HARMONIZED CURRICULUM FOR MASTER OF BUSINESS ADMINISTRATION (MBA)

ADDIS ABABA, ETHIOPIA

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1. Introduction (Background mission, vision, and value) 1
2. Rationale of the MBA Program 5
3. Program Objectives 7
4. Graduate Profile 7
5. Degree Nomenclature 9
6. Program Requirements 9
6.1. Admission Requirements 9
6.2. Program Duration 10
6.3. Graduation Requirements 10
7. General Teaching-Learning Methods 11
8. Overall Assessment-Evaluation Methods 11
9. Course Grading System 12
10. Staff Requirements – Academic Profile 13
11. Infrastructure – Physical facilities 14
12. Program Administration System 14
13. Quality Assurance Mechanisms 14
14. Need Assessment for the Program 15
15. Courses of the Program 16
16. Course Breakdown 18
17. Course Syllabus 19
MBA 611: MANAGEMENT THEORIES AND PRACTICES 21
MBA 612: ADVANCED BUSINESS RESEARCH METHODOS 25
ACFN 611: FINANCIAL & MANAGERIAL ACCOUNTING 49
MBA 613: ADVANCED ORGANIZATIONAL BEHAVIOR AND DEVELOPMENT 29
MBA 614: QUANTITATIVE ANALYSIS FOR MANAGEMENT DECISIONS 44
MBA 621: ADVANCED HUMAN RESOURCE MANAGEMENT 36
MBA 622: ADVANCED MANAGEMENT INFORMATION SYSTEM 40
MBA 623: ADVANCED MARKETING MANAGEMENT 32
MBA 624: ENTREPRENEURSHIP AND ENTERPRIZE DEVELOPMENT 38

ACFN 621: STRATEGIC FINANCIAL MANAGEMENT 48

MBA 711 ADVANCED STRATEGIC MANAGEMENT 55

MBA 712: ADVANCED MANAGERIAL ECONOMICS ----------64

MBA 713: ADVANCED OPERATIONS MANAGEMENT.....76

MBA 714: ADVANCED PROJECT ANALYSIS AND MANAGEMENT 75

MBA 661: MBA THESIS 79

1. Introduction

This is an MBA program curriculum of Queens College, which is one of the private higher learning institutions in Ethiopia. Queens' College is a private higher education institution with admirable goals and strategies in teaching-learning and it has done outreach activities in the last 23 years. The college has very close relationship with the surrounding community, NGOs, neighboring schools, and business and industry which in many ways enriching the training we offer to our students.

As part of its efforts to expand education, based on the current market demand the college has taken initiative to launch a postgraduate program in MBA-General. For profit as well as not-for profit organizations and public enterprises require graduates who can appropriately and scientifically manage their business. This need has induced the college to launch the postgraduate program in Masters of Business Administration. As part of the college is requirement to open a new program, the college established a taskforce and ordered the taskforce to undertake a need assessment survey to examine the potential demand for the new postgraduate program in MBA-General. Since the result of the survey indicates that there is a high potential demand for the program, the taskforce developed the curriculum for the program. Then, the college conducted a workshop to review the curriculum for the MBA-General program from which relevant inputs for the enrichment of the curriculum have been obtained. This curriculum, thus, has been developed to its present form by incorporating the comments and suggestions provided in the workshop by the reviewers as well as the participants.

This document, therefore, contains the curriculum designed to launch Master's Program in Business Administration. The college is committed to provide effective and quality educational service to the rapidly growing number of students joining the business stream. Besides, the college has a broader vision that transcends undergraduate programs. One of such visions is to launch a graduate program in Master of Business Administration. Currently, Queens' College intended to expand its operation through opening master program with the utmost will of producing quality man power having Masters level profile to the economy. Thus, hereby Queens' College developed a curriculum to launch master program in the field of Business Administration.

It is evident that the need for highly qualified, passionate, and conscientious professionals has been rapidly growing. Obviously, today employers (organizations) in the country and beyond continually

seek for outstanding business professionals in the labor market on a regular basis. This together with limited opportunities for graduate studies in the country, has enhanced the demand for higher level education not only in undergraduate level but in higher levels; i.e graduate programs. Besides, Queens' College acknowledges that currently, much emphasis is given to the development of well qualified human resource at all sectors and organizations at local, regional and global levels to contribute to sustainable development. Speaking of local trends, for instance, there is a related provision in the Ethiopian governments General National Development Plan and Growth and Transformation Plan-II that fosters the idea of working towards sustainable development of the nation.

Moreover, Queens' College strongly believes that one of the major avenues for achieving sustainable development is by producing promising professionals through higher level academic programs such as MBA programs, mainly based on need. Towards, this end Queens' College has conducted market needs assessment to examine whether there is a real demand for the program in addition to the general impression that MBA is usually one of the most popular graduate programs.

As part of the college requirement to open a new program, the college established a taskforce and ordered the taskforce to undertake a need assessment survey to examine the potential demand for the new postgraduate program in MBA-General. Since the result of the survey indicates that there is a high potential demand for the program, the taskforce developed the curriculum for the program. Then, the college conducted in house and other workshop to review the curriculum for the MBA-General program from which relevant inputs for the enrichment of the curriculum have been obtained. This curriculum, thus, has been developed to its present form by incorporating the comments and suggestions provided in the workshop by the reviewers as well as the participants. This document, therefore, contains the curriculum designed to launch Masters Program in Business Administration.

Given the overall aspiration of the college and the need assessment result shown above, Queens' College is now prepared to launch an MBA program with the required level of quality and expectation from the public. In fact, the college works continuously to improve and enhance quality of education and is committed to make its programs are appropriate. This ambition motto of our

college also matches the expectations of the Ethiopian Higher Education Proclamation 650/2009, which emphasizes that the overriding goal of Ethiopian Higher Education Institutions may have to be ensuring 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. More than anything else, Queens' College acknowledges the notion that high-quality human capital can only be achieved by way of high-quality education systems, and it promises to adhere to higher quality standards in education.

-Vision, Mission, Objectives and core values of Queens' College

I. Vision

-The vision of Queens' College is to be one of the leading higher institutions centers of excellence in teaching- learning, research, public engagement and be the prime choice in Ethiopia and in east Africa by 2035

II. Mission

-The mission of Queens' College is to produce competent graduates in diverse field of study, provide need based community service, and undertake problem solving research to foster social and economic development of the country.

III. Objectives of Queens' College

-The objectives of **Queens' College** are to:

1. Prepare knowledgeable, skilled, and attitudinally mature graduates in numbers with demand-based proportional balance of fields and disciplines so that the country shall be come internationally competitive;
2. Promote and enhance research focusing on knowledge and technology transfer consistent with the country's priority needs;
3. Ensure that education and research promote freedom of expression based on reason and rational discourse and are free from biases and prejudices;
4. Design and provide community and consultancy services that shall cater to the developmental needs of the country;

5. Ensure institutional autonomy with accountability;
6. Ensure the participation of key stakeholders in the governance of institutions;
7. Promote and uphold justice, fairness, and rule of law in institutional life;
8. Promote democratic culture and uphold multicultural community life;

IV. Core Values

-Queens' College is committed and guided by the following values

1. Academic Freedom

-Queens' College takes academic freedom as its core value, where all its communities inquire, investigate and engage in relevant academic practices and development

2. Excellence

-The college upholds excellence as a standard in teaching, research, and community service

3. Maintain Quality and Standards

-The college maintains quality and standards by putting in place and following pertinent quality assurance, monitoring and evaluation tools

4. Integrity

-Queens' College promotes integrity, justice, ethical conduct, justice, fairness, and nurtures a culture of teamwork and mutual support among members of the community

5. Good Governance

-The college promotes democratic, transparent, inclusive, responsible and accountable leadership and management

6. Respect for Diversity

-The college promotes, respects, and honors commonalities and differences in ideas, culture, religion, language, and ethnic identity.

7. Student centeredness

-The college is dedicated to render academically challenging and supportive learning environment that motivate students to actively engage in learning, decision making and governance.

8. Transparency and Accountability

-The college is committed to ensure transparency and accountability in the performance of all tasks, goals, and objectives and responsiveness to feedback, peer review, monitoring, evaluation and sustained personal and institutional development.

