

Select College
School of Postgraduate Studies



**Curriculum for Master of Business
Administration (MBA)**

Online Learning

September, 2023
Addis Ababa, Ethiopia

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1. Introduction

The Ethiopian Higher Education Proclamation 650/2009 presents the objectives of the Ethiopian Higher Education Institutions in terms of relevance and quality. The Proclamation not only opens the door for the establishment of private higher education institutions but also succinctly indicates that private HEIs have a duty to ensure that the education programs and courses they offer are relevant to the needs of the nation as a whole and quality is maintained on regular basis. It can be concluded from the Proclamation that there is a shift from quantity to relevance and quality.

The introduction of a free-market economy has created an environment which is conducive for the overall development of the country. Furthermore, the new Education Policy, which encourages the private sector to invest in education in general and higher education in particular, has prompted investors to actively participate in the expansion of higher education in the country to meet the ever-increasing demand for qualified and skilled manpower.

Today, more than ever before in human history, the wealth of nations depends on the quality of its population. Global wealth is concentrated less and less in factories, land, tools and machinery and more on the knowledge, skills and resourcefulness of capable human beings. High-quality human capital is developed in high-quality education systems, with tertiary education providing the advanced skills commanding a premium in today's workforce. The government recognizes that the growth of higher education institution is not only the responsibility of the government, but also that of the private sector. In connection with, Select College takes advantage of the opportunity and envisions being one of the leading private Colleges in Ethiopia and beyond. The College is founded on the belief that delivering quality education plays a crucial role in boosting the human and economic development of the country. We believe college graduates play leading roles in realizing the goal of becoming a middle-income nation in the coming two decades. This direction is believed to alleviate the holds of poverty and free the country from long-prevailing dependency. Consequently, Select College was conceived with the core values of Excellence, service, integrity, professionalism and innovation parallel with the nation's developmental goals. As a leading academic institution, the College is tasked with producing competent, ethical and skilled manpower

without making any distinction between people of different ethnic, religious, social, economic and political backgrounds.

As the College expands, excellence in education, research and public engagement remain a focal point. Then, the College prioritizes recruitment of qualified and passionate faculty and staff who engage in teaching as well as in research and publication activities. Hence, it is believed that these aspirations would be met through well designed and prepared education and training curricula of which the present curriculum development is based.

1.1. Background of Select College

Select College (SC) was established in Addis Ababa town in September 2000 with a capital of 150,000.00 Birr. Initially, SC had a total number of 15 Distance program students in Academy programs from grade 5-10. SC opened its first branch in Adama in 2007 by running Academy distance programs. This new "learning community" was housed in just one rented block that consisted of a single administrative office and a few employees by then; by the end of the year 2007, total enrolment at the two locations was about 20 students.

SC has emerged today as one of the country's leading private higher educational institutions, with more than 5 bachelor's degrees, and more than 6 TVET programs and graduated About 200 students. The Main Campus is based in Addis Ababa and the College is currently running educational programs at 20 campuses located mainly in Oromia, Addis Ababa, Amhara and SNNP regions.

By undertaking deep objective assessments of further training needs and making preparations in terms of the required materials as well as human resources, the centre was upgraded to college level on August 10, 2016. After effectively fulfilling all the requirements set by HERQA needed to upgrade to a college.

The College has been strengthening its ability of rendering quality training and education services. "The overall conclusion of the HERQA team is that Select College has grown successfully in a planned and purposeful. Select College has also been participating in different intra and inter-institutional sport activities, and in this regard, it has made its best contribution to the overall development of sport in this country. Select College is also the

main private institution which has been participating in almost all of the trade expos and bazaars carried out in the various parts of the country.

SC has also been working to establish a research environment that encourages scholars to engage in scientific inquiries. To this end, SC succeeded in establishing a research unit to facilitate research activities including organizing annual research conferences and publication of a journal. Since its establishment, the unit has run four research conferences and published a series of two journals. This helped the college build a fertile ground to launch graduate programs.

With this experience and the strong commitment to expand tertiary education at all levels, the College has finalized its preparation to launch graduate programs in business areas which includes *MBA, Project Management and Accounting and Finance*.

Vision, Mission and Values of Select College

Vision

Select College will be an institution known for its distinctive strengths of integrity, flexibility, creativity, responsiveness, and risk – taking and for its commitment to work for the common good of society. Its education and training approach is in meeting new regional, national, and international expectations for higher learning.

Mission

The college is committed to deliver quality world class education and to involve in research, training and consultancy by:

- Attracting the best faculty and nurture intellectual capital in terms of students and ensure that they become an asset to their nation in particular and the world in general.
- Building the world class material infrastructure in terms of development in laboratories, equipment's and facilities such as digital library, text books and other latest teaching and learning aids.
- Creating the future expert and efficient manpower to serve the various government, nongovernment organizations and the industry and to make them all rounded successful human beings and responsible citizens.

- Developing partnerships with other global higher education institutions and working in collaboration with all the stakeholders in the higher education sector at global level.
- Exporting the services of education and earn foreign exchange to Ethiopia from Common Market for Eastern and Sothern Africa (COMESA) and other Countries by attracting the foreign students from the globe in general and Africa in particular

Values

The College specifically values,

- The intellectual, professional and personal growth of students, faculty and staff.
- Excellence in teaching, research, training and consultancy.
- A climate of mutual respect and collaboration;
- An interactive and adaptive relationship with the community
- Open access to equal and quality educational opportunities
- Life time & borderless learning
- Promoting cultural diversity and human dignity
- The continuous improvement of our programs and administrative processes;
- Health, wellness, and safety within the college and community environments;
- Innovation and efficiency in the use of resources; and
- Personal and institutional accountability

Objectives:

- Bridging the gap between the need for and availability of quality higher education.
- Carrying out educational and social development research activities.
- Production, Publishing and distributing books journals, Magazines, and of teaching materials.
- Provision of consultancy, training and research.
- Conduct short term professional skills training, seminars, workshops and symposium.
- To develop core competency in imparting training in contemporary and futuristic knowledge, skills related to the fields the college identifies from time to time

1.2. Rationale (justification) of the MBA program

The fast-growing global economy is dictating business firms to depend their future on proper management and administration. Tight competition in the global marketplace is the reason why firms are made to look for high profile executives with reliable academic and application excellence. Consequently, it has been believed that 21st century business is really a knowledge based endeavor. This requires highly trained human resources. In an attempt to respond to such global pressure top Business Schools in the world have given special emphasis to field of Business Administration. Specially, MBA programs are considered as a panacea that graduates having the degree have been hunted by multinational firms and big companies for highly remunerated recruitments. Even in emerging economies such as China, India and Brazil colleges and universities offering this program are alarmingly expanding their intake capacity to serve the demands of their exploding economy.

International economic analysts are remarking that the economy of Africa in general and Ethiopia in particular has achieved notable growth. Ethiopia, among other few African countries, has achieved continuous growth particularly as of the recent decade. Many scholars and policy makers have opined that the promising economic growth of the country should be supplied with appropriate skills from the labor market. Furthermore, Ethiopia has envisioned becoming one of the middle-income countries within the next 20-30 years. To realize this vision, the country needs highly qualified business administrators and managers. Moreover, the practical experiences of public enterprises, private businesses and other organizations verified the same that they have looking for professionals who are competent for change facilitation, entrepreneurship, and innovation, thus far. Taking the existing scenario into account, it is time for enterprises and businesses to look for proper skill to understand and respond to globalization. As a result, the trend manifests that demand for MBA graduates has significantly driven the demand for the program. The MBA degree has become one of the most popular masters' degrees offered in the world.

Since 2011 several hundreds have graduated from the bachelor programs of various public and private higher institutions. Informal visits of these alumni and other citizens to our department requesting information on the launch of graduate degree program in Business Administration clearly shows that the need for the program is significantly high. Likewise,

other stakeholders have been demanding the launch of the MBA program over the last several years. Even the Select College College Management has a great deal of need to upgrade the qualifications level and competence of its managers that the launch of MBA program can also be targeted to serve the purpose. Besides, the formal **need assessment survey** conducted to assess the demand for the MBA program of different industries and offices as well as government agencies of the country revealed the very fact that the demand for MBA degree is very high and thus strongly justified the launch of an MBA program.

In a nutshell, the MBA curriculum is developed in cognizant of the demand of the rapidly changing global and local economy as well as the opportunities and challenges currently faced by Ethiopia; the growing needs of local industries for appropriate and competent business managers and administrators currently; and the very unique nature of MBA program, as contrasted with other disciplines, to attract candidates from a wide range of academic backgrounds. Besides, the initiative has been fueled by the accumulated experiences of Select College to successfully manage MBA programs for about half a decade at its geographically dispersed campuses in the country.

1.3. Program objectives

The program is designed with the following goals in mind:

1. Expose students to the various advanced theories and practices in business management, finance, and marketing and investment.
2. Produce competent, knowledgeable professionals who will contribute to the development and transformation of the business sector of the country in line with the nations Growth and Transformation Plan (GTP).
3. Supply the industry and employers with graduates of high caliber who would be able to fuel the expansion and development of the industrial sector.
4. Produce future consultants, policy makers, analysts, leaders and notable individuals who will be able to manage multinational business firms.
5. Equip graduates with skills to understand and respond to the fast-changing business environment and to prepare competent, flexible, adaptive, and visionary business leaders.

1.4. Professional/Graduate profiles

The program prepares students to become professional managers capable of executing Human Resources Management, Information System Management, Marketing Management, Operations Management, project and Financial Management and other managerial functional areas as well as leading all organizational functions at as top-level management general positions. Particularly, upon successful completion of MBA program, graduates will have all or part of the following profiles:

- ✓ Business and Industry leaders and managers at national and multinational scope;
- ✓ Policy makers, analysts, negotiators, and change agents;
- ✓ Consultants, coaches and business advisors;
- ✓ Entrepreneurs and business owners; and
- ✓ Researchers of Management, Leadership, Entrepreneurship, Marketing and other related business courses at universities and other higher learning institutions.

1.5. Degree Nomenclature

The Nomenclature of the degree to be awarded upon a successful completion of the program is:

English	In	Master of Business Administration
Amharic	In	□□□□□□□□□□□□□□□□□□□□□□

1.6.MODE OF DELIVERY

The delivery mode of the program is

1.7. MEDIUM OF INSTRUCTION

The medium of instruction for the program

Language.

1.8. Program requirements

1.8.1. Admission Requirements

The minimum admission requirement for the MBA program is a bachelor's degree. The MBA program is normally designed for those who have followed relevant and appropriate undergraduate studies at recognized Ethiopian Universities or colleges. It is emphasized that a strong quantitative background is essential for success in the MBA program. To obtain admission to the MBA program, applicants should fulfill the admission requirements established by Graduate Admissions Committee of SC. Female applicants are given priority over male applicants if tie conditions are created. In addition the following may apply;

- ✓ A successful completion of a Bachelor's Degree in business studies, and Technology/Engineering disciplines.
- ✓ A successful completion of a Master's Degree in related fields of study will also be considered to apply for admission to the program;
- ✓ Applicants with backgrounds other than stated above may be considered under special circumstances; in such cases, the Department will determine bridging courses that are required to fill applicant's gaps.
- ✓ An applicant needs to achieve a minimum required score of entrance exam offered to determine entry to the program.

