OUpm0061205/ACCFIN500 | 6 |
| HRM/ Financial Services |  |  |
|  |  | **COMPULSORY FOR**  **(PLUS CHOOSE *ONE*** |  |  |
|  |  |  | **ELECTIVE)** |
|  |  |  | **- MBA with** |  |  |
|  |  |  | **specialisation in** |
|  |  |  | **Marketing** |
|  |  |  | Strategic Marketing | OUpm006217 | 6 |
|  |  |  | Relationship Marketing | OUpm006218 | 6 |
|  |  |  | Research Methods | OUpm0062121/RESMETH500 | 6 |
|  |  |  |  |  |  |
|  |  |  | **- MBA with** |  |  |
|  | 2 | 1 | **specialisation in HRM** |
|  | Strategic HRM | OUpm006219 | 6 |
|  |  |  | HRD | OUpm0062110 | 6 |
|  |  |  | Research Methods | OUpm0062121/RESMETH500 | 6 |
|  |  |  |  |  |  |
|  |  |  | **- MBA with** |  |  |
|  |  |  | **specialisation in** |
|  |  |  | **Financial Services** |
|  |  |  | Corporate Financial | OUpm0062106/CORPFIN500 | 6 |
|  |  |  | Management |  |  |
|  |  |  | OU12 Financial | OUpm0062107/FINREP500 | 6 |
|  |  |  | Reporting and Analysis |  |  |
|  |  |  | Research Methods | OUpm0062121 | 6 |

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| ***Electives*** |  |  |
| E1 Electronic Commerce | OUpm0062105/ELECCOM500 | 6 |
| E2 Project Management | OUpm0062106/PROJMGT500 | 6 |
| E5 Managerial  Economics | OUpm0062107/MANECO500 | 6 |
| E7 Policy Analysis and  Implementation | OUpm0062108/POLANA500 | 6 |
|  |  | 2 | **COMPULSORY:** |  |  |
| R2 Project | OUpm0062201/PROJ500 | 6 |
| **CHOOSE ANY TWO FROM THE**  **FOLLOWING:** |  |  |
| Contemporary  Administrative Systems | OUpm0062202/CONADM500 | 6 |
| Disaster Management | OUpm0062203/DISMGT500 | 6 |
| Corporate Finance | OUpm0062204/CORPFIN500 | 6 |
| International Marketing | OUpm0062205/INTMARK500 | 6 |
| Business Ethics | OUpm0062206/BUSETH500 | 6 |

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| **PROGRAMME** | **YEAR** | **SEMESTER** | **NAME OF**  **MODULE** | **CODE** | **NO OF**  **CREDITS** |
| MBA  Educational Leadership | 1 | 1 | **COMPULSORY:** |  |  |
| Managing Information  Systems | OUpm00711101/MIS500 | 6 |
| Operations  Management | OUpm0071102/OPMGT500 | 6 |
| Economic  Environment of Business | OUpm0071103/ECOBUS500 | 6 |
| Marketing  Management | OUpm0071104/MARMGT500 | 6 |
| 2 | **COMPULSORY:** |  |  |
| Public Systems  Management | OUpm0071201/PUBSYS500 | 6 |
| Management in  Organisations | OUpm0071202/MGTORG500 | 6 |
| **CHOOSE ANY TWO FROM THE**  **FOLLOWING:** |  |  |
| Managing  Human Resources | OUpm0071203/MGTHR500 | 6 |
| Quantitative  Techniques | OUpm0071204/QUANTEC500 | 6 |
| Accounting and Finance | OUpm0071205/ACCFIN500 | 6 |

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|  | 2 | 1 | **COMPULSORY:** |  |  |
| Educational  Administration | OUpm0072101 | 6 |
| Educational  Leadership | OUpm0072102 | 6 |
| Research  Methods | OUpm0072103 | 6 |
| **CHOOSE ANY**  **ONE FROM THE FOLLOWING:** |  |  |
| Electronic  Commerce | OUpm0072104/ELECCOM500 | 6 |
| Project  Management | OUpm0072105/PROJMGT500 | 6 |
| Managerial  Economics | OUpm0072106/MANECO500 | 6 |
| Policy Analysis and Implementation | OUpm0072107/POLANA500 | 6 |
| 2 | **COMPULSORY:** |  |  |
| Project | OUpm0072201/PROJ500 | 6 |
| **CHOOSE ANY TWO FROM THE**  **FOLLOWING:** |  |  |
| Contemporary Administrative  Systems | OUpm0072202/CONADM500 | 6 |
| Disaster  Management | OUpm0072203/DISMGT500 | 6 |
| Corporate  Finance | OUpm0072204/CORPFIN500 | 6 |
| International  Marketing | OUpm0072205/INTMARK500 | 6 |
| Business Ethics | OUpm0072206/BUSETH500 | 6 |