9. Professionalism

-A commitment to a high standard of professional integrity and ethics

10. Team work and team spirit and Entrepreneurship

-The college upholds the culture of working cooperatively or develops teamwork and team spirit and inculcates the spirit of entrepreneurship among the academic staff, support staff, students and other stakeholders

11. Creativity and Innovation

-The college Foster the culture of generating new ideas, processes, services, and technologies

12. Dignity, respect, fairness equity, and justice for all individuals

13. Positive thinking

-Develop positive thinking towards the achievability the colleges, mission, vision, objectives, and core values

14. Care, concern, and sensitivity for cross cutting issues (gender, environment, and disabled)

2. Rationale of the MBA program

The field of Business Administration is broad and dynamic in nature. There is large number of career opportunities available in the field of Business as the nation is in a better economic transition. Many international investors have identified Ethiopia as a potential investment destination. Due to the fact, large business ventures are being setup in the country. Obviously, the companies are looking for Business Professionals with high caliber to operate the positions earmarked for the nationals. In addition, the fast growing global economy is dictating business firms to depend their future on proper management and administration. The efforts of government in empowering different sections of communities are found to be massive in our country. The government is working towards effective mobilization and coordinated use of resources. Higher learning institutions must function as innovative learning environments where students and teachers take part in development projects in close collaboration with trades, businesses and other promoters of trade and industry. Besides, global pressure 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.

Further, it is a general understanding 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 opened 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. In addition, need assessment survey conducted to assess the demand for the MBA program is very high and thus strongly justified the launch of MBA program.

In brief, this program will support greater access to higher education programs in order to meet the increases in demand brought about by acute economic development need of Ethiopia. If the country is to go out of the trap of poverty, if not to minimize it, development knowledge and competence is vital. This competence is believed to be an acute need of the country. The program also aims at strengthening the research capacity of the business community and business industry as a whole because the field of Business Administration is a new and higher level program that encourages the participation of staff of high caliber. So, this MBA curriculum is developed acknowledging the prevailing 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.

3. Program Objectives

The general objective of the MBA program in Queens' College is to provide students with knowledge, analytical ability, managerial skills and competence that is needed for leadership positions in organizational settings characterized by a diverse workforce, rapid technological change and competitive business environment in local, regional and global market dynamics. In view of this, the following represents the specific objectives of the program:

1. Prepare students to become competent managers that will assume pivotal positions of responsibility and perform a broad variety of business assignments and duties in the private and public sectors of the country
2. To ensure academic quality and relevance in Management Studies which has a strategic importance to the development of Ethiopia
3. Expose students to the various advanced theories and practices in business management, finance, and marketing and investment.
4. 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).
5. Supply the industry and employers with graduates of high caliber who would be able to fuel the expansion and development of the industrial sector (locally, regionally, and globally).
6. Produce future consultants, policy makers, analysts, leaders and notable individuals who will be able to manage multinational business firms as well as local firms.
7. Equip graduates with skills to understand and respond to the fast changing business environment and to prepare competent, flexible, adaptive, and visionary business leaders.
8. To create an access to those who possesses graduate degree qualifications in disciplinary areas of strategic importance for national development.
9. To provide access to the undergraduate students to pursue in higher level master's program

4. Graduate Profile

The MBA program at Queens' College is aimed at producing graduates who have adequate knowledge, skills and attitude towards application of management concepts. It is organized in such a

way that students will acquire the knowledge, skills, and abilities needed for managing and leading organizations. Specifically, graduates of the program are expected to:

- make students capable of designing and leading change in organizations
- Analyze domestic and global forces that affect organizational success
- manage group and individual dynamics in organizations
- Valuate the financial position of a firm so as to take the necessary decision
- Plan, organize, direct and control activities of all types of organizations.
- Acquire, maintain, motivate and lead human resources of an organization.
- Have an understanding of individual differences, group and organizational behavior thus able to develop high performance work-teams as well as effectively manage conflicts.
- Apply appropriate research techniques to obtain and analyze management (business) information
- Master opportunity recognition skills as well as techniques to formulate and implement creative and innovative and entrepreneurial projects.
- Be responsive and sociable in working with and through others by developing a shared purpose.
- Have a mastery of techniques and means to ac quire and utilize financial and material resources of organizations.
- Apply contemporary models in organizational decision making.
- Conduct researches to solve organizational and community problems systematically as well as to consult or advice business owners and managers.
- Use information communication technology to enhance productivity and performance.
- Apply fundamental marketing concepts and marketing management approaches in local as well as international market places.

Develop and apply professional standards and ethics at workplaces, social as well as personal life.

5. Degree Nomenclature

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

In English Master of Business Administration

In Amharic የማስትሬት ዲግሪ በንግድ ስራ አስተዳደር

- **Benchmark Institutions**
  - Addis Ababa University
  - Jima university
  - Admas university

6. Program Requirements

6.1. Admission Requirements

The MBA program at Queens college; Di-Afric campus; will accept applicants who have completed the relevant and appropriate undergraduate programs in public or private higher education institutions and generally, the MBA program is designed targeting at those who have followed relevant and appropriate undergraduate studies at recognized Ethiopian universities or colleges. To obtain admission to the MBA program, applicants should fulfill the following admission requirements:

1) A successful completion of a Bachelor's Degree in any field of study; especially from business studies, social sciences, applied and health sciences, as well as information science and technology/engineering disciplines.
2) Applicants with backgrounds other than the Business and Economics as well as Information Systems disciplines shall be required to take bridging courses; the particular bridging courses shall be determined by the program coordination office.
3) Applicant should pass National graduation admission test (NGAT); i.e, applicants need to pass an entrance exam offered by the MoE.
4) Besides, application to the program requires the following materials:
   a. A written application for admission to MBA program with fees paid. The application fee might be determined annually by the college.

b. University/ College transcripts showing grades received while pursuing all prior undergraduate and graduate degrees if any. Official copies should be sent directly to a campus registrar office.

c. Two letters of reference from individuals able to appraise the candidate's personal interests, abilities, and the likelihood of successful completion of the MBA Program.

d. For applicants from foreign countries, admission criteria will be applied as per the requirement of Appropriate authority considering the equivalency of applicants' certificate. The Postgraduate office will consider those candidates who have successfully met the above minimum requirements for the selection and admission to the program.

5) Having Managerial experience is an advantage

6.2. Program Duration

The MBA program will take two years for regular Students (Full Time), having four semesters, including the master's thesis. In addition, 2 years and half for extension students, having six semester. The maximum extension period when the above normal schedules can't be maintained will be 4 years. Tutorial classes can be arranged on demand of students and will be discussed with the Program Coordination Office of postgraduate Studies.

6.3. Graduation Requirements

This MBA program will be offered in full time and a part time. It is expected that the full time students may have to complete the program in two years (four semesters) and the part time students will have to complete their study in two years and half (five semesters). So, as per this plan, the MBA program demands students to complete all courses and successfully defend the MBA thesis. To be precise, students need to meet the following requirements: complete 4 (Four) or 5 (Five) approved semesters for 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 is allowed; maintain a "Satisfactory " or better grade in the final MBA thesis work; and maximum possible extension time limit will be four years for both regular and extension students to complete the program; compliance with the regulation of the college.

7. General Teaching-Learning Methods

The teaching-learning methods are expected to be highly interactive with students focused approach. Each course will have several assignments in a form of article reviews, case analysis, individual and group research papers, and student presentations. Students are expected and encouraged to work independently with less support from their professors and advisors. The focus will be more on making scholarly debates and search for knowledge and applying it. At the end of the semester, students will be required to carry-out an MBA thesis for the fulfillment of their graduation. The thesis work is individual based. Advisors of high caliber shall be assigned for each student based on the criteria that may be formulated by the program office. Advisors, however, need to have at least an academic position of assistant professorship. In all of these endeavors, the medium of instruction for the program is English. So, to be precise, the following teaching/learning approaches will be incorporated:

- Lectures designed to provide students with a theoretically informed, empirically grounded and policy relevant overview of the different subject areas/fields of study comprising the program.
- Classes, syndicate work groups, case studies and practical exercises, closely integrated with the lecture program, that provide an opportunity for an in-depth discussion and analysis of selected topics/issues.
- A research project that provides an opportunity for an in-depth guided study of a specific issue in the field of business administration.
- Independent study structured around focused essential and extended supplementary readings.
- A company links scheme designed to give students an opportunity to gain direct experience of the nature and operation of company Management policies and practices.

When it comes to MBA Thesis, in the final semester, the students have to prepare a thesis with the guidance of the research supervisor. The assessment of the research is based on the research quality and performance on oral presentation of research work. That means speaking of thesis examination, two examiners and one chairperson will evaluate students' performance on MBA Thesis, which they shall carry out at the final semester of their study. This examination board comprises of one internal examiner and one chairperson from the college, and a third member (external examiner) from external institutions. These members must have at least assistant professorship position. And, 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 voice. The overall performance of the student on the thesis work shall be rated as Excellent, Very good, Good, Satisfactory, and Fail Grade that is commensurate with the total marks obtained thereof as indicated in the table below.

9. Course Grading System

The grading system (scale) developed is a four scale letter grading system of "A" to "F" with corresponding grade points as indicated in the table below. In other words, grading system will be according to the legislation of the College graduate program.

MARK INTERVAL	CORRESPONDING NUMERICAL GRADE	CORRESPONDING LETTER GRADE
[95 – 100]	4.0	A+
[85 – 95)	4.0	A
[80 – 85)	3.75	A-
[75 – 80)	3.50	B+
[70 – 75)	3.0	B
[65 – 70)	2.75	B-
[60 – 65)	2.50	C+
[50 – 60)	2.00	C
[40 – 50)	1.00	D
BELOW 40	0	F

Note: a grade of "I" can happen 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 the progress of student in the program.