1.8.2. Program Duration

Total Number of Cr. Hours	36 credit hours (30 CHrs of course work and; 6 CHrs of Thesis Work)
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Time limit for completion of credential

Total time for full-time study	Twenty-four months (Two Years)
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Average time for part-time study	Thirty-six months (Three Years)
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1.8.3. Graduation Requirements

This MBA program offers a full time and a part time plan for degree completion. The full time plan ensures student completion of the program in two years of four semesters and the

part time plan ensures student completion of the program in three years of six semesters. The MBA program in these plans requires that students:

- ✓ Complete 4 (Four) or 6 (Six) approved semesters of 36 credits as indicated in the Course Plan;
- ✓ Maintain a Grade Point Average (GPA) of 3.00 on a 4.00 scale, with no more than one “C” grade;
- ✓ No grade of a D, F, NG, I, in any course;
- ✓ Maintain a “Pass” or better grade in the final MBAThesis Work; and
- ✓ Compliance with the regulation of the University.

1.9. General Teaching-Learning Methods

The teaching-learning methods are expected to be highly interactive. Each course will have several article reviews, case analysis, individual and group research papers, and student presentations. Students will be made to work independently with less support from their professors and advisors. The focus will be more on making scholarly debates.

Students will be required to carry-out an MBA thesis for the fulfillment of their graduation. The thesis work is an individual based. Advisors of high caliber shall be assigned for each student based on the criteria that may be formulated by the department. Advisors, however, need to have at least an assistant professor academic rank.

Online Lecture

Lecture is perhaps the most prevalent instructional strategy used in higher education on campus and online. Just as they would in a classroom, professors use online lectures to transmit information, promote comprehension, and spark students’ interests. The college would use Learning Management Systems (LMS) which allow instructors to record lectures, deliver them live, or both.

Online Discussion

In conjunction with online lectures, online class discussion would be used to actively engage online students in the learning process. Students would have an opportunity to ask questions and communicate their ideas while practicing analytical and cognitive skills. By making students feel more comfortable participate in discussions.

Demonstrations

Demonstrations are a mainstay when it comes to conveying certain concepts and processes. They are also among the instructional methods enhanced by the virtual learning environment. Online instructors would frequently upload recorded video demonstrations to the LMS. Then students can review these clips as often as necessary to master the lesson.

Virtual Team Discussion

When there is a concept needed to be discussed in small groups, virtual team would be formed by the instructor. Virtual team teaching uses digital and web-based tools to enhance the collaborative nature of effective learning. By starting with shared common core state standard goals, the instructors develop a plan on specific learning activities for the students. The students, with instructor guidance will have detail discussion on the concept for better understanding and common consensus.

Case Studies

Case studies are other designed instructional methods to places students in an active learning role while promoting research, problem-solving, and high-level cognitive skills. When used in a collaborative way, these exercises present another opportunity for online students to connect and learner from one another. It could also be helpful for instructors to suggest reputable online resources students can consult for information.

Problem-Based Learning Projects

Problem-based learning (PBL) is another designed method of teaching for the program. PBL encourages students to practice many of the same skills as case studies while actively solving problems. Projects are usually collaborative in nature: teams of online students can use collaborative document programs like Google Drive to manage their work and share information. Small group chats and forums can also become a sounding board for theories and discussion.

1.10. General Assessment-Evaluation Methods

MBA students' performance would be assessed continuously throughout the semester through examinations, quizzes, group and individual assignments, projects and participation in class discussions. A comprehensive final examination for each course shall be administered by the end of a semester during which the course has been offered.

Generally speaking, the assessment method for a course will involve two techniques that can be described as:

- Continuous Assessment (tests, quizzes assignments, Term papers, projects presentation and others) takes 50 to 60 percent. The assessment should also involve both written reports and oral presentations.
- Final Exam takes the remaining 40 to 50 percent.

Depending on the nature of the course, the continuous assessment comprises the following assessment techniques:

- Online reflection and participation (individual or virtual group depending on the convenience),
- Individual and virtual group assignments
- Peer evaluations
- Article review and term paper
- Case report.
- Online mid and final exams.

Students' performance on MBA Thesis, which they shall carry out at the final semester of their study, will be evaluated by two examiners: one from among the members of the department and another from outside the members of the department/college/university, preferably from other Universities in the country. The external examiner must have at least an assistant professor academic rank, and thus must provide a credential for proof of same. The evaluation will be based on the quality of the thesis work as evidenced from the written report; and the ability of the student in presenting his/her thesis work as well as the his/her competence in defending the concerns and questions raised during the viva voce. The thesis work is evaluated by external examiner (60%), and an internal examiner (40%). The overall performance of the student on the thesis work shall be rated as either Excellent, Very good, Good, Fair or Fail Grade that commensurate with the total marks obtained thereof as indicated under section 1.9 here below.

1.11. Grading scale

Notwithstanding the relevant rule of SC as stipulated in the Senate Legislation, students' performance at the program will be graded using the following grading scale:

Raw mark interval	Corresponding numerical grade	Corresponding letter grade
[95 – 100]	4.0	A+
[85 – 94)	4.0	A
[80 – 85)	3.75	A-
[75 – 80)	3.0	B+
[70 – 75)	3.0	B
[65 – 70)	2.75	B-
[60 – 65)	2.0	C+
[55 – 60)	2.0	C
[50 – 55)	1.75	C-
[45 – 50)	1.0	D
Below 45	0	F

The MBA program of study shall adhere to the following grading systems. The grade assignment mechanism shall follow the fixed approach. However, the curriculum committee depending on the nature the particular course shall develop a normative system of grading. The following table depicts the letter grades, respective points and their implications.

Letter Grade	Grade Points	Grade Description
A	4	Excellent
A-	3.67	Very good
B+	3.33	Good
B	3	Satisfactory
B-	2.67	
C+	2.33	Unsatisfactory
C	2.00	
F	0	Failure
I		Indicates incomplete work

Note: A grade of “I” is available only under extenuating circumstances and must be negotiated with the individual instructor(s) before the end of the grading semester. A grade of “I” will significantly affect student progress in the program. If course work is not completed within one year, the student may be assigned a failing grade (F), and it will be necessary for the student to re-register and repeat the course to obtain credit for the course.

Thesis evaluation shall be graded on the following ranking system, with corresponding grading scales and letter grades; which may appear on the transcript but will not be used for calculation of the CGPA of the student.

Rank	Percentage	Letter grade
Excellent	> 85	A
Very Good	$75 < X < 85$	B+
Good	$60 < X < 75$	B
Satisfactory	$50 < X < 60$	C
Fail	<50	F

1.12. Human Resource Requirements

To run this program, adequate number and with appropriate qualification and a proven record of university teaching and research experiences shall be made available. The current staff profile of the department has been depicted in the following Table.

Table 1: Staff profile of the Program

S/No.	Qualification	Field of area	Number of staff members
1	PhD/ Assistant professor	Business Administration/ Commerce and Management Studies	3
2	Lecturer	Business Administration	1
Total			4

In the case of staff shortage, the department will outsource courses to other institutions. The department strongly believes that in-house human resource capacity development is the only reliable and sustainable option to run the program safely. To this effect, concerned authorities will work harder than ever before.

1.13. Learning Resource/Facilities Requirement

To support the teaching learning process in this program, the following learning resources shall be made available:

- A classroom of standard size and quality;
- Offices and required office facility for faculty staff and program coordinator;
- A multi-media laboratory equipped with sufficient number of computers, relevant software programs and a Broadband Internet;
- A library/resource center entirely dedicated to the MBA program and supplied with all the necessary books, professional journals, sample research papers, encyclopedia, dictionaries and e-journals;
- Laptop computers and LCD/overhead projector and;
- Various program guidelines and manuals.

Therefore, in order to run the program properly and make it successful, the following physical facilities must be fulfilled:

- Furnished/Equipped Digital studio

Two printers and one scanner to run the programme.

- Internet facilities and equipment
- Four laptop computers
- One photocopy machine in each centre
- Reference books (to be purchased by the university soon)
- Business journals (to be subscribed by the university)
- One Mini Bus used for Guests and lecturers Service.

The above listed facilities will be provided by SC.

1.14. Program Management System

The department of Business Management at SC shall be the home base of the of Business administration program. Notwithstanding the legitimate hierarchical relationship of the College, the program shall have a Coordinator to be assigned by the department of Business management and approved by the dean of the college. The coordinator shall have a responsibility for administering the program.

1.15. Quality Assurance Mechanisms

To assure the quality of the program, the coordinator office shall conduct semi-annual and annual internal quality audits and assess the availability, sufficiency and relevance of:

- Conducting online entrance exams for new applicants both to consider for admission and to gauge their deficiency;
- Identifying standard module (major readings) that define the level of the courses;
- Establishing examination content evaluation committee, consisting of relevant subject matter experts (in-house), for each course to make sure each and every exam are up to the required standard;
- Assigning highly qualified instructors with an academic rank of assistant professor and above in the area of management, commerce, accounting, finance, business leadership, business studies, business administration, human resource management and other related disciplines to facilitate the online MBA program;
- Teachers/faculty staff and support personnel;

- A range of learning resources and physical facilities designated for the program;
- Student support services;
- Performance evaluation of teaching staff by students, peers and supervisors and actions taken following performance evaluations;
- Regular reviews of curriculum and other relevant online instructional documents
- Involvement of stakeholders (students, instructors, external professionals and potential employers) in the online program/curriculum evaluation and review processes;
- Regular reviews of student progress using clearly defined criteria;
- Feedback from academic peers, students, employers and other stakeholders;
- Undertaking periodic online conference with students, faculty and other relevant stakeholders to check the relevance and timeliness of the curriculum with the environmental dynamism in mind;
- Undertaking annual online conference by inviting experienced researchers and project managers;
- Arrange performance evaluation of teaching staff by students, peers and supervisors and actions taken following performance evaluations;
- Academic staff professional development schemes;
- Delivery methods and assessment strategies; and
- Library resources (Up-to-date references and textbooks for all courses, journals, periodicals, e-books/journals);
- Developing an ongoing discussion board to allow students to discuss any view and regularly reviewing the discussion board by the course coordinator.
- Conducting regular survey about students' perceptions of online learning activities, access to and use of online resources;
- Program team meeting to review the progress of first year first semester courses;
- Compilation of final report indicating recommended changes for the next semester or course;
- The standards of the SBT College MBA program will be periodically assessed by the accreditation agencies mainly HERQA.