# Course Content CORE COURSES

**Management Information Systems**

## OBJECTIVES

*Upon successful completion of this course, learners will be able to:*

* Explain the major business functions and processes and business strategy planning processes
* Analyse how information systems (IS) can add value to strategic planning
* Identify how IS strategies are aligned to organizational strategies.
* Distinguish key applications through supply chain management principles to the IS applications portfolio.
* Compare and contrast the factors influencing success and failure in the implementation of IS strategic plans.
* Evaluate national IT environment issues in respect of legal, ethical and social concerns.

## CONTENT

* + Introduction to MIS and Global Concepts of Electronic Business
  + e-Business Markets and Competition
  + Strategic Frameworks for IS and e-Business
  + Strategic Information Systems Planning for e-Business Networks
  + Evaluating Strategies for IS and e-Commerce Applications
  + Creating Global Systems and Global Brands
  + Transforming and Managing Information Organisations.

# Management in Organisations

## OBJECTIVES

*Upon successful completion of this course, learners will be able to:*

* + Explain the basic premises of management and public administration
  + Compare different theories and approaches of organisation
  + Distinguish behavioral patterns, advantages, disadvantages, and dysfunctions of bureaucracies
  + Categorize the different management trends in the work environment.

## CONTENT

* + Introduction to Management and Organisational Behaviour
  + Individual and Group Behaviour in Organisations
  + Decision-making and Communications in Organisations
  + Leadership, Organisational Structure & Environment
  + Power and Politics
  + Organisational Culture
  + Organisational Change
  + Conflict and Negotiations.

# Managing Human Resources

## OBJECTIVES

*Upon successful completion of this course, learners will be able to:*

* Explain the role and significance of human resources
* Identify required skills in recruitment, selection, training and development of human resource
* Compare group dynamics and inter-group processes in different work environments.
* Categorise the inputs and processes for compensation planning
* Distinguish key issues regarding union-management relationships, collective bargaining and industrial relations.

## CONTENT

* + Introduction to Human Resource Management
  + A Brief History of HRM and Its Origins
  + Strategic HRM
  + Human Resources Planning
  + Job Analysis and Job Design
  + Acquiring Human Resources: Recruitment, Selection and Orientation
  + Developing the H u m a n Resource: Learning & Development, T r a i n i n g and Management

Development

* + Rewarding Employees: Performance Appraisal, Compensation Including Job Evaluation
  + Grievances & Discipline
  + Employee Safety, Health and Welfare
  + Industrial and Labour Relations
  + International Human Resources Management (IHRM)
* Other Emerging Issues.

# Operations Management

## OBJECTIVES

*Upon successful completion of this course, learners will be able to:*

* Examine the scope and relevance of operation ma na ge ment in today’s competitive business environment, and to various organisations.
* Distinguish among the variables involved in facilities planning, product and process selection
* Analyse operations planning and control theories and applications, including value engineering and quality assurance
* Evaluate materials- and logistics-management processes.

## CONTENT

* Introduction-strategy &competitiveness- The nature and role of operations management
* Balancing supply with demand
* Processes and products
* Inventory, supply chain, projects and measurements.

# Economic Environment

## OBJECTIVES

*Upon successful completion of this course, learners will be able to:*

* + Explain how basic economic concepts operate in organizations
  + Distinguish among environmental variables in the environment and how they influence an organization.
  + Analyse factors operating in different economic sectors - private, public, not-for-profit, etc.
  + Evaluate various economic policies and their implications.