. **Table 1.1: Description of Thesis Grade**

SN	Rank	Grading Scale in percent
1	**Excellent**	**>85**
2	**Very Good**	**75-85**
3	**Good**	**60-75**

4	**Satisfactory**	**50-60**
5	**Fail**	**<50**
6	**Incomplete**	**Incomplete Work**

At the end of their studies, students are expected to write Master thesis which aims to address practical problems in their study sectors. The thesis papers shall be evaluated by two examiners: one from inside the College and another is external person who must have at least an assistant professor academic rank who provides a credential for proof of the same.

The allocation of the evaluation point will be:

- Internal examiner 40%
- External examiner 60%

The evaluation will be based on as per the criterion of evaluation set by the School of Graduate Studies in line with the Colleges grading scale to rank.

10. Staff Requirements Academic Profile

The college has recruited high academic Staffs with considering the minimum requirements set forth by the Higher Educational Relevance and Quality Agency (HERQA) for a MBA program. That is in order to execute this program successfully; adequate number of staffs with appropriate qualification and a proven trajectory in academics will be availed. The current staff profile and anticipated staff profile are shown below:

Staff Profile for the Program

	Qualification	**Field of area**	**Number of staff**
1	PhD	Business Administration/ Commerce and Management	3
MA			2
Potential Thesis Supervisors			2
PhD		Business Administration/	7

In the case of staff shortage, the college will outsource courses to other institutions.

11. Infrastructure and Physical facilities

For a successful teaching and learning process, the availability of required educational resources, infrastructures, and academic profiles are pre-requisite. With this regard, the college has made available the following resources to support the teaching learning process in this program, the following learning resources shall be made available:

a. A classroom of standard size and quality (there are 6 clean, and well-furnished class rooms)
b. Offices and required office facility for the campus staffs and program coordinator;
c. A multi-media laboratory equipped with sufficient number of computers, relevant software programs and internet access;
d. 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;
e. Laptop computers and LCD/overhead projector and; various program guidelines and manuals.

12. Program Administration System

The department of Master of Business Management at Queens' College will host the MBA program. Besides, the program shall have a Coordinator to be nominated and assigned by staffs Postgraduate concerned bodies and approved by the managing bodies. The PG-coordinator will handle the duty of administering the program. The single term of office of the PG coordinators will be 3 consecutive years and the maximum number of terms will be 2 consecutive years.

13. Quality Assurance Mechanisms

The college along with PG office will put its maximum effort to make sure that graduates will have the profile as indicated earlier through setting standard admission, entrance examination, and selection of the right candidate, registration and preparing academic program. Moreover, implementing standardized continuous assessment of the program in courses delivery, availing

the needed teaching and learning materials and through capacity development of instructors in the area of study working in partnership with similar institutions. Furthermore, the exam committee will be established. As it may be appropriate, external reviewers and examiners will be involved. Moreover, the curriculum will be updated from time to time considering the change in international arena.

Therefore, to assure the quality of the program, the coordinator office in collaboration with the college Office of Quality Assurance and Relevance will conduct performance evaluation of teaching staff by students, peers and supervisors and take appropriate actions following the performance evaluations; perform review of curriculum, will be semester based, through gathering feedback from students, alumni, teachers and other stakeholder, formulate and implement a comprehensive Human Resource Development Plan to develop its staff members and review the compensation packages, at least every two years, to motivate and retain qualified and experienced staff, audit annually the availability, sufficiency, relevance and modernity of teaching- learning physical resources and facilities dedicated to the program; and organize committees (curriculum standards review committee, examination and grade review committee, research and publication committee and staff development committee) working for assuring quality.

In general, the program will establish a system to monitor the educational quality of the program by collecting feedback from the employers, academic staff members, students and alumni and other stakeholders. This will help to make a continuous improvement on the curriculum by integrating national and international issues in the program area. A checkup on student-teacher ratio, student-book ratio, improving access to e-journals, organizing educational seminars and workshops, and other resource requirements will also be a routine quality assurance activity. The standard of the examinations offered by the program and assessment methods used for each course will be examined every semester and the curriculum will be revised every four years

14. Need Assessment for the Program

As explained previously, before planning to launch new master program the program feasibility studies as well as need assessment should be conducted. Thus, Queens' College at Amist kilo campus has conducted market needs assessment to examine whether there is a real demand

towards to MBA program in the area/ local communities. In addition to the general impression toward to MBA program, that is usually considered as one of the most popular graduate programs. Accordingly, Queens' College should finds out the fact with conducting market need assessment. Therefore, in Amist kilo area, there are so many private and public institutions such as banks, insurance companies, other financial institutions, educational offices, and other institutions; all of them are expected to have demand and wish to join MBA program every year. Besides, our college has conducted need assessment and contacted over 100 employees who work only in nearby public and private institutions and it is found out that 85% of the respondents wish to enroll in MBA program. Besides, over 100 students those who are graduating from the undergraduate programs of our nearby campus of the Queens' college also showed great interest which can be estimated as 90% to join MBA program at Amist kilo Campus. Further, we should not forget that although these individuals seek to join MBA programs, such programs are not easily accessible in the public higher institutions in the area, this makes the demand for MBA program even greater.

15. Courses of the Program

Course Coding and Numbering Scheme

The course code of the MBA program at the College is denoted with three uppercase letters of "MBA" 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 Semesters in which the course should be taken under normal circumstances. In this curriculum, "1" indicates Semester I courses and "2" indicates Semester II courses

iii. The last digit refers to the course order within the semester.

Course Catalogue

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

S/NO	COURSE CODE	COURSE TITLE	CREDIT HRS
1.	MBA 611	Management Theories and Practices	2
2.	MBA 612	Advanced Business Research Methods	3
3.	ACFN 611	Financial and Managerial Accounting	2
4.	MBA 613	Advanced Organizational Behavior and Development	2
5.	MBA 614	Quantitative Analysis for Management Decisions	3
6.	MBA 621	Advanced Human Resources Management	2
7.	MBA 622	Advanced Management Information Systems	2
8.	MBA 623	Advanced Marketing Management	2
9.	MBA 624	Entrepreneurship and Enterprise Development	2
10.	ACFN 621	Strategic Financial Management	2
11.	MBA 711	Advanced Strategic Management	2
12	MBA 712	Advanced Managerial Economics	2
12.	MBA 713	Advanced Operations Management	2
13.	MBA 714	Advanced Project Analysis and management	2
14.	MBA 721	Master's Thesis	6
	Total		**36**

16. Course Breakdown Regular Program

YEAR I: SEM. I

COURSE NO	COURSE TITLE	CREDIT HOURS
MBA 611	Management Theories and Practices	2
MBA 612	Advanced Business Research Methods	3
ACFN 611	Financial and Managerial Accounting	2
MBA 613	Advanced Organizational Behavior and Development	2
MBA 614	Quantitative Analysis for Management Decisions	3
	TOTAL	12

YEAR I: SEM. II

COURSE NO	COURSE TITLE	CREDIT HOURS
MBA 621	Advanced Human Resources Management	2
MBA 622	Advanced Management Information Systems	2
MBA 623	Advanced Marketing Management	2
MBA 624	Entrepreneurship and Enterprise Development	2
ACFN 621	Strategic Financial Management	2
	TOTAL	10

YEAR II: SEM. I

COURSE CODE	COURSE TITLE	CREDIT HOURS
MBA 711	Advanced Strategic Management	2
MBA 712	Advanced Managerial Economics	2
MBA 713	Advanced Operations Management	2
MBA 714	Advanced Project Analysis and management	2
	TOTAL	8

YEAR II: SEM. II

COURSE NO	COURSE TITLE	PREREQUISITE	CREDIT HRS/CONTACT HRS
MBA 721	Master's Thesis	All course work must be completed	**6**
		TOTAL	**6**

Course Breakdown Extension Program

MBA YEAR I: Semester II			
S. No.	**Course code**	**Course Title**	**Cr. Hr**
1	MBA 614	Quantitative Analysis for Management Decisions	3
2	MBA 621	Advanced Human Resources Management	2
3	MBA 612	Advanced Business Research Methods	3
		Total	**8**

MBA YEAR I: Semester Kiremt			
S. No.	**Course code**	**Course Title**	**Cr. Hr**
1	MBA 623	Advanced Marketing Management	2
2	MBA 624	Entrepreneurship and Enterprise Development	2
		Total	**4**
MBA YEAR II: Semester I			
S. No.	**Course code**	**Course Title**	**Cr. Hr**
1	ACFN 621	Strategic Financial Management	2
2	MBA 711	Advanced Strategic Management	2
3	MBA 712	Advanced Managerial Economics	2
4	MBA 713	Advanced Operations Management	2
		Total	**8**

MBA YEAR II: Semester II			
S. No.	**Course code**	**Course Title**	**Cr. Hr**
1	MBA 714	Advanced Project Analysis and management	2
2	MBA 721	Master's Thesis Part I	6
		Total	**8**

MBA YEAR II: Semester Kiremt			
S. No.	**Course code**	**Course Title**	**Cr. Hr**
1	MBA 721	Master's Thesis Part II	0
		Total	**0**
		Total Credit Hours	**36**

17. 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.