1.16. Courses of the program

1.16.1. Course Coding and Numbering Scheme

The course code of the MBA program at SC is denoted with three uppercase and one lowercase letters of “MBAAd” followed by three-digit numerals that are used in numbering the courses sequentially. The representation of the three-digit number following the letter code is explained as follows:

- i. The first digit numeral indicates the year of study; all year I courses are represented by “6” and all year II courses are represented by “7” in this curriculum.
- ii. The second digit numeral indicates course difficulty level indicating foundational, core and specialization courses, where 0-3 stand for foundational courses, 4-6 stands for core courses and 7-9 stands for specialization courses;
- iii. The last digit refers to the semester in which the course should be taken under normal circumstances; in this curriculum, “1” indicates Semester I courses and “2” indicates Semester II courses.

1.16.2. Course catalogue

The complete list of the courses required for the credential in logical sequential order including information on pre-requisites (if any) for each course is as presented in the table below.

S/No	Course code	Course title	Credit hrs
1.	MBAAd 611	Management Theories and Practices	2
2.	MBAAd 621	Business Research Methodology	3
3.	MBAAd 631	Quantitative Analysis for Management Decisions	3
4.	MBAAd641	Financial and Management Accounting	2
5.	MBAAd 652	Management Information Systems	2
6.	MBAAd 662	Managerial Economics	2
7.	MBAAd 672	Organizational Behavior and Development	2

8.	MBAAd 682	Human Resources Management	2
9.	MBAAd 692	Marketing Management	2
10.	MBAAd 711	Financial Management	2
11.	MBAAd 721	Operations Management	3
12.	MBAAd 731	Project Analysis, Evaluation and Management	2
13.	MBAAd 741	Strategic Management	3
14.	MBAAd 752	MBA Thesis	6
	Total		36

1.17.Course Breakdown

YEAR I: SEM. I

Course No	Course Title	Credit Hours
MBAAd 611	Management Theories and Practices	2
MBAAd 621	Business Research Methods	3
MBAAd 631	Quantitative Analysis for Management Decisions	3
MBAAd641	Financial and Management Accounting	2
Total		10

YEAR I: SEM. II

Course No	Course Title	Credit Hours
MBAAd 652	Management Information Systems	2
MBAAd 662	Managerial Economics	2
MBAAd 672	Organizational Behavior and Development	2
MBAAd 682	Human Resources Management	2
MBAAd 692	Marketing Management	2
Total		10

YEAR II: SEM. I

Course Code	Course Title	Credit Hours
MBAAd 711	Financial Management	2
MBAAd 721	Operations and Technology Management	3
MBAAd 731	Project Analysis, Evaluation and Management	2
MBAAd 741	Strategic Management	3
Total		10

YEAR II: SEM. II

Course No	Course Title	Prerequisite	Credit Hrs/Contact hrs
MBAAd 752	MBA Thesis	All course work must be completed	6

Total	6
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1.18. Course syllabus

MBA 611: MANAGEMENT THEORIES AND PRACTICES

Credit Hours: 2

Pre-requisite: None

DESCRIPTION:

The course deals with acquainting students with contemporary management theories and practices that are relevant to the rapidly changing organizational environment. It includes the concept of systems approach, contingency theory, leadership and decision-making approaches and skills.

OBJECTIVES:

- apply advanced management principles and to develop management skills
- develop planning and decision-making competencies of the students
- enhance the organizational change and development skills
- develop the managerial functions to be implemented in the organization

Course contents

WEEK ONE: BASIC CONCEPTS OF MANAGEMENT

1.1. Management and Managers

- 1.1.1. Why management
- 1.1.2. Defining management
- 1.1.3. the management processes
- 1.1.4. types of managers
- 1.1.5. management levels and skills
- 1.1.6. modern management challenges

WEEK TWO: Development of Management Thought

- 2.1. Evolution of management thought
- 2.2. The scientific management schools
 - 2.2.1. F.W. Tylor contributions of scientific management theory

- 2.3. classical organization theory school
 - 2.3.1. Fayol's Administrative management
- 2.4. Bureaucratic management
- 2.5. The behavioral school
- 2.6. Human relations to the behavioral approach
- 2.7. The quantitative school
- 2.8. Attempts to integrate the schools
- 2.9. The systems approach
- 2.10. The contingency approach.

WEEK THREE: PLANNING AND DECISION MAKING
Chapter-3 Planning and plans

- 3.1. The need for planning
- 3.2. Steps in planning
- 3.3. classification of planning and plans
- 3.4. strategic and operational plans
- 3.5. strategy
 - 3.5.1. formulating strategy
 - 3.5.1. implementation of strategy
- 3.6. policy procedures methods and rules
- 3.7. making planning effective
- 3.8. barriers to effective planning
- 3.9. barriers to strategic planning
- 3.10. making planning effective
- 3.11. MBO

3.11.1. the MBO system

3.11.2. the strength and weaknesses of MBO

3.11.3. making MBO effective.

WEEK FOUR: Decision making

4.1.Characteristics of Decision making

4.2.Types of decisions

4.3.Decision making process

4.4.Rationality in decision making

4.5.Decision making environment

WEEK FIVE: ORGANIZING

Chapter 5-organizational structure

5.1. Concepts of organizational structure

5.2. formal and informal organizations

5.3. need for formal organization structure

5.4. Departmentalization-Span of management

5.5. determination of span of management

5.6. Factors affecting Span of management.

WEEK SIX

Chapter 6- Authority and Responsibility

6.1. Concept of authority and responsibility

6.2. delegation of authority

6.3. measures for effective Delegation

6.4. centralization and decentralization

6.5. line and staff authority-line and staff conflict

6.6. conflict management-coordination

6.7. types of coordination-techniques for Effective coordination.

WEEK SEVEN

Chapter 7-Organizational Change and Development

7.1. Responses to change pressure

7.2. the process of organizational change

7.3. resistance to change

7.4. overcoming resistance to change

7.5. approaches to organizational change

7.6. Organizational Development.

WEEK EIGHT

Chapter 8-Leadership

Define leadership

leadership theories

trait theory

behavioral theory

situational theory

leadership styles

likert's management system

management Grid

Tridimensional Grid

Fielder's contingency model

Hersey Blanchard's situational model

Parltu Gold Medal of Leadership

Leadership Development.

WEEK NINE

PART-IV-LEADING

Chapter 9-Motivation

7.1. Theories of motivation an overview

7.2. early views of motivation

7.3. contemporary views of motivation

7.4. expectancy theory

7.6. reinforcement theory

7.7. Goal setting theory.

WEEK TEN

PART-V-CONTROLLING

Chapter 10-Fundamentals of Controlling and Operational Controlling techniques

10.1. Concept of controlling

10.2. steps in controlling

10.3. types of control

10.4. controlling and management by exception

10.5. design of executive control system

10.6. causes of resistance to control.

10.7. 1. Financial control

10.7.2. Budgetary control

10.7.3. control through costing

10.8. Break-even Analysis

10.9. operational control

10.10. Quality control

10.11. TQM-Inventory control

10.12. ABC Analysis

10.13. Economic order Quantity.

MODE OF TEACHING-LEARNING PROCESSES

A combination of the following major methods of delivery will be used for each course of the MBA program:

- Online lecture for all courses
- Group and individual discussions and presentations
- Virtual team discussion,
- Delivery of recorded video lecture to the students.

Assessment Method

Article review (group) -----	200%
Individual assignment -----	20%
Test -----	20%
Final Exam-----	40%
Total Marks -----	100%

Recommended reading

Main text

Stephen P. Robbins, David A. Decenzo & Marry Coulter (2013). Fundamentals of Management: essential concepts and applications. 8thed. Pearson Education, Inc., New Jersey.

Other references:

Stoner, Freeman and Gilbert, Jr. (2006) Management. 6th ed. Pearson Education, New Delhi.

Koontz, Wehrich and Aryasri (2007). Principles of Management, TMH, New Delhi.

Heinz, Wehrich and Harold Koontz (2007). Management: A Global Perspective. 10th ed. Tata McGraw Hill.

MBA 621: BUSINESS RESEARCH METHODS**Credit hours-3****Course Description**

This course is aimed at developing the student's ability in scientific analysis and providing them with opportunity for the application of concepts and tools in dealing with social, economic, political and other problems. It covers design, methods research of formulating research problem, sourcing and collection of data.

This course provides students with applied skills in understanding and conducting research in business. The course examines and explores a range of methods that align with theory building and testing. The basic focus of this course is on the understanding of how analytical and statistical techniques and thinking can aid in managerial decision making. Both qualitative and quantitative approaches are examined. Topics range from exploratory methods (focus groups, interviewing) to observation techniques, sampling, through to interpretation and evaluation of statistical analysis (data processing and research analysis using the latest versions of SPSS), thus, enabling them to turn raw statistical data into strategic information.

Course Objectives

The general objectives of this course are to introduce students to methods of research. The specific objectives are:(i) to help students understand the principles of research;(ii)to ensure that students acquire some practical research skills; and(iii) to enable students to link the research process with theories of their specialist areas. By becoming familiar with the research process in practice, students should be more confident and competent in evaluating and using research results in their specialist areas. Topics covered: generating research ideas, reviewing literature, concepts and a conceptual framework, research questions, precise statement of research problems and sub-problems, limits and scope of the study, potential errors in research information , survey research methods reviewed, secondary data sources, official and unofficial statistics (both published and unpublished); experimentation and research questionnaire design, attitude scales, qualitative techniques, review of statistical methods, sampling process and sample size.

Course Contents

Week-One

Chapter 1. Introduction to business Research

- 1.1. Business research-meaning, objectives, significance
- 1.2. Types of research and Research Process
- 1.3. Characteristics of good research
- 1.4. Research and scientific method
- 1.5. Problems in research-meaning, selecting the problem, techniques involved in defining a problem-hypothesis-meaning
- 1.6. Case studies relating to research problem

Week-Two

Chapter 2. Research design, sampling design

- 2.1. Research design-meaning-need-features-different research design and basic principles of experimental research design

Week-Three

2.2. Classification of Sampling Design

Week-Four

- 2.2. Sampling design-meaning-steps in sampling design, characteristics of good sample design, types of sample designs, probability and non-probability sample design

Week-Five

- 2.3. Case studies relating to sampling techniques

Week-Six

Chapter 3. Scaling techniques and methods of Data collection

- 3.1. Scaling techniques-meaning, measurement, scale classification bases, important scaling techniques and scale construction techniques
- 3.2. Construction of research questions-guidelines for constructing questionnaire/schedule

Week-Seven

- 3.3. Methods of data collection –types of sources of information primary data and secondary data-collection of primary and secondary data and its different types.

Week-eight

Chapter 4 processing and analysis of data

- 4.1. Processing of data-meaning-processing operations-some problems in processing
4.2 Data analysis-meaning, types-quantitative and qualitative analysis

Week-Nine

Chapter 5 Testing hypothesis, chi-square test and analysis of variance

- 5.1 Testing of hypothesis-parametric and non-parametric tests
5.2. Chi-square tests- meaning, conditions and steps involved for the application of chi-square tests
5.3. Analysis of variance and co-variance-basic principles-techniques
5.4. Multivariate analysis techniques-characteristics and applications-classifications of multivariate techniques and important multivariate techniques
5.5. SPSS (software packages for social science research) and its application

Week-Ten

Chapter 6. Interpretation and Report writing

- 6.1. Interpretation-meaning-techniques-precautions in interpretation
6.2. Report writing-significance-different steps in writing-layout of the research report-types of reports-mechanics and precautions for writing research reports.