## CONTENT

* + Introduction to the Economic Environment
  + Measures of Economic Activity
  + Understanding the Market Mechanism and Analysing Market Demand
  + Market Demand and Pricing Decisions
  + Production, Costs and Profit
  + Market Structure
  + Aggregate Demand, Aggregate Supply and Economic Fluctuation
  + Inflation and Unemployment
  + Financial Markets, Monetary and Fiscal Policy
  + The Open Economy **Public Systems Management *OBJECTIVES***

*Upon successful completion of this course, learners will be able to:*

* + Explain the importance and relevance of public systems management
  + Distinguish among the components of the public management system
* Analyse policy/programme/project processes for public management;
  + Evaluate contemporary issues in public systems management;
  + Compare and contrast various administrative skills and techniques for public systems management.

## CONTENT

* + Introduction to Public Systems Management
  + Policies, Programmes and Projects
  + Implementation
  + Responsive Administration in Public-sector Management
  + The Public Manager: Skills and Techniques
  + Monitoring and Evaluation
  + Public Systems Management: Contemporary Issues.

# Quantitative Techniques

## OBJECTIVES

*Upon successful completion of this course, learners will be able to:*

* + Explain the advantages and disadvantages of quantitative techniques for effective managerial decision-making
  + Evaluate information analysis through central tendency and variance analysis, basic portability and sampling distribution concepts.
  + Compare and contrast forecasting methods and applications for short term and long term decision-making
  + Assess quantitative techniques used in network applications, game theory and time motion and work studies
  + Recommend appropriate quantitative tools for specific organizational challenges.

## CONTENT

Content not available at this stage but could include

* + - Basic Mathematics for managers
    - Data collection and analysis
    - Probability and probability distributions
* Sampling and sampling distributions.

# Marketing Management

## OBJECTIVES

*Upon successful completion of this course, learners will be able to:*

* + Explain Marketing's role, functions and applications in a modern economy, and its relevance to business, social and economic life.
  + Analyse consumer behaviour among individuals, business and governments. (B2B, B2C, B2G)
  + Evaluate planning, organising, implementing and controlling marketing efforts through effective decision-making and implementing
  + Compare and contrast approaches to goods and services marketing.

## CONTENT

* + Marketing management
  + The marketing mix
  + Marketing planning, implementation and control
  + Application areas of marketing
  + Strategic marketing
  + International marketing
  + Customer relationship marketing
  + Develop a marketing plan

# Accounting & Finance

## OBJECTIVES

*Upon successful completion of this course, learners will be able to:*

* + Explain basic accounting concepts and standards
  + Evaluate accounting information and applying it for decision-making purposes
  + Analyse cost-behaviour and costing applications
  + Examine financial statements, key ratios and investment analysis
  + Evaluate financial decision-making for capital structuring, dividend decision-making and management control.

## CONTENT

* + Types and Forms of Business
  + Accounting Theory & Forecasts Defined
  + The Recording Process
  + Cash Flow Statements
  + Stocks 141
  + Activity Based Costing (ABC)
  + Common Size and Indexed Statements for Trend Analysis
  + Risk and Return
  + Ratio Analysis
  + Management of Working Capital
  + Managing Cash Needs
  + Cost of Capital
  + Dividend Policy

# Specialist Courses (2 courses for each program)

**Public Policy (CEMPA)**

## OBJECTIVES

*Upon successful completion of this course, learners will be able to:*

* Explain the scope, objectives and importance of public policy.
  + Examine the role of ministers and civil servants in the formulation of public policy, particularly in a Westminster-system of government.
  + Analyse the role and relevance of policy making networks and influence
* Distinguish between various policy making models.
  + Compare and contrast contemporary policy-making issues.

## CONTENT

* + Case Studies of Policy- Making
  + Understanding Public Policy
  + Public Policy-Making: Contextual Settings
  + The Policy-Making Process
  + Policy-Making Networks and Influence
  + Optimal Policy-Making
  + Policy-Making: Contemporary Issues

# Development Planning & Administration (CEMPA)

## OBJECTIVES

*Upon successful completion of this course, learners will be able to:*

* + Explain key concepts of development, development administration, and development planning;
  + Evaluate planning mechanisms for contemporary development issues;
  + Compare the strengths and weaknesses of development strategy planning / techniques.