And this course focuses on the basic concepts and principles of management, the functions of planning, organizing, staffing, directing and controlling, and their relationships to key issues in management practices, such as leadership and motivation. Decision making and effective communication are also discussed.

The course examines advanced topics in managemen3

t theory and practices. It focuses on current management theory and practice, managerial roles and responsibilities, investigation and review of historical foundations and approaches, managerial functions of planning, organizing, staffing, directing and leading, and controlling. Individual and group motivation, communication models, organizational influence and leadership, group behavior, design of organizations, matrix management, and formal and informal power systems are some of the topics covered. And also includes understanding of human behavior and the impact of demographic diversity on organizations, defines the basic tasks of the manager in establishing the work environment, making decisions, setting strategy, allocating resources and executing programs. Drawing on a wide variety of readings and cases, the course is designed to provide behavioral, as well as intellectual learning.

OBJECTIVES:

The general objective of the course is to provides a broad understanding of the general areas of management that are encountered routinely and it provides objectives that are intended to increase awareness, knowledge and application of management processes.

This course enables the students to:

- Define the term management, basic concepts and principles of management.
- 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
- Explain the general overview of management in relation to its importance, roles, skills and universality
- Acquire sound understanding of the nature and practice of management.

- Develop a comprehensive understanding of basic concepts of management functions.

Course contents:

PART-I: BASIC CONCEPTS OF MANAGEMENT

Chapter-1.Managing and Managers

1.1 Why management-Defining management-the management process-types of managers-management levels and skills-modern management challenges

Chpter-2: Development of Management Thought

Evolution of management thought-the scientific management school: F.W.Tylor contributions of scientific management theory-classical organization theory school-Fayols Administrative management, bureaucratic management-the behavioral school-Human relations to the behavioral approach-the quantitative school-attempts to integrate the schools-the systems approach, the contingency approach.

PART-II: PLANNING AND DECISION MAKING

Chapter-3 Planning and plans

The need for planning, steps in planning, classification of planning and plans-strategic and operational plans; strategy; formulating strategy-implementation of strategy, policy procedures methods and rules-making planning effective –barriers to effective planning –barriers to strategic planning-making planning effective-MBO, the MBO system-the strength and weaknesses of MBO, making MBO effective.

Chapter-4: Decision making

Types of decisions-decision making process-guidelines for making effective decisions-individual versus group decision making-rationality in decision making-decision tree-linear programming-game theory-waiting line theory. Decision making models.

PART-III-ORGANIZING

Chapter 5: organizational structure

Concepts of organizational structure-formal and informal organizations-need for formal organization structure-Departmentalization-Span of management-determination of span of management-Factors affecting Span of management.

Chapter 6: Authority and Responsibility

Concept of authority, responsibility-delegation of authority-measures for effective Delegation-centralization and decentralization-line and staff authority-line and staff conflict-conflict management-coordination-types of coordination-techniques for Effective coordination.

Chapter 7: Organizational Change and Development

Responses to change pressure-the process of organizational change-resistance to change –overcoming resistance to change-approaches to organizational change-Organizational Development.

PART-IV-LEADING

Chapter 8: Motivation

Theories of motivation-an overview –early views of motivation-contemporary views of motivation-expectancy theory-reinforcement theory-Goal setting theory.

Chapter 9: Leadership

Define leadership-leadership theories; trait theory, behavioral theory-situational theory, leadership styles-likerts management system-management Grid-Tridimensional Grid-Fielders contingency model-Hersey Blanchards situational model-Parltu Gold Medal of Leadership-Leadership Development.

PART-V-CONTROLLING

Chapter 10: Fundamentals of Controlling

Concept of controlling- steps in controlling-types of control-controlling and management by exception-design of executive control system-causes of resistance to control.

Chapter-11: Operational Control Techniques

Financial-control: Budgetary control-control through costing- Break-even Analysis-operational control-Quality control-TQM-Inventory control-ABC Analysis-Economic order Quantity.

MODE OF TEACHING-LEARNING PROCESES

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

- Lecture (for practically)
- Individual & or group Assignment /projects / term papers,
- Class presentation and discussion by students.
- Case analysis depending on the nature of the course.
- exercises, class and group discussion

Mode of Assessment:

Quiz and/ or class activities	10%
Individual Assignment	20%

Group Assignment	20%
Final examination	50%

References:

- Stoner, J, 1996, Management 6th ed, New Delhi, Prentice Hall of India.
- Koontz, H and Wechrich.H.1995, Management, New York, McGraw Hill
- Robinns S.P,1996 Management, New Jersey, Englewood Cliffs
- Richard L.Dafft,2010,New Era Management, Thomson, South Western
- Freeman stoner management 5th edition (1992) a Simon & Schuster co. new Jersey
- F. Stoner James R. Edward Freeman & Daniel A. Gilbert mans 2001 Connaught circus New dechi.
- Higgins M. James the mgt challenges an introduction to mgt 1991 Mc Milan publishing New York.
- Martic David & Kathryn M. Bartol mgt 3rd edition 1998 Mc Milan
- Terry R. George a guide to management 1981 learning system company

- C.B Gubta, "Business Organization and Management", Sultan chand & sons, new Delhi.
- David R.Hampton, "contemporary management", McGraw Hill Inc., New York, 1981.
- Ernest Dale. "Management. Theory and Practices." McGraw Hill Inc. New York, 1981.
- Fred Luthans, "Introduction to Management, A Contingency Approach", McGraw Hill Book Company New york, 1973.
- George R. Terry and Stephen G. Franklin, "Principles of management", All India Traveller book Sellen New Dethi, 1991.
- Harold Koonz, Cyril o'Donnel and Heinz Weihrich, "Management", McGraw Hill International New york, 1980.
- Henry Sisik, "Management and Organization", South Western publishing Co., Chicago, 1982.
- Peter F. Druker, "Management: Task and Responsibility", IIaper & Row, New york, 1973.
- Peter F. Druker, The practice of management Haper & Brothers, New York, 1986.
- Samul C.Certo, Principles of Modern Management, Allyn and Bacon Inc., boston, 1986.
- Y.K bushan, Fundametals of business Organization and Management", Sultan chand & sons, New Delhi.
- Robert N.Lussier, Management: concepts, Applications, and skil development, "South western college publishing, 1997.

- Richard m. Hodgets & Donald F. Kuralko, Management, Harcount Brace Jovanovich p
- ublishers, 1991, third ed.
- Plunkett and Attner, Introduction to management, Wadsworth publishing company, 1994. 5th Ed. And 6th Ed.

MBA 612: ADVANCED BUSINESS RESEARCH METHODS

Credit hours-3

Course Description

This module develops the principles and techniques of research methods typically used in the analysis of research projects in the business arena. After exploring the philosophical underpinnings of research strategies, the course reviews the research design and data collection strategies. The detailed tools of both quantitative and qualitative analysis are explained and applied to the types of data typically collected. An exploration will be made of the ethical issues that permeate all stages of the research process. The module concludes with an examination of the ways in which research proposals are typically constructed and conference/journal papers prepared, all with a view to providing the essential skills for the research processes involved in preparing a Masters level dissertation.