MODE OF TEACHING-LEARNING PROCESSES

A combination of the following major methods of delivery will be used for each course of the MBA program:

- Online lecture (for practically) all courses
- Individual & or group Assignment /projects / term papers,
- Virtual class presentation and discussion by students.
- Delivery of video lectures

ASSESSMENT SCHEME

Scenario analysis -----	20%
Article review-----	20%
Test -----	20%
Final examination-----	40%
Total	100%

Recommended readings

Text books

Geoff Lancaster, Research methods in management; A concise introduction to research in management and business consultancy, 2005, Elsevier.

References books

AnolBhattacharjee, social science research; principles, methods and practice, 2nd ed., 2012
Donald R. cooper and Ramcis S. schindler, “Business research methods”, Tata McGraw Hill Publishing Company limited, New Delhi

C.R. Kothari, “ Research methodology-methods and Techniques”, new age international(P)limited, publishers

Willian G. zikmund, “Business Research Methods”, the Dryden press, Harcourt Brace college publishers.

Donald H.MC.Burney,”Research Methods”, Thomson Asia Pvt. Ltd, Singapore

Ranjit Kumar, “ Research methodology”, Saga publication, London, New Delhi,1999

Uma Sekaran, “ Research Methods for Business”, John Wiley and Sons Inc, New York, 2000.

Ron Mcqueen and Christina Knussen, “research methods for social science: An introduction”, prentice Hall.

Jill Hussey and Roger Hussey, “Business Research: A practical guide for undergraduate and post-graduate students”, Macmillan Press Ltd.

MBAAd 631: QUANTITATIVE ANALYSIS FOR MANAGEMENT DECISIONS

Credit Hours: 3

Pre-requisite: Under graduate strong background in Statistics, Maths and or bridging courses in this program.

Course Description:

This course aims at providing students with concepts of decision-making using decision criteria, linear programming, queuing, inventory management, and simulations models.

Course objectives:

- In order to know significance of quantitative analysis in managerial decision making
- Understand the different models of Operation Research
- Appreciate the application of OR model in solving different quantitative problem.
- To make rational decisions based on quantitative evidence

Course Contents

Week-One: Introduction to Operational Research

1. Introduction to Operational Research
2. History of Operational Research
3. Definition of Operational Research
4. Features of Operational Research
5. Scope of Operational Research

Week -Two

6. Methodology/Approaches of Operational Research
7. Tools/Techniques of Operational Research
8. Operational Research and Management Decision-Making
9. Limitations of Operational Research

Week-Three: Linear Programming/LPP

- 2.1. Formulation of LPP
- 2.2. Graphical method for two variables
- 2.3. Solution- BFS. Optimal, degenerate, non-degenerate solutions
- 2.4. Simple method
- 2.5. Big 'm' method

Chapter-Four: Some Advanced Topics in LPP

- 2.7 Degeneracy and cycling in LPP
- 2.8 Primal and dual LPP

week-Five: Transportation Model

- 3.1 Formulation
- 3.2 Method of finding BFS
- 3.3 North-West corner method
- 3.4 Matrix minima method
- 3.5 Vogel's approximation method
- 3.6 Towards optimality Modi method
- 3.7 Loops
- 3.8 Unbalanced TPP
- 3.9 Maximization TPP

Week Six: Assignment Model

- 4.1 Formulation
- 4.2 Hungarian algorithm

- 4.3 Unbalanced AP
- 4.4 Traveling sales man problem

Week-Seven: Decision Theory (Game theory)

Game-Pure strategy –mixed strategy –pay –off
Saddle point –two-person zero sum game
Mini max principle
Solving two-person zero sum game without saddle point
Graphical method

Week-Eight: Inventory Models

- 6.1 Purchasing model without shortage
- 6.2 Purchasing model with shortage
- 6.3 Manufacturing model without shortage
- 6.4 Manufacturing model with shortage

Week-nine: Queuing Theory Model

- 7.1 M/M/I: FIF0/ ∞ model
- 7.2 M/M/I: fIF0/ N model
- 7.3 M/M/S: FIF0/ ∞ model
- 7.4 M/M/S: FIF0/N, $S \leq N$ Model

Week-Ten: Simulation

- 8.1 Definition merits and demerits
- 8.2 Random numbers
- 8.3 Pseudo random numbers
- 8.4 Application of simulation
 - 8.4.1 Monto Carlo method
 - 8.4.2. Distribution function method

MODE OF TEACHING-LEARNING PROCESSES

A combination of the following major methods of delivery will be used for each course of the MBA program:

- Online lectures,
- Group and individual discussions and presentations
- Virtual team discussion,
- Delivery of recorded video lecture to the students.

Assessment Method

Assignments (individual and group) -----	40%
Lesson quizzes-----	20%
Final Exam-----	40%
Total Marks -----	100%

Recommended reading

Main text

Taha, H. A. (2011). Operations research: an introduction (Vol. 790). Upper Saddle River, NJ, USA: Pearson/Prentice Hall.

Other references:

Winston, W. L., & Goldberg, J. B. (2004). Operations research: applications and algorithms (Vol. 3). Belmont: Thomson Brooks/Cole.

Carter, M. W., Price, C. C., & Rabadi, G. (2018). Operations research: a practical introduction. Chapman and Hall/CRC.

MBA 641: FINANCIAL AND MANAGEMENT ACCOUNTING

Credit Hours: 2

Pre-requisite: None

Course Description

Financial and Management Accounting emphasizes the interpretation rather than the construction of accounting information and encourages a critical, rather than unthinking acceptance of the underlying assumptions behind accounting. It links theory with practical examples and case studies drawn from real life business situations across a range of industries.

Course contents

Week-One

Chapter One: Introduction to Accounting

- 1.1. Introduction to accounting
- 1.2. Objective of accounting
- 1.3. Users of Accounting Information

1.4. Financial accounting and management Accounting

1.5. Recent developments in management accounting.

Chapter Two: Accounting and its Relationship to Shareholder Value and Corporate Governance.

2.1. Capital and product markets.

2.2. Value-based management.

2.3. Shareholder value, strategy and accounting.

2.4. Company regulation and corporate governance.

Week-Two

Chapter Three: Financial Accounting Part I.

3.1. The Recording processes

3.1.1. The Account

3.2. Debits and Credits

3.3. The Double Entry

3.3. Steps In the Recording Process

3.3.1. The Journal

Week-Three

Chapter Four: Financial Accounting Part II.

4.1. prepaid Expenses

4.2. Cash Payment Before Expense

4.3. Depreciation

4.4. Statement Presentation

4.5. Unearned Revenue

4.6. Adjusted Entries for Accruals

4.7. Revenue Revenue

4.8.

PART II: THE USE OF FINANCIAL REPORTS FOR DECISION-MAKING.

Chapter Five: Constructing Financial Reports:

5.1. International Financial Reporting Standards (IFRSs) True and fair view.

5.2. Framework for the Preparation and Presentation of Financial Statements.

5.3. Reporting profitability:

5.3.1. the Income Statement.

5.4. Reporting financial position:

5.4.1. the Balance Sheet.

5.4.2. Accrual's accounting.

5.5. Depreciation.

5.6. Reporting cash flow:

5.6.1. The Cash Flow Statement.

Chapter Six: Interpreting Financial Reports and Alternative Perspectives:

- 6.1. Annual Reports.
- 6.2. Operating and Financial Review.
- 6.3. Ratio analysis.
- 6.4. Profitability.
- 6.5. Liquidity.
- 6.6. Gearing.
- 6.7. Activity/efficiency.
- 6.8. Working capital.
- 6.9. Managing receivables.
- 6.10. Managing inventory.
- 6.11. Managing payables.
- 6.12. Shareholder return.
- 6.13. Interpreting financial information using ratios.

Chapter Seven: Accounting for Inventory:

- 7.1. Introduction to Inventory.
- 7.2. Methods of costing inventory in manufacturing.
- 7.3. Job costing illustration.
- 7.4. Process costing illustration.
- 7.5. Long term contract costing.
- 7.6. Management accounting statements.

PART III: USING ACCOUNTING INFORMATION FOR DECISION-MAKING, PLANNING AND CONTROL

Chapter Eight: Accounting and Information Systems.

- 8.1. Introduction to accounting and information systems.
- 8.2. Methods of data collection.
- 8.3. Types of information system.
- 8.4. Business processes.
- 8.5. Internal controls for information systems.

Chapter Nine: Marketing Decisions Marketing strategy.

- 9.1. Cost behavior.
- 9.2. Cost-volume-profit analysis.
- 9.3. Alternative approaches to pricing.
- 9.4. Cost-plus pricing.
- 9.5. Target rate of return pricing.
- 9.6. Optimum selling price.
- 9.7. Special pricing decisions.
- 9.8. Transfer pricing.
- 9.9. Segmental profitability.

Chapter Ten: Accounting Decisions.

- 10.1. Cost classification.
- 10.2. Calculating product/service costs.
- 10.3. Shifts in management accounting thinking.
- 10.4. Alternative methods of overhead allocation.
- 10.5. Activity-based costing.
- 10.6. Contingency theory.
- 10.7. International comparisons.
- 10.8. Behavioral implications of management accounting.

Chapter Eleven: Strategic Investment Decisions.

- 11.1. Strategy.
- 11.2. Investment appraisal.
- 11.3. Accounting rate of return.

11.4. Payback.

11.5. Discounted cash flow.

11.6. Comparison of techniques.

Chapter Twelve: Budgeting and Budgetary Control.

12.1. What is budgeting?

12.2. The budgeting processes.

12.3. What is budgetary control?

12.4. Flexible budgeting.

12.5. Variance analysis.

12.6. Cost variances.

12.7. Materials variance.

12.8. Labour variance.

12.9. Overhead variances.

12.10. Reconciling the variances.

12.11. Criticism of variance analysis.

12.12. Cost control.

Chapter Thirteen: Strategic Management Accounting.

13.1. Strategic management accounting.

13.2. Accounting techniques to support strategic management accounting.

MODE OF TEACHING-LEARNING PROCESSES

A combination of the following major methods of delivery will be used for each course of the MBA program:

- Online lectures
- Case analysis
- Virtual team discussion,
- Delivery of recorded video lecture to the students.

Assessment Method

Seminar or project Assignments/case Analysis Reports-----	30%
Quiz -----	20%
Final Exam-----	<u>50%</u>
Total Marks-----	100%

Recommended reading

Paul M. Collier, Accounting for Managers: Interpreting Accounting Information for Decision Making, 2009, John Wiley and sons

John Glynn, Bill Wilkinson, Michael P. Murphy, Anne Abraham, Accounting for Managers, 2008, Thomson learning.