## CONTENT

* + Development Administration: Meaning, Nature, Scope and Significance
  + Models of Development Administration
  + Development Administration: Political, Economic, and Socio-Cultural contexts
  + Development Administration in Developed and Developing Nations
  + Development Planning: Concept and Rationale
  + Development Planning: Retrospect and Prospect
  + Poverty in South Asia
  + Planning for Sustainable Development
  + The Mixed Economy Model
  + Multilevel Planning: Concept and Practice, Inter State and Inter-District Imbalance
  + Planning of Contemporary Development Issues in Education and Health
  + Planning of Contemporary Development Issues in Agriculture and Industry
  + Participatory Approaches to Development Planning and Administration
  + Strengthening the Local Elected Leaders Capabilities
  + Central Place Theory
  + Scalogram Analysis
  + Development Planning and Administration: The Road Ahead

# Strategic Management (CEMBA)

## OBJECTIVES

*Upon successful completion of this course, learners will be able to:*

* + Explain the scope of strategic management in a competitive and dynamic global economy.
  + Analyse strategic processes and various sequences.
  + Analyse an environmental challenge and formulate strategic objectives.
  + Examine criteria for strategic decision-making and strategy implementation and control.
  + Compare and contrast relevant strategies for global markets.

## CONTENT

* + Introduction to Strategic Management
  + Managing the Strategy Cycle
  + Organisational Analysis
  + Strategic Analysis and Choice
  + The Industry Environment
  + Strategy Implementation
  + Control Processes **Quality Management (CEMBA) *OBJECTIVES***

*Upon successful completion of this course, learners will be able to:*

* Analyse key definitions of quality, focusing on a customer-centric approach.
  + Examine the Baldridge Award system and its focus on Total Quality Management (TQM).
  + Identify key characteristics for management's role and responsibility for TQM in organizations and functional areas.
  + Analyse the relationship between leadership and management in the context of TQM.
  + Compare and contrast quality assessment and interpretation measures for organizations.
  + Explain the ISO family of quality standards and its role as a systematic international framework for managing quality

## CONTENT

* + Introduction to Quality Management
  + Leadership and Strategic Planning
  + Customer and Market Focus
  + Quality in Human Resources
  + Tools and Techniques for Quality Management
  + The ISO 9000 Family of Standards
  + Change Management in the Context of Quality

# Electives (3 to be selected) Electronic Commerce *OBJECTIVES*

*Upon successful completion of this course, learners will be able to:*

* + Examine current and emerging issues of managing E-commerce.
  + Evaluate infrastructure planning and frameworks required for E-commerce.
  + Analyse business models for E-commerce applications.
  + Distinguish the legal and ethical issues involved in E commerce.
  + Explain the marketing strategies aligned to E-commerce.
  + Analyse how E-commerce can be leveraged for business applications.

## CONTENT

* + Introduction to Electronic Commerce
  + Infrastructure for Electronic Commerce
  + Business Strategies for E-commerce: B2C, B2C, B2B and E-Commerce Business Models
  + Introduction to Intranets and extranets
  + Marketing Strategies for E-Commerce
  + Legal and Ethical Issues in E-Commerce

# Project Management

## CONTENT

* + Introduction to Project Management & Project Integration Management
  + Scope and Time Management
  + Cost and Quality Management
  + Human Resource and Communications Management Project Risk Management and Procurement Management
  + The Project Management Process Model
  + Portfolio Management
  + Project Management Maturity
  + Business Integration Models

# Learning Objectives

*Upon successful completion of this course, learners will be able to:*

* + Explain project management and project integration management, including: scope, time management and project management scheduling tools.
  + Compare and contrast core project management functions: cost and quality management.
  + Evaluate facilitating project management functions: HR and communications management, risk management and procurement management.
  + Explain how portfolio management can assist an organization to manage multiple projects.
  + Distinguish between project management maturity models and business integration models.

## Topics

The project course is to help the learner develop the ability to apply multidisciplinary concepts, tools and techniques to solve organizational problems.

# Managerial Economics

## CONTENT

* + Introduction to Managerial Economics
  + Decision Making Under Risk and Uncertainty
  + Quantitative Demand Analysis
  + Production Analysis, Cost Theory
  + Pricing Practices
  + An Overview of Strategic Business Concepts for Managers.

# Policy Analysis & Implementation

## OBJECTIVES

*Upon successful completion of this course, learners will be able to:*

* + Examine the development of the policy analysis framework, various policy models and implications.
  + Analyse the four main types of policy issues and their impact on the policy development process.
  + Evaluate different information sources and methods and how they can add value to policy analysis and planning.
  + Explain the role of legislatures and their impact on the policy-making process, various policy- making instruments, and the roles of different groups' access to policy-making. Compare and contrast different approaches to public policy and its implementation.
  + Identify and describe international organizations involved in development and institution building in developing countries.
  + Explain monitoring policy, and outline the components in program evaluation.
  + Examine the potential impact of program evaluation on policy, programs and organizations.
  + Demonstrate your skills in policy planning, analysis, implementation, monitoring and evaluation.