Course objectives/Learning Outcomes:

This course gives grounding in the research philosophies, methods and techniques appropriate for researches in the various areas of business. The course will enable students both to critically evaluate material that they encounter in their investigations from a methodological perspective and also equips them with the tools of design and analysis necessary to conduct their own investigations. Specifically the course will:

- Explore the underlying philosophical underpinnings of research strategies
- Review the quantitative techniques typically deployed in the presentation and analysis of research findings
- Explore the scope for varieties of qualitative research design and analysis
- Analyze the application of ethical principles involved in the various stages of the research process
- Detail the ways in which research papers are formulated, written and presented with a view to informing the forthcoming dissertation

Content:

Chapter I - Research Methods: An introduction

1.1. Meanings of Research

1.2. Types of Research

1.3. Motivation of doing Research

1.4. Research and Scientific Method

1.5. Research Process

1.6. Criteria of Good Research

Chapter II - Defining Research Problem and Hypothesis Formulation

2.1. What is Research Problem?

2.2. Techniques and Approaches to Problem Definition

2.3. Problem Formulation, Research Question and Hypothesis

Chapter III - Research Proposal

3.1. What is a Research Proposal?

3.2. Functions of Research Proposal

3.3. General Format of research Proposal

Chapter IV - Research Design (planning of research project)

4.1. Meaning of Research Design

4.2. Important Concepts Concerning Research Design

4.3. Features of Research Design

4.4. Forms of Research Design

4.4.1. Research Design for Non-experimental Research

4.4.2. Research Design for Experimental Research

4.4.3. Case study design

Chapter V - Sources and Methods of data collection

5.1. Primary data

5.1.1. Source

5.1.2. Data collection method

5.2. Secondary

5.2.1. Source

5.2.2. Data collection Method

Chapter VI - Sample Design and Procedure

6.1. Some Fundamental Definitions

6.2. Sampling Procedure

6.3. Sampling Techniques

6.4. Central limit Theorem and Sampling Theory

Chapter VII - Data analysis (an overview)

7.1. Data Processing

7.2. Data Analysis

7.2.1. Descriptive Analysis

7.2.2. Inferential Analysis

Chapter VIII -Data analysis Software (STATA or SPSS)

7.3.1. Univariate analysis for Categorical Data

7.3.2. Univariate analysis for interval data

7.3.3. Bivariate analysis for Categorical Data

7.3.4. Bivariate analysis for interval data

7.3.5. Multivariate analysis for Categorical Data

7.3.6. Multivariate analysis for interval data

Chapter IX - Interpretation & reporting the research result

8.1. Meaning & Techniques of Interpretation

8.2. Organization & Types of Reports

MODE OF TEACHING-LEARNING PROCESES

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

- ✓ Lecture
- ✓ Individual & or group Assignment /projects / term papers.
- ✓ Class presentation and discussion.
- ✓ Case analysis.

ASSESSMENT SCHEME

Quiz and/ or class activities	10%
Individual Assignment	20%

Group Assignment	20%
Final examination	50%

Textbook:

- ☞ CR Kothari (2014), Research Methodology. 3rd ed. New age international Publishers.

Reference books:

- Agarwal, BL. (2015). Research Methodology. 1st ed. New Delhi: New Age International (P) Limited Publishers.
- Ben Baarda(2010). Research This is it! Guide to quantitative & Qualitative research. 1st ed. Mc-Graw Hill.
- Mc Dougal Littell (2001), Writing Research Reports. Prentice Hall.
- Anol Bhattacherjee, 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.

ACFN 611: FINANCIAL & MANAGERIAL ACCOUNTING

Credit Hour: 2 Hr.

Prerequisite Course: None

Course Description:

This course emphasizes on exploring the role of financial information to facilitate effective management decisions. It covers financial accounting reports, user needs, and limitations of conventional statements. It also includes cost concepts and systems (budgets and control). It deals with alternative costing methods and illustrates cost and profitability concepts, cost allocation, transfer pricing, activity based costing and customer profitability analysis. Besides it examines the choice of financial and non-financial performance measures for evaluating business strategies.

Course Objectives

By the end of this course students will be able to:

- Use accounting information for decision making
- Use financial information for managerial decision making
- Use accounting / financial information for planning and controlling
- Apply cost-volume-analysis analysis
- Use financial performance measures to measure organizational performances and customer satisfaction.

Course Contents

Chapter 1: Financial Reporting and Decision Making

1.1. Role of Financial Information in Business and Society
1.2. Standards Governing Financial Accounting and Reporting
1.3. Financial, Cost and Management Accounting
1.4. Summaries of Transactions and Accounting Cycles
1.5. Preparing Financial Reports for Users

Chapter 2: Cost Accounting

2.1 Definition and nature of costs
2.2 Role of Cost Accounting for Financial and Managerial Accounting
2.3 Classification of Cost

2.4 Cost Behaviour and Cost Analysis

2.5 Alternative Costing Approaches and Cost Accounting Methods

Chapter 3: Cost-Volume-Profit (CVP) Analysis

3.1 Breakeven Analysis

3.2 Target Profit and CVP Analysis

3.3 Margin of Safety and CVP Analysis

3.4 Determining Optimal Mix of Products

Chapter 4: Management Accounting and Short Term Decisions

4.1. The Challenges of Changing Markets

4.2. Relevant Information in Business Decisions

4.3. Short-term Managerial Decisions

Chapter 5: Budget and Budgetary Control

5.1 Nature and Role of Budgets

5.2 Types of Budgets

5.3 Approaches to Budgeting

Chapter 6: Special Topics in Financial and Management Accounting

6.1 Responsibility Accounting,

6.2 Human Capital Accounting

6.3 Inflation Accounting

6.4 Environmental Accounting

6.5 International Financial Reporting Standards

Course Teaching Methods and Materials

- Lectures
- Case Analysis
- Group and Individual Assignments
- Practical Project Papers

Course Evaluation

Quiz and/ or class activities	10%
Individual Assignment	20%
Group Assignment	20%

Final examination 50%

References

Text Book

Charles T. Horngren, Gary L. Sundem and William O. Stratton, Introduction to Management Accounting, Pearson Education Inc. publishing, 13th Edition, USA

Other References

1. Edwards, James D. and Hermanson, Roger H. (2011). Accounting Principles: A Business Perspective First Global Text Edition, Volume 1, 8th Edition, Financial Accounting, Endeavour International Corporation, Houston, Texas, USA.
2. Edwards, James D. and Hermanson, Roger H. (2011). Accounting Principles: A Business Perspective First Global Text Edition, Volume 2, 8th Edition, Managerial Accounting, Endeavour International Corporation, Houston, Texas, USA.
3. Kenneth A. Merchant and Wim A. Van der Stede, Management Control Systems: Performance Measurement, Evaluation and Incentives, 2007, Pearson Education Limited, USA.
4. Needles, Belverd E. (2011). Financial and Managerial Accounting, 9th Edition, Southwestern CENGAGE Learning, USA
5. Warren, Carl S., et al (2016). Financial and Managerial Accounting, 13th Edition, Southwestern CENGAGE Learning, USA

MBA 613: ADVANCED ORGANIZATIONAL BEHAVIOR AND DEVELOPMENT

Credit Hours: 2

Course Description

This course has a dual focus: (1) leadership; and (2) managing organizations. The purpose is to increase students' understanding of behavior within organizations, and to improve their effectiveness in analyzing, diagnosing, and leading organizations. As a course in applied behavioral science or organizational theory, students will be building upon their understanding of how managers in organizations can improve performance and how leaders can become the instrument of fair process and justice. The course can become an opportunity for students to develop their leadership skills through group work and reflection.

Course Objectives:

Over time successful managers develop an ensemble of skills: technical, conceptual, and interpersonal. Though organizations depend, in part, on technical skills to survive, they will not be emphasized here. The course will place more emphasis on the conceptual and interpersonal skills. Conceptual skills imply an ability to identify the system of important behavioral and contextual variables that explain the success and failure of individuals, groups, and organizations. Theory comes in very handy in identifying critical variables. Students will be exposed to a variety of perspectives about managing organizations to increase their understanding of the principles of organizational behavior.

During social interactions, interpersonal skills are required to take actions consistent with one's goals, the task at hand, the organizational culture, and all the individuals and groups involved. A skillful manager must accept the fact that other people's assumptions, beliefs, perceptions, and goals are going to be different from her/his own. Yet, every manager must learn to work effectively as a group member and to build cooperation with the individuals, groups and/or organizations that she or he leads. In short, social interaction requires the development of interpersonal skills for teams and group situations--i.e., language and presentation skills, process observation and listening skills, introspection skills, political skills, leadership skills, skills of understanding the behavior and motives of participants, and an ability to take action after information has been acquired and processed.

Contents:

Chapter One: Introduction to organizational Behavior

1.1. What Is Organizational Behavior?

1.2. Disciplines That Contribute to the OB Field

1.3. Challenges and Opportunities for OB

1.4. Developing an OB Model

Chapter Two: Diversity in Organizations

2.1 Introduction

2.2. Levels of Diversity

2.3. Implementing Diversity Management Strategies

2.4 Attracting, Selecting, Developing, and Retaining Diverse Employees

2.5 Diversity in Groups

2.6 Effective Diversity Programs

Chapter Three: Attitudes and Job Satisfaction

3.1. Introduction

3.2. Attitudes

3.3. Job Satisfaction

Chapter Four: Personality and Values

4.1. Introduction

4.2. Personality

4.2.1. What is personality?

4.2.2. Personality models

4.3. Values

4.3.1. The Importance of Values

4.3.2. Terminal versus Instrumental Values

4.3.3. Generational Values

4.4 Linking an Individual's Personality and Values to the Workplace

Chapter Five: Perception

5.1. What Is Perception?

5.2. Factors That Influence Perception

5.3. Person Perception: Making Judgments About Others

5.4. The Link Between Perception and Individual Decision Making

Chapter Six: Motivation

6.1. Defining Motivation

6.2.Theories of Motivation

6.2.1. Early Theories of Motivation

6.2.2. Contemporary Theories of Motivation

6.3. Motivation: From Concepts to Applications

6.3.1. Motivating by Job Design: The Job Characteristics Model

6.3.2. Employee Involvement and Motivation Theories

Chapter Seven: Foundations of Group Behavior and Team Work

7.1. Defining and Classifying Groups

7.2. Why Do People Form Groups?

7.3. Stages of Group Development

7.4. Understanding Work Teams

7.4.1. Why Have Teams Become So Popular?

7.4.2. Types of Teams

7.5. Differences Between Groups and Teams

Chapter Eight: Leadership and Change management

8.1. Leadership

8.1.1. What Is Leadership?

8.1.2. Theories of Leadership and Leadership Style

8.2. Change management

8.2.1. what is Change management?