Eric Noreen, Peter Brewer, Ray Garrison, Managerial Accounting for Managers, 1st Edition, MCGRAW-HILL, 2008.

Kothari C. R., **Quantitative Techniques**, 3rd revised edition, (2005), New Delhi: Vikas Publishing House Ltd.

Sharam, J. K., (2004), **Business Statistics**, Delhi: Baba Barkha Nath printers Agrwal, D. R., (2008), **Business Statistics**. Delhi: Vrinda Publications Ltd. Bowerman, O'Connell and Hand, **Business Statistics in Practice**, 2nd edition, Boston: McGraw-Hill Irwin. Render, Barry and Stair, Ralph M., **Quantitative Analysis for Management**, 3rd edition, Toronto: Allyn and Bacon Inc. □

MBAd 652: MANAGEMENT INFORMATION SYSTEMS

Credit Hours: 2

Pre-requisite: None

Course Description

A capstone seminar to integrate the behavioral, organizational, operational, and technical aspects of information systems concepts and structures. Emphasis is on the internal management of information resources and on the management of information technology. Coverage of the subject matter will be through case studies, lectures, class discussion, independent readings and research.

Course Objectives

Upon successful completion of the course, the students will be able to:

- Explain the content and process of formulating a strategic plan for the information resource and how it must mesh with the strategic plan for the firm;
- Explain the potential of electronic commerce.
- Explain the role of internationalism in managing information resources;
- Explain the ethical implications of information technology.
- Explain the value of systems theory to managing information resources.
- Explain the procedures for successfully managing information systems projects.
- Explain the unique characteristics of functional information systems.
- Use the computer as a problem-solving tool.
- Apply the principles of any of the above to a real-world case or firm;
- Be conversant with the current topics in information systems

Week-One

CHAPTER ONE: Management Information System

Basic Concepts In MIS

Types of Data

Information

Definition of system, subsystems, and supra-systems.

Information system

Components of Information System

Information System Model
Characteristics of IS
The Role IS in Business

Week Two

CHAPTER TWO: Dimension of IS: Management, Organizations and Technology, Computer Based IS

Decision Types and Information Requirement by Level of Management

Information System for Strategic Management

Fundamental competitive strategies

Strategic Roles for Information System

Functional Information System

Week-Three

CHAPTER THREE: Information Technology Infrastructure

Definition of IT infrastructure

IT infrastructure Components

Major Services from the internet

Issues in Managing Hardware and Software Technology Assets

Understanding the new technology requirements for e-commerce and the digital firm

Determining the Total Cost of Ownership of Technology Asset

Selection criteria for buying system and application SW

Software Maintenance – challenging (built in-house) - modifying as per new requirements arising

Identifying technology trends impacting the organization's IT infrastructure

Management & Governance

Week-Four

CHAPTER FOUR: INFORMATION SYSTEMS DEVELOPMENT

Definition of Information System Lifecycle
Participants in System Development
Feasibility Study
System Analysis
System Design

CHAPTER 5: MAJOR THREATS TO INFORMATION SYSTEM SECURITY

Definition of Information System Security
Dimensions of Information Security
Information Security Threats
factors contributing to threat
deliberate software attacks
Computer Crime
Types of Computer Crimes
Spyware, Spam, and Cookies
Software Piracy
Managing Information System Security
Developing IS Security Strategy
IS Security Mechanisms:
IS Security Policy & Procedure
Physical Security

Week-Six

CHAPTER 6: FEASIBILITY STUDY

What is feasibility? Feasibility analysis?
Importance of feasibility analysis
Economic feasibility
Operational feasibility
Technical feasibility
Feasibility Reports

Week-Seven

CHAPTER 7: ANALYSIS AND DESIGN

Information requirement analysis
Nature of designs
Design objectives and principles
Conceptual design
Detail Design
Output design
Input design
File and database design
Process design

Week-Eight

CHAPTER 8: IMPLEMENTATION

Software Acquisition
Hardware Acquisition
File conversion
System testing
Staff Training
Conversion (direct, parallel, phased, pilot)
Documentation

Week-Nine

CHAPTER 9: MAINTENANCE AND EVALUATION

Need for IS maintenance
Need for IS evaluation
End user satisfaction
Productivity
Systems Quality
Accounting evaluations
Other methods

Week -Ten

CHAPTER 10: OTHER INFORMATION SYSTEMS DEVELOPMENT TOOLS

CASE Tools
Prototyping Methodology
Business Process Reengineering
Packaging
End User Computing

MODE OF TEACHING-LEARNING PROCESSES

A combination of the following major methods of delivery will be used for each course of the MBA program:

- Online lecture (for practically) all courses
- Individual & or group Assignment /projects / term papers,
- Class presentation and discussion by students.
- Virtual team discussion,
- Delivery of recorded video lecture to the students.

Assessment Method

Assignments-----	20%
Article Review-----	20%
Test/quiz-----	20%
Final Exam-----	<u>40%</u>
Total Marks-----	100%

Recommended readings

Main text

James, A., Obrien and John, M., Marakas(2011).Management Information Systems. John Wiley & Sons, Inc., New Jersey.

Other references:

Laudon, K. C., & Laudon, J. P. (2012). Management Information **Systems**. Managing in the Digital Firm (12thed.). London: Person education.

Dennis, A., Wixom, B. and Roth, R.(2015). Systems Analysis and Design, 6th Edition. 6th ed. Danvers: John Wiley & Sons.



MBA 662: MANAGERIAL ECONOMICS**Credit Hours: 2****Pre-requisite: None****Course Description**

The course is intended to provide participants with an understanding and interpretation skill of a broad range of economic concepts and relate them with day-to-day business decision making activities. It will try to address a range of economic concepts such as the market models. Elasticity and pricing decision, market structure and optimal managerial decision, strategies and tactics in game theory, aggregate demand and aggregate supply models, IS-LM-BP model. It will also highlight the role of intellectual capital, the theory of outsourcing, the theory of productivity, international regulations and constraints.

Course Objectives:

- To relate economic concepts with day-to-day business decisions
- To know different market models
- Elaborate Elasticity and pricing decisions

Course contents**Week-One****Chapter- One: Introduction To Managerial Economics**

- 1.1 Definition of Managerial Economics
- 1.2 Scope of Managerial Economics
- 1.3 Managerial Economics-Micro and Macroeconomics
- 1.4 Positive or normative Economics
- 1.5 Basic Economic Concepts
- 1.6 Theory of The firm
- 1.7 Role and Fundamentals of A Firm
- 1.8 Decision Making Units in The Economic Activities
- 1.9 The concept of profit
- 1.10 Value Maximization Vs Profit Maximization
- 1.11 The concept of Social Responsibility

Week-Two**Chapter- Two: The concept of demand, elasticity of demand and price decision**

- 2.1 The consumers' preference and demand
- 2.2 Elasticity of demand and price decision

2.3 Estimating the demand function (Overview)

Week-Three

Chapter- Three: Production Function and Economics of a firm

- 3.1 production function
- 3.2. Short-run Vs Long Run Production
- 3.3. Iso-quant Curves
- 3.4. Isoquant and Iso-cost
- 3.5. the concept of cost of production
- 3.6. Types of Cost in The Short Run
- 3.7. Long-run Cost and Output Decision

Week-four

Chapter- Four: market structure and optimization decision

- 4.1 competitive market structure
- 4.1 Monopoly
- 4.3 Monopolistic competition (reading assignment)
- 4.4 Oligopoly models

Week five

Chapter- Five: Game Theory

- 5.1 Dominant Strategy
- 5.2 Nash Equilibrium
- 5.3 Non –cooperative games
- 5.4 Cooperative games
- 5.5 Sequential games

Week-six

Chapter- Six: The National Income and Open Economy

- 6.1 National Income Accounting
- 6.2 Aggregate demand and supply
- 6.3 Business Cycle and measuring Inflation
- 6.4 IS-LM-BP model

MODE OF TEACHING-LEARNING PROCESSES

A combination of the following major methods of delivery will be used for each course of the MBA program:

- Online lecture (for practically) all courses
- Individual & or group Assignment /projects / term papers,

- Class presentation and discussion by students. Virtual team discussion,
- Delivery of recorded video lecture to the students.

Assessment Method

Assignments (individual and term paper) -----	40%
Lesson quizzes-----	10%
Test -----	10%
Final Exam-----	40%
Total Marks -----	100%

Recommended reading

Main text

Mark Hirschey (2009), **Fundamentals of Managerial Economics**

Wilkinson (2005): **Managerial Economics: A Problem-Solving Approach**

MBA 672: Organizational Behavior and Development
Credit Hours: 2***Course Description***

The course organizational behavior is a field of study that investigates the impact those individuals, groups and organization structure has on behavior within organizations; and the application of this knowledge to improve productivity and job satisfaction in an organization. Organizational behavior uses systematic study to improve behavior so as to increase productivity and employee satisfaction. This course deals with theories of organizations, environment and organizational goal setting, organizational Behavior, individual attitude and perceptions, individual and group attributes in organizational behaviors, group dynamics, group and team formation, power and politics, conflict, and conflict management.

Course Objective

The objective of this course is to acquaint students with basic skill that help them to better explain, predict, influence and manage human behavior in the organization. After completing this course students are expected to:

Use a set of conceptual schemes, constructs and facts in explaining managerial issues related to organizational functioning.

Attain an orientation of change as a desirable outcome for organizations and persons within organizations and identify conditions for stimulating change and models for evaluating change.

COURSE CONTENTS**WEEK ONE : AN OVER VIEW OF ORGANIZATIONAL BEHAVIOR**

- 1.1. What is organizational behavior?
- 1.2. The three basic units of analysis in OB
- 1.3. A review of a manager's job and it relation to the study of OB
- 1.4. The characteristics of OB
- 1.5. Contributing disciplines to OB
- 1.6. Management and organizational behavior in the 21st century

WEEK TWO : FOUNDATION OF INDIVIDUAL BEHAVIOR AND LEARNING IN AN ORGANIZATION

- 2.1. Perception
- 2.2. Attitude
 - 2.2.1. Component of attitude
 - 2.2.2. How attitudes are formed
 - 2.2.3. Source of attitude
 - 2.2.4. Types of attitudes
 - 2.2.5. Attitudes and consistency
- 2.3. Personality
 - 2.3.1. Personality determinants
 - 2.3.2. Major personality attributes influencing OB
 - 2.3.3. Matching personality and job
- 2.4. Learning
 - 2.4.1. Types of learning
 - 2.4.2. Strategies of reinforcement, punishment and extinction
- 2.5. Motivation
 - 2.5.1. What is motivation?
 - 2.5.2. Early Theories of Motivation
 - 2.5.3. Contemporary theories of motivation
 - 2.5.4. Implication of motivation for performance and satisfaction

WEEK THREE: FOUNDATION OF GROUP BEHAVIOR

- 3.1 Defining and classifying team and/or group
- 3.2 Why do people form and join team/groups?
- 3.3 Stages in team/group development
- 3.4 Obstacle to team/group productivity
- 3.5 Increasing team/group productivity
- 3.6 Group behavior /group dynamics
- 3.7 Implication for performance and satisfaction

WEEK FOUR: MANAGEMENT OF ORGANIZATIONAL CONFLICT

- 4.1 Definition of conflict
- 4.2 Functional Vs dysfunctional conflict
- 4.3 Nature of conflict in an organization
- 4.4 Cause of conflict in organizations
- 4.5 Conflict management strategies

WEEK FIVE : STRESS MANAGEMENT

- 5.1 What is stress?