## CONTENT

* + Foundation of Policy Analysis
  + Policy Formulation Process
  + Information and Policy Analysis
  + Policy Analysis Theories
  + Instruments of Government Policy
  + Globalisation and Policy Analysis
  + Policy Implementation
  + Monitoring and Evaluation **Contemporary Administrative Systems *OBJECTIVES***

*Upon successful completion of this course, learners will be able to:*

* + Explain the key attributes of comparative administrative systems.
  + Analyse contemporary issues faced by legislatures.
  + Examine how the bureaucracy works in comparative administrative systems.
  + Analyse issues and trends in public administration.
  + Evaluate broad-based budgeting processes - applicable to national, state or provincial levels of government.
  + Compare and contrast the role of major international organizations regarding legislative development and institution-building in developing countries.

## CONTENT

* + Dimensions of Comparative Study
  + Contemporary Administrative Systems
  + Trends in Public Administration
  + Legislative Development
  + Budget Administration in Emerging Democracies
  + Financial Administration **Disaster Management *OBJECTIVES***

*Upon successful completion of this course, learners will be able to:*

* + Explain the basic concepts, aims, and elements of disaster and emergency management
  + Analyse the relationships among hazard, vulnerability and disasters
  + Evaluate the range of available preparedness/mitigation approaches, limitations and modalities of implementation through development
  + Examine the purpose, functions and responses of UN agencies involved in emergency situations' in particular the UN Disaster Management Team.

## CONTENT

* + Introduction and Overview of Disasters
  + Proactive Approach to Disaster Mitigation
  + Capacity Building and Training for A Disaster Resilient Society
  + Preparing for Emergency Response
  + Institutional Arrangements and Legal Frameworks for Disaster Mitigation
  + Post-Disaster Management
  + Business Continuity Planning
  + Goal Setting and Decision Making in Managing Disasters

# Corporate Finance

## CONTENT

* + The Financial System and the Economy
  + Financial Modeling
  + Leasing, Derivatives and Hybrids
  + Managing Financial Risks Mergers and Acquisitions
  + International Managerial Finance.

# International Marketing Strategy

## OBJECTIVES

*Upon successful completion of this course, learners will be able to:*

* Explain consumption patterns in your country and others in the global environment.
  + Distinguish between the factors supporting or inhibiting international marketing activities
  + Explain the importance of cultural and social differences and the importance of politics in global marketing.
  + Examine regional economic cooperation a g r e e m e n t s , a n d the consequences of different legal systems
  + Apply the process of international marketing research and global market segmentation.
  + Analyse global strategic partnerships and global value chains.
  + Analyse global marketing channels, distribution and logistics management.

## CONTENT

* + The global cultural, economic and political environment
  + International marketing intelligence
  + Global segmentation and positioning strategies
  + Global competitive analysis
  + Global product policies
  + Global pricing
  + Global channel management
  + Global communication strategies
  + International marketing and the internet
  + International marketing planning, implementation and control.

# REQUIRED COURSES (2 COURSES)

**Research Methods**

## OBJECTIVES

*Upon successful completion of this course, learners will be able to:*

* Explain frequently-used research methods in business or public administration studies.
  + Discuss various sampling, measurement and analysis issues associated with different forms of research strategy.
  + Explain the limitations associated with each kind of research method, and read and evaluate research reports critically
  + Identify a research problem that warrants further investigation as either a thesis topic or major paper topic.

*Content*

* + Introduction to Research Methodology
  + Data Collection and Measurement
  + Data Presentation and Analysis
  + Report Writing and Presentation

# Project Objective

The Objective of the project course is to help the student to develop the ability to apply multidisciplinary concepts, tools and techniques to solve organizational problems.

# Type of Project

The project may be from any one of the following types:

* + Comprehensive case study (covering single organization/multifunctional area problem formulation, analysis and recommendations).
  + Inter-organisational study aimed at inter-organisational comparison/validation of theory/survey of management or developmental practices.
  + Field study (empirical study).