8.2.2. Resistance of Change

Chapter Nine: Organizational Culture

9.1. What Is Organizational Culture?

9.2. Creating an Ethical Organizational Culture

9.2.1. Creating a Positive Organizational Culture

9.3. Spirituality and Organizational Culture

9.3.1What Is Spirituality?

9.3.2 Why Spirituality Now?

9.3.3. Characteristics of a Spiritual Organization

9.3.4. Achieving a Spiritual Organization

9.3.5. Criticisms of Spirituality

MODE OF TEACHING-LEARNING PROCESES

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

- Lecture
- Individual & or group Assignment /projects / term papers,
- Class presentation and discussion by students.
- Case analysis depending on the nature of the course.

Assessment Scheme:

Quiz and/ or class activities	10%
Individual Assignment	20%
Group Assignment	20%
Final examination	50%
TOTAL	**100%**

Reference

- Stephen P. Robbins, Timothy A. Judge, 2013, Organizational Behavior, 15th Edition, San Diego State University —University of Notre Dame
- Stephen R. Robins, 1996, Organizational Behavior, Concepts, Controversies and applications, 7th Edition.
- Greenberg, J. (2004). Managing behavior in organizations, 4thed.Upper Saddle River, NJ: Prentice Hall.
- Koontz, H. and Welrich, H,1995; Management, Mc Graw Hill,
- Luthans, F. Organizational Behaviour,1995, McGraw Hill,
- Robbins, Stephen P, 1996, Management, Englewood Cliffs, Prentice Hall Inc,
- Robbins, Stephen P, 2002, Organizational Behaviour; Sultan Chand & Sons, New Delhi.
- Gregory Moorhead and Ricky W Griffin; 2000, Organizational Behavior – Managing People and Organizations, Jaico Pub. Ouse, Bombay,

- Stoner, J. et. Al. 2000, Management, New Delhi, Prentice Hall of India

Prasad, LM; 2002, Organizational Behaviour; Sultan Chand & Sons, New Delhi

MBA 614: QUANTITATIVE ANALYSIS FOR MANAGEMENT DECISIONS

Credit Hours: 3

Pre-requisite: Under graduate strong background in Statistics, Math 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:

By the end of this course, students will be able to:

- ✓ 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

Chapter-One: Linear Programming/LPP

1.1 Formulation of LPP

1.2 Graphical method for two variables

1.3 Solution: BFS. Optimal, degenerate, non degenerate solutions

1.4 Simplex method

1.5 Big 'm' method

Chapter-Two: Some Advanced Topics in LPP

2.1 Degeneracy and cycling in LPP

2.2 Primal and dual LPP

Chapter-Three: Transportation Model

3.1 Formulation

3.2 Method of finding BFS

3.3 North-West corner method

3.4 Matrix minima method

3.5 Vogels approximation method

3.6 Towards optimality Modi method

3.7 Loops

3.8 Unbalanced TPP

3.9 Maximization TPP

Chapter -4: Assignment Model

4.1 Formulation

4.2 Hungarian algorithm

4.3 Unbalanced AP

4.4 Traveling sales man problem

Chapter- 5: Game Theory

5.1. Introduction

5.2. Two persons Zero-Sum Game

5.3. Pure Strategies: Game with Saddle Point

5.4. Mixed Strategies: Game without Saddle Point

5.5. The Rule of Dominance

Chapter-6: Decision theory

6.1. Introduction

6.2. What is a decision?

6.3. Steps in decision theory approach

6.4. Decision making under certainty (DMUC)

6.5. Decision making under risk (DMUR)

6.6. Decision making under uncertainty

6.7. Criterion of optimism

6.8. Criterion of pessimism

6.9. Criterion of regret

6.10. Equal probability criterion

6.11. Decision making under conflict and competition

6.12. Hurwicz criterion (criterion of realism)

6.13. Decision trees

Chapter-7: Inventory Models

7.1 Purchasing model without shortage

7.2 Purchasing model with shortage

7.3 Manufacturing model without shortage

7.4 Manufacturing model with shortage

Chapter-8: 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 PROCESES

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

- Lecture
- Individual & or group Assignment /projects / term papers,
- Class presentation and discussion by students.
- Case analysis depending on the nature of the course.

Assessment Scheme:

Quiz and/ or class activities	10%
Individual Assignment	20%
Group Assignment	20%
Final examination	50%

Text Book

☞ Stevenson, WJ. (2008). Introduction to Management Science. USA: Richard Irwin

Reference Books

1. Ragsdale C (2008). Managerial Decision Modeling. Revised Edition. UK: Southwestern Publishers.

2. Efraim, T., Ramesh, S., & Dersun,D., (2012). Decision Support and Business Intelligence system. 4th ed., Pearson.
3. Anderson, D., et al. (2011) Introduction to Management Science Quantitative approaches to decision making, 13th Edition, South Western Publishers.
4. Veerachamy, R. & Kumar, VR. (2010). Operations Research. New Delhi: IK International Publishers.
5. Rajagopal, K. (2012). Operations Research. Easter Economy Edition.. New Delhi: PHI.
6. Kros J (2008). Spreadsheet Modeling for Business Decision. International edition. USA: The McGraw-Hill Companies

MBA 621: ADVANCED HUMAN RESOURCE MANAGEMENT

Credit Hours: 2 **Pre-requisite: None**

Course Description:

Most problems that any company can have are ultimately people-problems. Human resources management (HRM) is therefore critical to the success of any company, especially as environments in which companies operate are becoming more competitive. This course is designed to enable students understand how to harness the human capital a company has to achieve its goals. It provides the opportunity for students to consider the issues involved in the policy and practice of human resource management in the context of the changing world of work. Specific HRM strategies focused around entry to, maintenance of, and exit from the organization are explored both theoretically and in an applied sense in the context of a business organization. Thus this course adopts a theoretical and practical approach to the concepts and practice of SHRM and provides a set of skills and tools for students to take with them into the workforce,

Course Objectives:

The goal of this course is to provide students with the knowledge and skills that they can use to effectively manage human resources to achieve organizational goals. It will take a strategic approach to human resource management. On course completion, students will have acquired:

- An understanding of HRM systems and their implementation in a strategic sense through exploring the practice dimensions of Staffing, Reward, Training and Development, and Performance Management;
- An advanced understanding of the goals of HRM, and apply this understanding in practical situations;
- An advanced understanding of the role of both contextual factors and general principles in strategic HRM, and apply this understanding in practical situations;
- An analytical approach towards management systems
- An insight to the strategic and competitive advantages associated with effective HRM practices
- An Understanding of key HR levers available to managers

Content:

Chapter-One: Introduction to Advanced HRM

1.1. Definition, need and importance

1.2. Introduction to business and corporate strategies

1.3. Integrating HR strategies with business strategies

1.4. Developing HR plans and policies

Chapter-Two: Human Resource Environment:

2.1. Technology and structure

2.2. Workforce diversity

2.3. Demographic changes

2.4. Temporary and contract labor

2.5. Global environment

2.6. Global competition

2.7. Global sourcing of labor

2.8. WTO and labor standards

Chapter-Three: Recruitment, Retention Strategies: and Selection

3.1 Recruitment

3.1.1 Nature of Recruitment process

3.2.2 Types of Recruitment

3.2.3.Online recruitment

3.2. Selecting Human Resources

3.2.1 Nature of selection

3. 2.2 Selection process

3.2.3 Barriers to effective selection

3.2.4 Types of interviews

3.2.5 Socialization/Induction

Chapter-Four: Training and Development Strategies:

4.1. Creating a learning organization

4.2. Competency mapping

4.3. Multi-Skilling, Succession planning

4.5. Cross cultural training

Chapter-Five: Performance Management Strategies

5.1. Defining key result areas (KRA)

5.2. Result based performance, Linking performance to pay

5.3. Merit based promotions

Chapter-Six: Reward and Compensation Strategies

6.1. Performance based pay

6.2. Skill based pay

6.3. Team based pay

6.4. Broad banding; Profit sharing

6.5. Executive Compensation

6.6. Variable pay

Chapter-Deven: Retrenchment Strategies

7.1. Downsizing; Voluntary retirement schemes (VRS)

7.2. HR outsourcing; Early retirement plans

7.3. Project based employment

Chapter-Eight: Human Aspects of Strategy Implementation

8.1. Behavioral issues in strategy implementation

8.2. Matching culture with strategy

8.3. Human side of mergers and acquisitions

8.4. Leadership, power and politics

8.5. Employee morale

8.6. Personal values and business ethics

Chapter-Nine: Global HR Strategies

9.1.Introduction to global HR strategies

9.2. Developing HR as a value added function

MODE OF TEACHING-LEARNING PROCESES

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

- Lecture
- Individual & or group Assignment /projects / term papers,
- Class presentation and discussion by students.
- Case analysis depending on the nature of the course.