- 5.2 Understanding sources of stress and its consequences
- 5.3 Stress management strategies
- 5.4 Implications for performance and satisfaction

WEEK SIX : CULTURE AND DIVERSITY

- 6.1 Culture and cultural diversity
- 6.2 Globalization and people at work

WEEK SEVEN : POWER AND POLITICS IN AN ORGANIZATION

- 7.1 A definition of power
- 7.2 Contrasting leadership and power
- 7.3 Base and sources of power
- 7.4 Power in group coalitions

WEEK EIGHT: ORGANIZATIONAL DESIGN AND STRUCTURE

- 8.1 The essence of organizational design and structure
- 8.2 Key organization design process
- 8.3 Types of organization structure
- 8.4 Technology and job design

WEEK NINE : ORGANIZATIONAL CHANGE AND DEVELOPMENT

Course Delivery Method

- Online lectures,
- Group and individual discussions and presentations
- Virtual team discussion,
- Delivery of recorded video lecture to the students.

Assessment Method

Case analysis-----	20%
Individual assignment -----	20%
Test -----	20%
Final Exam-----	40%
Total Marks-----	100%

Recommended readings

Main text

Robbins, S. P., & Judge, T. A. (2013). *Organizational behavior* (Vol. 4). New Jersey: Pearson Education.

Other references:

Uhl-Bien, M., Piccolo, R. F., & Schermerhorn Jr, J. R. (2020). *Organizational behavior*. John Wiley & Sons.

McShane, S., & Glinow, M. A. V. (2017). *Organizational behavior*. McGraw-Hill Education.

MBA- 682: HUMAN RESOURCES MANAGEMENT

Credit Hours: 3

Course Description:

This course provides managers from different business functions with the principles, knowledge, and techniques for managing employees. Incidents and cases are used to diagnose human resource problems, and design and implement solutions. Topics include employment law, job design and analysis, performance evaluation, human resource planning, recruiting, selection and assessment, training, managerial development, compensation and incentives, reductions- in- force, collective bargaining and labor relations, and human resources management for international operations. The course stresses the evaluation of human resource programs, and the need for human resource practices to be compatible with one another and to be supportive of the firm's strategy. It presents the concepts of individual behavior such as perception, value, attitude, and motivation. It also includes the conceptual framework for the group behaviors like work teams, leadership, power, politics, and conflict. Concepts of organization systems including structure and technology, work design, culture and organizational change will also be dealt with.

Course Objectives:

- To associate the human capital challenges with environment that caused them
- Define HRP and its essences
- Evaluate human resource program
- Explain the HRM issues in International operations
- Describe E-HRM

Course Contents

WEEK -ONE: Nature and Scope of Human Resource Management

- 1.1. HRM functions and objectives
- 1.2. Organization of Human capital management jobs and careers in HRM
 - 1.3 HRM and Environment scanning
 - 1.4 Integrating HR-strategy with Business strategy.

WEEK-2: Human Resource Planning, Job Analysis, Recruitment, and Selection

- 2.1 Human resource planning /man power planning
 - 2.1.1 Nature of HRP
 - 2.1.2 Importance HRP
 - 2.1.3 Factors affecting HRP
 - 2.1.4 The planning process
 - 2.1.5 Requisites for successful HRP
 - 2.1.6 Barriers to HRP,

WEEK-3

- 2.2 Analyzing Work and Designing Jobs
 - 2.2.1 Nature of job analysis and competitive Advantage
 - 2.2.2 The process of job analysis
 - 2.2.3 Potential problems with job analyses and job design
 - 2.2.4 Factors affecting job design

WEEK -4

- 2.3 Recruitment
 - 2.3.1 Nature of Recruitment process
 - 2.3.2 Types of Recruitment

WEEK-5

- 2.4 Selecting Human Resources and socialization/induction
 - 2.4.1 Nature of selection
 - 2.4.2 Selection process
 - 2.4.3 Barriers to effective selection
 - 2.4.4 Types of interviews
- 2.5 Socialization/Induction

WEEK -6 Training and Development, Performance Appraisal, Remuneration, and Motivation

- 3.1 Training and Development and career Management:
 - 3.1.1 Nature of training and development
 - 3.1.2 Inputs in training and development
 - 3.1.3 Gaps in training
 - 3.1.4 The training process

WEEK-7

- 3.2 Appraising and managing performance
 - 3.2.1 Appraisal process
 - 3.2.2 Challenges of performance appraisal
 - 3.2.3 Job evaluation and process
 - 3.2.4 Methods of job Evaluation

WEEK -8

- 3.3 Remuneration and Employee Benefit
 - 3.3.1 Components of remuneration
 - 3.3.2 Theories of remuneration
 - 3.3.3 Nature of incentives

WEEK- 9

- 3.4 Motivation
 - 3.4.1 Importance of motivation
 - 3.4.2 Theories of Motivation

WEEK-10: Contemporary Issues in Human Resource Management

- 4.1 Out sourcing HR activates
- 4.2 Work life of Balance diversity Management
- 4.3 Quality of Work Life (QOWL)
- 4.4 Human Resource Issues in mergers & acquisitions
- 4.5 E-HRM

- 4.6 HR scorecard
- 4.7 Whistle blowing policy
- 4.8 Employer Branding and Employee Branding
- 4.9 Globalization and HRM

MODE OF TEACHING-LEARNING PROCESSES

A combination of the following major methods of delivery will be used for each course of the MBA programme:

- Online lecture (for practically) all courses
- Individual & or group Assignment /projects / term papers,
- Class presentation and discussion by students.
- Virtual team discussion,
- Delivery of recorded video lecture to the students.

Assessment Scheme:

Seminars-----	20%
Assignment-----	10%
Group Discussions/Case study-----	20%
Final exam-----	50%
Total-----	100%

References

Noe, Hollenbeck, Gerhart and Wright (2003), Human Resources Management, Gaining competitive advantage, 4th ed., Irwin, America.

Paul F.Bullerr, Managing Human Resources,(5thed), West Publishing Company (1995).

Prasad, L. M., (2005), Human Resource Management, New Delhi: Sultan Chand and Sons

Mamoria, C. B. and Gankar, S. V. (2009) , Personnel Management, Text and Cases, Mumbai: Himalaya Publishing House.

Beardwell and Claydon, Tim, (2007), Human Resource Management, Contemporary Approach; 5th edition, Bilbao: Prentice Hall.

Bohlander, Snell and Sherman, (2001), Managing Human Resources, USA: South Western College Publishing.

Dowling, Welch and Shuler, (1999), International Human Resource Management, 3rd edition, Cincinnati: South Western College Publishing.

MBA 692: MARKETING MANAGEMENT**Credit Hours: 3****Pre-requisite: None****Course Description:**

This course provides an overview of the marketing process, including key concepts, tools and procedures, in the context of a technology-intensive global economy. Course delivery includes lectures, case study, project application and the insight of special guest speakers to explore the definition of marketing, the marketing concept and marketing management, and the significance of operating in a technology-intensive global economy. Participants will analyze market opportunities, set performance goals and formulate marketing and implementation plans to meet those goals. Consideration will be given to trends and techniques like experience-based marketing, relationship marketing, e-marketing management and some of the e-marketing tools available.

Course Contents**WEEK-ONE : The scope of marketing**

- 1.1. defining marketing
- 1.2. company orientations towards market place:
 - 1.2.1. The production concepts
 - 1.2.2. Product concept
 - 1.2.3. The selling concepts
 - 1.2.4. The marketing concepts
 - 1.2.5. The customer concepts
 - 1.2.6. The societal marketing concepts.

WEEK _TWO : Building customer satisfaction, value, and retention

- 2.1. Define customer value and satisfaction,
- 2.2. The nature of high-performance business,
- 2.3. Delivering customer value and satisfaction,
- 2.4. Attracting and retaining customers,
 - 2.4.1. Customer profitability,

2.4.2. Company profitability

2.4.3. Total Quality management.

WEEK-THREE :Winning markets through market oriented strategic planning:

3.1. Corporate and division strategic planning,

3.2. Business unit strategic planning,

3.3. The market processes.

WEEK -FOUR: Analyzing consumer markets and buyer behavior

4.1. Influencing buyer behavior,

4.2. The buying process,

4.3. Stages of the buying decision process.

Chapter 5. Dealing with the competition

5.1. Identifying competitors,

5.2. Analyzing competitors,

5.3. Designing the competitive intelligence system,

designing competitive strategies.

WEEK -FIVE : positioning and differentiating the market offering through the product life cycle

6.1. positioning and communication a position strategy

6.2. Differentiation tools

6.3. Product lifecycle marketing strategies

6.4. Market evolution.

WEEK-SIX: Setting the product and Branding strategy

7.1. The product and the product mix

7.2. Product-line Decisions

7.3. Product line Analysis

7.4. Product-line length

7.5. Line Modernization,

7.6. Featuring and pruning

7.7. Brand Decisions

7.8. Packaging and Labeling.

WEEK-SEVEN: Developing price strategies and programs

8.1. Setting the price

8.2. Adapting the price

8.3. Geographical pricing,

8.4. Price discounts and Allowances,

8.5. Promotional pricing,

8.6. Discriminatory pricing,

8.7. Product mix pricing,

8.8. Initiating and responding to price change.

WEEK -EIGHT : Designing and managing marketing channels

9.1. Channel design decisions,

9.2. Channel management decisions,

9.3. Channel Dynamics.

WEEK-NINE: Developing and managing an Advertising program

10.1. Deciding on media and measuring Effectiveness

10.2. Sales promotion-public relations

10.3. Direct Marketing.

WEEK-TEN: Managing the total Marketing Effort

11.1. Marketing organization

11.2. Marketing implementation

11.3. Evaluation and control

Chapter-12. Developing E-commerce strategies and Online-Business systems

MODE OF TEACHING-LEARNING PROCESSES

Course Delivery

The subject is delivered based on dynamic and interactive online lecture and workshop sessions. It is taught through a combination of online lectures and workshops. The lectures involve critical debate and case deliberations; and the workshops are built around in-class exercises, case discussions and presentations. The classes will be supplemented with both printed and electronic learning materials and resources.

Assessment Methods

The course grade will be calculated by a sum of scores on case study, individual assignment, quizzes, group study report and final examination.