Assessment Scheme:

Quiz and/or class activities	10%
Individual Assignment	20%
Group Assignment	20%
Final examination	50%
TOTAL	**100%**

Text Book

- Nambudri, R. & Cascio, WF. (2010). Managing Human Resources. 8th ed. India: McGraw Hill.

Reference books

- Entrekin, L. & scott-Ladd, BD. (2015). Human Resource Management and Change. India: Routledge.
- Pinnington, AH. & Harzing, AW. (2011). International Human Resource Management. 3rd ed. UK: SAGE Pub. Ltd.
- Rue, LW. & Byars, LL. (2006). Human resource Management. 8th ed. USA: McGraw Hill.
- Wagar, das & Schwind. (2005). Human Resource Management: A strategic Approach. 7th ed. Canada: McGraw Hill Ryerson.
- Decenzo, DA. & Robbins, SP. (2002). Human Resource Management. 7th ed. USA: Wiley.
- Dessler, G. (1997). Human Resource Management. 7th ed. USA: Printice Hall.
- Stewart, GL. & Brown, KG. Human Resource Management. 2nd ed. USA: Wiley.

MBA 622: ADVANCED MANAGEMENT INFORMATION SYSTEMS

Credit Hours: 2 **Pre-requisite: None**

Course Description

This course intends 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:

- ✓ Analyze the 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.
- ✓ Apply the role of internationalism in managing information resources;
- ✓ Analyze 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.
- ✓ Analyze 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

CHAPTER ONE: SYSTEMS CONCEPT

1. Systems concept
2. Definition of system, subsystems, and supra-systems.
3. Environment of a system: internal and external and their controllability
4. General systems model
5. Systems Performance: effectiveness, efficiency, productivity
6. Systems approach

CHAPTER TWO: INFORMATION SYSTEMS LIFE CYCLE

1. Definitions
2. Principles of successful IS development
3. Phases of IS Development life cycle

4. Challenges for IS Development life cycle

CHAPTER THREE: INFORMATION SYSTEMS

1. Definitions
2. Types
3. Basic features
4. Examples of modem Information systems
5. Transaction Information systems
6. Management reporting systems
7. Decision support systems
8. Reports: detailed, historical, summary and exception reports.
9. Information System in Business

   -Information System for Marketing, HR, FM, Production and its importance in Decision Making.
10. Challenges in building Information systems

CHAPTER FOUR: INFORMATION SYSTEMS PLANNING

1. The need for Information Systems Planning
2. Definition requirements
3. Project selection and feasibility studies
4. Strategic planning and Information technology and competitive advantage
5. Planning strategies (critical success factors, business systems planning, organizing IS Plan)
6. Scenario approach to planning

CHAPTER FIVE: TOOLS AND TECHNIQUES FOR INFORMATION SYSTEMS DEVELOPMENT

1. Flow charts
2. Decision tables
3. Data flow diagrams
4. Decision flow diagrams
5. Gantt Charts
6. Project management techniques
7. Prototyping

8. Information gathering techniques (observation, interview, document analysis, visualization, etc.)
9. Forms
10. Workbench technology (CASE tools).

CHAPTER SIX: FEASIBILITY STUDY

1. What is feasibility? Feasibility analysis?
2. Importance of feasibility analysis
3. Economic feasibility
4. Operational feasibility
5. Technical feasibility
6. Feasibility Reports

CHAPTER SEVEN: ANALYSIS AND DESIGN (CONCEPTUAL AND DETAIL)

1. Information requirement analysis
2. Nature of designs
3. Design objectives and principles
4. Conceptual design
5. Detail Design
6. Output design
7. Input design
8. File and database design
9. Process design

CHAPTER EIGHT: IMPLEMENTATION

1. Software Acquisition
2. Hardware Acquisition
3. File conversion
4. System testing
5. Staff Training
6. Conversion (direct, parallel, phased, pilot)
7. Documentation

CHAPTER NINE: MAINTENANCE AND EVALUATION

1. Need for IS maintenance

2. Need for IS evaluation
3. End user satisfaction
4. Productivity
5. Systems Quality
6. Accounting evaluations
7. Other methods

MODE OF TEACHING-LEARNING PROCESES

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

Lecture

Individual & or group Assignment /projects / term papers,

Class presentation and discussion by students,

Case analysis depending on the nature of the course

ASSESSMENT METHODS:

Quiz and/or class activities	10%
Individual Assignment	20%
Group Assignment	20%
Final examination	50%
TOTAL	**100%**

Text Book

- OBrien (2013). Management information system, 8th Edition, McGraw-hill, new York, USA.

Reference books

1. Haag, S., Cummings, M & Philips, A. (2013). Management Information Systems. 6th ed. New Delhi: Mc-Graw Hill.
2. Haag, S., Cummings, M. (2013) Management Information Systems. 9th ed. New York: Mc Graw Hill.
3. Haag, S., Cummings, M. & McCubbrey. (2005). Management Information Systems. 5th ed. USA: Mc Graw Hill.

4. Laudon, K. & Laudon, J. (2006).: Management Information Systems managing the digital firm, 9th ed., India: Prentice Hall.
5. O' Brien, J. & Marakas, G. (2006).Management Information Systems. 7th ed. New York: Mc Graw Hill.
6. O'Brien (2004). Management Information System. 6th Edition, New York: McGraw-Hill.

MBA 623: ADVANCED MARKETING MANAGEMENT

Credit Hours: 2 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.

An advanced course for students pursuing a marketing concentration, and covers the in-depth analysis and preparation of strategic marketing plans. Emphasis will be upon strategic decision-making and the development of competitive marketing strategies at the business and corporate level. This course analyzes the substantive and procedural aspects of marketing management, and sharpens skills for critical analytical thinking and effective communication. Emphasis will be placed on marketing strategy and the elements of marketing: customer analysis, competitor analysis, and company analysis. Product strategy, pricing, advertising and promotion, and distribution will be addressed. Students will be provided with a forum for presenting and defending their own recommendations, and for critically discussing the recommendations of others.

In addition to that the course includes marketing research (target markets and service positions), SWOT analysis and its contribution to marketing plans, marketing mix elements and their relationships, product and service development and management concepts, pricing perspectives and issues, distribution considerations in both physical and electronic channels and promotion options.

Electronic Commerce offers exciting and innovative ways of doing business that can enhance organizational performance and restructure corporations. This course presents the state-of-the-art in electronic commerce. Its focus is on the current and future impact of e-commerce. Students will learn how to create new business opportunities; identify new customers and additional value in existing customers; realign the organization for this new environment; address contemporary uncertainties; create a market presence; measure success; and consider outsourcing and partnering.

Students examine recent successes and failures in e-commerce through case studies and other readings and will develop an e-commerce business plan for an organization.

This course aims at giving an exposure to the real time marketing activities. It demonstrates the role of marketing in various industries; to explore the relationship of marketing with other management areas; and to show how effective marketing builds on a complete understanding of marketing techniques. The main focus will be on marketing conceptual framework, the marketing environment, types of markets, product decision, product development, branding and packaging, pricing decisions, factors influencing' pricing, pricing techniques, distribution decision: channel and physical distribution decision, promotion decision: types of promotional messages and media.

Course Objective:

This course examines the art and science of marketing management. It is designed to explore the managerial aspects of the marketing function. Quantitative and qualitative analysis of the enterprise, its customers and its competition, commonly used in solving marketing problems, will be emphasized. The course is organized around the key marketing decision variables: promotion, product, pricing and distribution, and around the various marketing processes of strategy formulation, organization and implementation. The course brings these aspects of marketing to life for the students through the use of a computerized, competitive team simulation. Fields activities have been designed to give students firsthand experience in working with real–life marketing situations and applying concepts learnt in class. Students will learn about key marketing concepts such as the role of company, customer and competition and making decisions relating to segmentation, targeting, positioning and the 4 Ps both in-class as well as through the field activities. Students are encouraged to form study groups to study and prepare for class and enjoy the learning process.

Finally Upon completing this course, the student will be able to:

- Define basic/core marketing principles/ concepts
- Describe the marketing plan process and strategy
- Understand the leading theories and philosophies of marketing
- Have marketing thinking to wide range of phenomena i.e., industrial, consumer, and service market and enterprises of different sizes, with different objectives along with the relationship between buyers and

sellers.