Article review	20%
Individual Assignment	20%
Test	20%
Final Examination	40 %
Total	100%

References

- Kotler& Keller (2012).*Marketing Management*, 14th Edition (Prentice Hall)
- Baral, S.K (2009).*Advanced Approach to Marketing Management* (Delhi: A.I.T.B.S)
- Dayler, Peter (2002). *Marketing Management Strategy* (Hall)
- Kotler, Philip (2009). *Marketing Management*, 13th Edition (New Delhi: Prentice Hall)
- Kotler& Keller (2006).*Marketing Management*, 12th Edition (New Delhi: Prentice Hall)
- Peter, Paul J. (2000). *Marketing Management: Knowledge and Skills* (Boston: McGraw Hill)

Ramaswany, VS (2004). *Marketing Management: Planning, Implementation and Control* (New Delhi: Macmillan)

MBA 711: Financial Management
Credit Hours: 2

Course Description

This course focuses on the acquisition of financial resources and their effective utilization in running a business enterprise for profit. Topics include: Financial analysis and forecasting, capital structure decisions, cost of capital, leasing, and an overview of international financial management.

Course Objective

After accomplishment of this course students will be able to:-

- Understand what financial management mean

- make financial planning and forecast
- understand the concept of time value of money
- make different investment decisions
- understand the concept of asset evaluation and the cost of capital
- understand the concept of long-term financing

Course contents

WEEK-ONE : AN OVERVIEW OF FINANCIAL MANAGEMENT

- 1.1. Financial management and its roles
- 1.2. Goals of financial management
- 1.3. Types of business
- 1.4. Business goals, Activities and performance Measures
- 1.5. Scope of financial Management

WEEK-TWO: THE TIME VALUE OF MONEY AND THE CONCEPT OF INTEREST

- 3.1 The concept of time value of money
- 3.2. Components of Interest Rate
- 3.2 The future value of Money (compounding)

WEEK-THREE

- 3.2.1. Future Value of Deferred Annuity
- 3.3 The present value of Money (Discounting)
 - 3.3.1. Discounting And compounding
 - 3.3.2. Calculating the present Value
- 3.4. Cash flow Types and Discounting Mechanics

WEEK-FOUR: INVESTMENT DECISION MAKING /CAPITAL BUDGETING

- 4.1. Definition and Importance of Capital Budgeting
- 4.2. Project classification
- 4.3. Capital Budgeting Process
- 4.4. Capital Budgeting Evaluation Techniques

WEEK-FIVE: Sources of finance and Valuation of Securities

- 5.1. The Valuation of Long Term Securities
- 5.2. Sources of Finance
- 5.6. Factors Affecting the Choice Of Finance
- 5.7. Short Term Sources of Finance
- 5.8. Venture Capital

- 5.9. Choosing A venture Capitalist
- 5.10. Types of Long Term Debt
- 5.11. Hybrids
- 5.12. Islamic Finance

WEEK-SIX : Dividend Valuation Model

- 6.1. Adjusted Dividend Valuation Model
- 6.2. Constant Growth Model
- 6.3. Zero Growth Model
- 6.4. Growth Phase Model

WEEK-SEVEN: FINANCIAL ANALYSES AND PLANNING

- 7.1. Financial Analysis
 - 7.1.1. Users of Financial Analysis
- 7.2. Sources of Financial Analysis
- 7.3. Tools of financial analysis and interpretation
- 7.4. Ration Analysis
- 7.5. classification of Financial Ratios

WEEK-EIGHT

- 7.6. Profitability Rations
- 7.7. Market Value Ratios
- 7.8. Financial Statement Analysis
- 7.9. Relevant Ratios
- 7.10. Reports
- 7.11. recommendations

WEEK-NINE: Risk And Return

- 8.1. Risk
- 8.2. Attitude Towards Risk
- 8.3. Measures of Risk for A single Asset
- 8.4. Probability Distribution
- 8.5. Standard Deviation
- 8.6. Coefficient of Variation

WEEK -TEN: Portfolio Risk and Diversification

- 9.1. Expected Return on Portfolio
- 9.2. Portfolio Risk
- 9.3 Correlation, return and risk for two-asset portfolio
- 9.4. The capital asset pricing model (CAPM)
- 9.5. Portfolio Betas

Course Delivery Method

- Online lectures,
- Group and individual discussions and presentations

- Virtual team discussion,
- Delivery of recorded video lecture to the students.

Assessment Method

Assignments-----	40%
Lesson quizzes-----	20%
Final Exam-----	40%
Total Marks-----	100%

Recommended readings

Main text

Brigham, E. F., & Houston, J. F. (2021). *Fundamentals of financial management*. Cengage Learning.

Other references:

Chandra, P. (2011). *Financial management*. Tata McGraw-Hill Education.

MBA 721: OPERATIONS MANAGEMENT**Credit Hours: 3****Course Description:**

This course deals with product development, facility planning, work and job design, operations planning and control systems. It also covers value engineering, quality assurance and materials management of service and manufacturing organizations.

The skills necessary for resolving technical, administrative and behavioral problems in the operations of manufacturing and service organizations are presented in this course. Topics include: product design, process design, capacity planning, location decision, facility layout, production planning and controlling, production scheduling, aggregate production planning, and statistical quality assurances.

Course Objectives:

Upon completion of this course students will be able to:

- Describe operations management (its scope and functions)
- Describe the decisions involved in designing and controlling the operation system
- Apply selected quantitative tools and models in the analysis of decisions for the design, planning, and controlling of operating system.

Course Contents**WEEK-ONE: INTRODUCTION TO OPERATIONS MANAGEMENT**

- 1.1. Operations Management Concepts
- 1.2. Operation management overview
- 1.3. Operations Management Objectives
- 1.4. The Environment of Operations
- 1.5. Scope of Operations Management
- 1.6. Operations Function in Organizations
- 1.7. The Strategic Role of Operations
- 1.8. Productivity and its measurement
- 1.9. Operation decision making
- 1.10. Concept of Production
- 1.11. Production System
- 1.12. Classification of Production System
- 1.13. Production Management

- 1.14. Objectives of Production Management
- 1.15. Operations System
- 1.16. A Framework of Managing Operations
- 1.17. Operations Management
- 1.18. Manufacturing Operations Vs Service Operations

CHAPTER 2. SYSTEMS DESIGN AND CAPACITY

- 2.1. Introduction
- 2.2. Manufacturing and Service Systems
- 2.3. Design of the operation system
- 2.4. product/ service design and development
- 2.5. process design
- 2.6. Location of production and service facilities
- 2.7. Layout planning
- 2.8 Design and Systems Capacity
- 2.9. Capacity Planning
- 2.10 Process of Capacity Planning
- 2.11 Importance of Capacity Decisions

CHAPTER 3. Design of Work Systems

- 3.1. Introduction.
- 3.2 Objective of Work Study ..
- 3.3 Tools and Techniques of Work Study
- 3.4. Method Study
- 3.5. Job design
- 3.6. Labour Planning
- 3.7 Work Measurement (Time Study)
- 3.8 Standardization
- 3.9. What is a Standard?
- 3.10. Examples of Standards
- 3.11. What is Conformity Assessment?
- 3.12. Standards Development, Acceptance/Implementation
- 3.13. Benefits of Standards to Industry
- 3.14. Benefits of Standards to Government
- 3.15. Benefits of Standards to Consumers
- 3.16. Cardinal Principles of International Standardization

CHAPTER 4. Operations planning and control

- 4.1. Introduction
- 4.2. Main Functions of OPC
- 4.3. Some Specific Activities of OPC
- 4.4. Detailed Functions of OPC
- 4.5. Benefits of Better Operations Planning and Control
- 4.6. Planning Phases

- 4.7. Forecasting
- 4.8. Aggregate production planning
- 4.9. Material requirement planning
- 4.10. Production activity control: scheduling
 - 4.11. Routing or Sequencing
- 4.12. Loading or Assignment
 - 4.13. Sequencing and Dispatching Phase
 - 4.14. Controlling or Follow-up Phase

CHAPTER 5. PRODUCT DEVELOPMENT AND DESIGN

- 5.1 Introduction
- 5.2 Purpose of a Product Design
- 5.3 Product Analysis
 - 5.3.1 Marketing Aspect
 - 5.3.2 The Product Characteristics
 - 5.3.3 Economic Analysis
 - 5.3.4 Production Aspect
- 5.4 A Framework for Process Design
 - 5.4.1 Product Planning
 - 5.4.2 Process Design : MACRO
 - 5.4.3 Process Design : MICRO
- 5.5 Design for Manufacture (DFM)
- 5.6 Design for Excellence
 - 5.6.1 Concurrent Development Activities

CHAPTER 6 INVENTORY CONTROL AND JIT-MANUFACTURING

- 6.1 Introduction
- 6.2 Purpose of Inventories
- 6.3 Objective of Inventory Management
 - 6.3.1 Requirements for Effective Inventory Management
 - 6.3.2 Inventory Counting Systems
 - 6.3.3 A Perpetual Inventory System
 - 6.3.4 Ordering Cycle System
 - 6.3.5 Demand Forecasts and Lead-Time Information
 - 6.3.6 Inventory Cost Information
- 6.4 Types of Inventory Control Techniques
 - 6.4.1 Qualitative Techniques
 - 6.4.2 Quantitative Techniques or Models
- 6.5. Stocking of Perishables
- 6.6. JUST-IN-Time approach
- 6.7. Value-Added Manufacturing
- 6.8. Stockless Production
- 6.9. Push Vs Pull System
- 6.10. Theory of Constraints (TOC)
 - 6.10.1 Current Reality Tree (CRT)

- 6.10.2 Conflict Resolution Diagram (CRD) or Evaporating Cloud
- 6.10.3 Future Reality Tree (FRT)
- 6.10.4 Prerequisite Tree (PRT)
- 6.10.5 Transition Tree (TT)

CHAPTER 7 QUALITY CONTROL

- 7.1 Introduction
- 7.2. Inspection
- 7.3. Types of Inspection
- 7.4. Purpose of Inspections
- 7.5. Some Quality Related Terms
- 7.6. Statistical Quality Control (SQC)
- 7.7. Acceptance Sampling
 - 7.7.1 Where do we use sampling?
 - 7.7.2 Advantages and Disadvantages of Acceptance Sampling
 - 7.7.3 Representative Sample
- 7.8. Sampling Plans
 - 7.8.1 Single Sampling Plan (SSP)
 - 7.8.2 Double Sampling Plan (DSP)
 - 7.8.3 Sequential or Multiple Sampling Plan
- 7.9. Process Variability and Control
- 7.10. Control Charts
 - 7.10.1 The p-Chart
 - 7.10.2 The c-Chart
 - 7.10.3 Steps in Constructing S-Chart
 - 7.10.4 Steps in Constructing the X Chart
- 7.11. Use of Computers in Quality Control

CHAPTER 8. TOTAL QUALITY MANAGEMENT AND ISO-9000

- 8.1 What is TQM?
- 8.2. TQM Need Commitment
- 8.3. Various Approaches to TQM
 - 8.3.1 Deming's Approach to TQM
 - 8.3.2 Juran's Approach to TQM
 - 8.3.3 Crosby's Approach to TQM
 - 8.3.4 Feigenbaum's Approach to TQM
 - 8.3.5 Ishikawa's Approach to TQM
- 8.4 Some Quality and TQM Related Terms
- 8.5 Relationship between ISO 9000 and Quality
- 8.6 Relationship between ISO 9000 and TQM
 - 8.6.1 Principles of ISO 9000
 - 8.6.2 Benefits of ISO 9000

MODE OF TEACHING-LEARNING PROCESSES

A combination of the following major methods of delivery will be used for each course of the MBA programme:

- Online ecture (for practically) all courses
- Individual & or group Assignment /projects / term papers,
- Class presentation and discussion by students.
- Case analysis depending on the nature of the course.
- Virtual team discussion,
- Delivery of recorded video lecture to the students.

Assessment Method

Assignments/work out questions-----	20%
Article Review-----	20%
Test/quiz-----	20%
Final Exam-----	40%
Total Marks-----	100%

Recommended reading

Main text

Heizer, Jay and Render, Barry.Operations Management, (2011).Pearson Education, Inc., New Jersey.

Lecture note in power point form

Other references

Chase Richard B. and Aquilano N.J (1998).Production and Operations management: manufacturing and services. 8th Ed. McGraw- Hill

Steve Brown, R. Lamming, John Best and P. Jones, strategic operations management,4th ed. 2005.

ReinhardHubner, strategic supply management in process industries, 2007, Springer VerlagBelin Heidelberg

Krajewskilee J. and Ritzman L.P (1999).Operations management: Strategy and Analysis. 5th Ed.Addison-Wesly.

Monks Joseph G (1987).Operations management: theory and problems. 3rd Ed. McGraw-Hill.

William J. Stevenson (1990). Production/ operations management.3^h Ed. Richard D. Irwin.

MBA 731: PROJECT ANALYSIS, EVALUATION AND MANAGEMENT**Credit Hours: 2****Course Description:**

This course presents the approaches on how a project is identified and formulated. It involves crucial areas such as project appraisal, finance, and cost system management and evaluation techniques.

The course attempts to develop knowledge and skill in developing, planning, implementing/managing and evaluation of a business and development projects. It is designed to deepen understanding of project processes, techniques and management. The course provide basis for career development for anyone interested in project design, planning and management for those working in public sector, the business sector, and non government organizations.

Besides the theoretical aspects, students are required to develop a development or business project on issues or ideas of their choice as a partial fulfillment for the completion of the course. This activity helps students to internalize the knowledge and relate the theoretical analysis to the actual real world practice.

Course Objectives:

- To know how project is identified and formulated
- To develop knowledge and skill in developing, planning, implementing and evaluation of business and development projects
- To develop practical project on the area of their interest

Course Contents**WEEK-ONE: introduction**

- 1.1. Concept, scope, definition of project
- 1.2. Characteristics of project
- 1.3. Classification of project
- 1.4. Project Vs program
- 1.5. An overview of project Cycle

WEEK- TWO: Project Identification (idea generation)

- 2.1 Project Identification
- 2.2 Pre-Feasibility Study
- 2.3 Feasibility Studies
- 2.4 Project Appraisal
- 2.5 Project Selection

WEEK -THREE: project preparation and Analysis

- 3.1 Market and Demand analysis
 - 3.1.1. Situational Analysis and specification of objectives
 - 3.1.2. Collection of information
 - 3.1.3. Characterization of the market
 - 3.1.4. Market planning
- 3.2. Technical analysis
- 3.3. Institutional and Social aspects

WEEK – FOUR: Financial analysis and projection

- 4.1. Cost of project
- 4.2. Means of finance (project financing)
- 4.3. Estimation of sales and production
- 4.4. The cost of production
- 4.5. Cash flows in financial analysis

WEEK- FIVE: Environment analysis

- 5.1. Overview and meanings of Environmental Analysis
- 5.2. Environmental impact Statement (EIS)
- 5.3. Project category

WEEK- SIX: Project Appraisal (The project Selection Criteria)

- 6.1. Non-discounting Methods
 - 6.1.1. Ranking by inspection
 - 6.1.2. The payback period
 - 6.1.3. Proceeds per unit of outlay
- 6.2. Discounting methods of project selection
 - 6.2.1. The Net present Value (NPV)

WEEK-SEVEN

- 6.2.2. The internal rate of return of a project (IRR)

- 6.2.2.1. Modified Internal Rate of Return
- 6.3. Problem with project ranking

WEEK-Eight: Social Cost Benefit Analysis

- 7.1. Social-Cost Benefit Analysis

Week Nine

- 7.2. UNIDO Approach
- 7.3. Little-Miracles (L–M) Approach

Week Ten .Project Management (Implementation)

- 8.1. Project planning
- 8.2. Project organization
- 8.3. Project d
irection
- 8.4. Monitoring and Evaluation

MODE OF TEACHING-LEARNING PROCESSES

A combination of the following major methods of delivery will be used for each course of the MBA programme:

- Online lecture (for practically) all courses
- Virtual team discussion,
- Delivery of recorded video lecture to the students.
- Individual & or group Assignment /projects / term papers,
- Class presentation and discussion by students.

ASSESSMENT SCHEME

Project proposal group assignment -----	20%
Individual assignment -----	20%
Test -----	20%
Final Exam -----	40%
Total Marks -----	100%

Recommended readings

Main text

Meredith, R., Jack, Shafer, R., Scott and Mantel, Jr., J., Samuel. Project Management in Practice, (2017). Jhon Wiley & Sons, Inc., New Jersey.

Other references:

StanggshuKhatau(2011) project management and appraisal, oxford university press, India.

Harvey Maylor, project management, 4th ed., 1992, prentice hall Inc.

Karpagam M. (1999).Environmental Economics. Sterling publishing private limited, New Delhi

Keown, Scott, Martin, and Petty (1996).Basic Financial management, 7th ed, prentice-Hall, INC

Prasanna Chandra (2002), project, analysis, financing, implementation, and review, 5th ed. McGraw-Hill, New Delhi

R.G. Ghattas and Sandra L, McKee (2010).practical project management, activities and test items file. Prentice Hall, New Jersey, USA

UNIDO (1972), Guideline for project evaluation, New York

MBA 741: STRATEGIC MANAGEMENT**Credit Hours: 3.****Course Description:**

This strategy course addresses how to assess the performance of a business, what determines performance, how to conduct a strategic audit and how to develop a specific course of action to deal with strategic issues. The opportunity to enhance value by aligning strategy and organizational infrastructure is analyzed. The ability to implement change to enhance competitiveness is examined. Participants develop general management abilities by integrating prior knowledge and skills acquired in previous courses and 'pulling it all together' in the process of strategy formulation and strategic choice. The course also deals with international business policies, principles and practices.

Course objectives:

After completion of this course, the students will be able to:

- Discuss the major components of corporate/business strategy;
- Describe the formulation & implementation process of strategy;
- Identify the major environmental forces.

Course Contents**Week One: The Nature Of Strategic Management**

- 1.1 Defining strategic management
- 1.2 Stages of strategic management
- 1.3 Key terms in strategic management
- 1.4 The strategic management model
- 1.5 Benefits of strategic management
- 1.6 Business ethics and strategic management

Week-Two: Corporate Governance and Social responsibility

- 2.1. Introduction
- 2.2. Theories of Corporate Governance

2.3. Corporate Governance

2.4. Mechanisms Corporate Social Responsibilities

Week- Three: Strategy Formulation

3.1. The business missions

3.2 External Environmental Analysis

3.3 Internal Environmental Analysis

Week -Four: Strategies In Action

4.1 Types of strategies

4.2 Guidelines for pursuing strategies

4.3 Michael Porter's generic strategies

Week-Five: Strategy Analysis and Choice/Strategy Formulation assessment

5.1 The nature of strategy analysis and choice

5.2 Long term objectives

5.3 A comprehensive strategy formulation

5.4 The decision stage

Week-Six: Implementing Strategies Management Issues

6.1 The nature of strategy implementation

6.2 Key concepts in strategy implementation

6.3 Objectives and resource allocation

6.4 Structure

6.5 Human resource concern

Week Seven: Implementing Strategies : Marketing, Finance/Accounting, R&D, & MIS Issues

7.1 Marketing Issues

7.2 Finance/Accounting Issues

Week Eight

- 7.3 Research and Development Issues
- 7.4 Management Information Systems (MIS)Issues

Week-nine : Strategy Review, Evaluation and Control

- 8.1 The nature of strategy evaluation
- 8.2 A strategy evaluation framework
- 8.3 Published sources of strategy evaluation information

Week-Ten

- 8.4 Characteristics of An effective evaluation system
- 8.5 The contingency plans

MODE OF TEACHING-LEARNING PROCESSES

A combination of the following major methods of delivery will be used for each course of the MBA programme:

- Online lecture (for practically) all courses
- Individual & or group Assignment /projects / term papers,
- Virtual team discussion,
- Delivery of recorded video lecture to the students.

ASSESSMENT SCHEME

Case analysis-----	20%
Article review-----	20%
Test -----	20%
Final Exam -----	40%
Total-----	100%

Recommended readings

Text books

Strategic Management and Business policy, Thomas L.WheelenJ.David Hunger, Eith Edition, Prentice Hall.

Other references books

Jay B. Barney and W.S. Hesterly, strategic management and competitive advantage: concepts, 3rd ed., 2010, Pearson education Inc.

Strategic Management-An integrated Approach, Charles W.L. Hill and Gareth R. Jones

Strategic Management: concepts and cases. Fred R. David, Pearson Education.

Strategic Management: competitiveness and Globalization. Hitt, Ireland and Hoskisson

Thomson and Strickland (2002). Strategic Management, 12thed, TMH

Glueck, William F, Strategic Management and Business policy, New York, McGraw Hill.

Hax, Ac and Mujluf,Ns. Strategic Management. Englewood Cliffs, New Jersey. Prentice Hall Inc.

MBAAd 752: MBA THESIS

Credit Hours: 3 Pre-Requisite: All MBA courses

COURSE DESCRIPTION:

To provide advanced masters candidates with the opportunity to undertake a research project under the supervision of a faculty member. The research topic is chosen by the student, in consultation with the faculty member in the appropriate discipline. Written approval must be obtained at least two weeks prior to registration on a form available in the Graduate Studies Office. The request must include a comprehensive description of the proposed research project as well as a timeline for the project's completion.

1.19. Mechanisms to Ensure Implementation of Curriculum

The MBA Coordinator office shall apply the following mechanisms to ensure implementation of the curriculum:

- Regular reviews of the status of the online contents for each course;
- Reviews of the status of the entire online MBA curriculum at regular sessions of the Department of Management Council;
- Use feedback collection questionnaire items to gather feedback from primary stakeholders on curriculum implementation, availability and relevance of learning resources and physical facilities, provision and effectiveness of student support services, effectiveness of the teachers/tutors, effectiveness of the management system, etc;
- Receive course plan implementation reports from instructors/teachers