- Apply basic discipline such as the economics, and behavioral sciences, in different marketing decision making scenarios.
- Understand international marketing
- Prepare a marketing plan for a firm.

Course Contents:

Chapter 1.introduction to marketing

1.1. Defining marketing, marketing management

1.2. Functions of marketing

1.3. The scope of marketing,

1.4. Company orientations towards market place**:** The production concept, product concept, the selling concept, the marketing concept, the customer concept, and the societal marketing concept.

Chapter 2.Building customer satisfaction, value, loyalty 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,

2.5. Customer profitability, company profitability, and total Quality management.

Chapter 3.Winning markets through market oriented strategic planning:

3.1. Corporate and division strategic planning,

3.2. Business unit strategic planning,

3.3. The product level strategic planning

3.4. market strategy process.

Chapter 4: Types of market

4.1. Analyzing consumer markets and buyer behavior-

4.1.1. Influencing buyer behavior, characteristics

4.1.2. The buying process, stages of the buying decision process.

4.2. Analyzing business markets and buying behavior

4.2.1. Characteristics of business markets and buying behavior

4.2.2. The buying process, stages of the buying decision process.

4.2.3. the difference between consumer market and business market

Chapter 5. Market segmentation, targeting and positioning

5.1. Introducing Market segmentation

5.2. Bases of Market segmentation and effective segmentation

5.3. Market demand and its types

5.4. Market targeting

5.5. Market positioning, process of positioning, and why positioning

5.6. positioning and differentiating the market offering through the product life cycle-positioning and communication a position strategy, Differentiation tools, product lifecycle marketing strategies, market evolution.

Chapter 6.Setting the product and Branding strategy-

6.1. The product and the product mix decision and product-line Decisions, 6.2. Product line Analysis, Product-line length, Line Modernization,

6.3. Featuring and pruning, Brand Decisions,

6.4. Packaging and Labeling.

6.5. Standardization and Customization

Chapter 7.Developing price strategies and programs-

7.1. Setting the price and Adapting the price,

7.2. Bases of pricing and Factors to be considered in pricing

7.3. Pricing Strategies and Geographical pricing, promotional pricing, Discriminatory pricing, product mix pricing,

7.4. Price discounts and Allowances,

7.5. Initiating and responding to price change and price cut/avoid management.

Chapter 8.Desining and managing marketing channels-

8.1. Channel design decisions and Channel management decisions, Channel Dynamics.

8.2. Types of channels and determinants of channel selections

8.3. Intermediary selection and logistics management

Chapter 9.Developing and managing Promotional mixes

9.1. Types of promotion an Advertising programs-Deciding on media and measuring Effectiveness

9.2. Massage content and advertisement strategies

9.3. Sales promotion-public relations –Direct Marketing advantages and disadvantages of promotional mixes

Chapter 10.international Trade

10.1. Forms - International Trade

10.2. Exports and Imports-

10.3. Organizations facilitating International Trade-WTO, IMF, etc.,

10.4. Types of Regional Groupings-

10.5. **I**nter-regional Trade among Regional groups

10.6. **Multinational Corporations**-Features and Classification

10.7. Ethical Issues in international Trade

10.8. **Developing** E-commerce strategies and Online-Business systems

MODE OF TEACHING-LEARNING PROCESES

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

- Lecture (for practically)
- Individual & or group Assignment /projects / term papers,
- Class presentation and discussion by students.
- Case analysis depending on the nature of the course.

ASSESSMENT SCHEME

Quiz and/or class activities	10%
Individual Assignment	20%
Group Assignment	20%
Final examination	50%
TOTAL	**100%**

Text books

- ✓ Kotler,Philip and Armstrong.G.Principles of Marketing, New Delhi:prentice Hall of India

References

- ✓ Philip Kotler, Marketing management, Millennium edition, 2001, prentice hall Inc.

- ✓ Marketing management, Philip Kotler,12th ed
- ✓ Stanton,William,J.Fundamentals of Marketing.New York,McGraw Hill.
- ✓ Byd,Walker and others.Marketing Management.New Delhi,McGraw Hill.
- ✓ Berkowitz, Kerin and Rudelius, (1989), **Marketing**, 2nd edition, Boston: IRWIN
- ✓ Kumar, Arun and Meenakshi (2006), **Marketing Management**: New Delhi: Vikas Publishing House Pvt. Ltd.
- ✓ Karunakaran, K., (2008), **Marketing Management**, Mumbai: Himalaya Publishing House.
- ✓ Czinkota and Kotabe, (2002), **Marketing Management**, 2nd edition, Australia: Thomson South Western.
- ✓ Kotler, Philip, (2004). Principles of Marketing, 10th Ed. Prentice-Hall Inc, New Delhi
- ✓ Christopher, Marking and McDonald, Malcolm. **Marketing: and Introductory Tex**t, Bath press, Great Britain, 1995.
- ✓ J.Baker. Michael. Marketing: An Introductory Text, Bata Press, 1996.
- ✓ J.Baker, Michael: Marketing: Theory and Practice Bath Press, Great Britain,1995.
- ✓ Kotler, Philip, (2003). Marketing Management,: Analysis, Planning Implementation, and control, 10th Ed. New Jersey, U.S.A
- ✓ Lancaster, Geoff and Reynolds Paul, Marketing. Reed Educational and Professional publishing Ltd., 1995.
- ✓ *R. Dickson, Peter, Marketing Management 2nd ed, the Dryden Press, U.S.A., 1997.*

MBA 624: ENTREPRENEURSHIP AND ENTERPRIZE DEVELOPMENT

CREDIT HOURS: 2

COURSE DESCRIPTION

This course provides students with an understanding of the theory and practice of small business management and entrepreneurship. The course covers practical aspects of strategic business planning, including: feasibility analysis, market analysis, service and price planning, promotion and advertising, financial management and cash flow budgeting, and operational planning and control. Students learn to develop business plans that incorporate the fundamentals for various enterprises.

With the rise of privatization in our economy, the course is designed for those who want to specialize in managing their own small enterprises. The course deals with identification process of an opportunity, feasibility analysis, location and organizational decision making legal framework, development of competitive strategies, and other related aspects to set-up and operate business enterprises. Practical exercise in role playing and empirical case studies of successful businesses from selected markets will be used to enhance the learning in this course.

In this course it is recognized that a student may elect to go into business for himself or herself as an alternative to working for the large corporation. The course provides an in-depth study of the life style of the entrepreneur. Actual business opportunities are analyzed via group feasibility projects.

Course objectives:

The objective of this course is to teach you to apply the skills you have learned in the functional areas toward the goal of starting a business, i.e., becoming an entrepreneur. Working in teams, you will learn to identify, conceptualize, plan, finance, launch, manage and harvest new ventures. Finally, entrepreneurship, the application of entrepreneurial methods of management to established organizations, will also be discussed. Class discussion, readings, case studies, guest speakers, interviews with entrepreneurs, and the course project and judges' evaluations are the learning tools.

Content:

Chapter One-Entrepreneurship- Introduction

1.1. Concepts of Entrepreneurship

1.2. Entrepreneurship in the Twenty-first Century

1.3. Entrepreneurs and Owner-managers

1.4. Invention, Innovation and Entrepreneurship

1.5. Individual, Business, and Social Entrepreneurship

1.6. Entrepreneurial Intention

2. Chapter Two: Entrepreneurial Competencies and Innovation

2.1. Types of entrepreneurial competencies

2.2. Entrepreneurial competencies Development

2.3. Methods of entrepreneurial competency development

2.4. Check and balance

2.5. areas/types of innovation

2.6. Process of innovation

Chapter Three- Entrepreneurial Strategy

3.1. Creativity and Business Idea

3.2. Evaluating the Business Idea

3.3. Identifying and Analyzing Domestic and International opportunities

3.4. Protecting the Idea and Other Legal Issues for the Entrepreneur

Chapter Four- The Business Plan - Creating and Starting the Venture

4.1. The Marketing Plan

4.2. The Organizational Plan

4.3. The Financial Plan

Chapter Five- Sources of Capital

5.1. Informal Risk Capital

5.2. Venture Capital

5.3. Going Public

Chapter Six- Strategies for Growth and Managing the Implications of Growth

6.1. Accessing Resources for Growth from External Sources

6.2. Succession Planning and Strategies for Harvesting and Ending the Venture

6.3. Planning for Growth

6.4. New Products and Services

6.5. Growing the Business

6.6. Developing the Business Plan

6.7. Exit: Failure and Success

MODE OF TEACHING-LEARNING PROCESES

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

- Lecture
- Individual & or group Assignment /projects / term papers,
- Class presentation and discussion by students.
- Case analysis depending on the nature of the course.

Assessment Scheme:

Quiz and/or class activities	10%
Individual Assignment	20%
Group Assignment	20%
Final examination	50%
TOTAL	**100%**

References

Burns, P. (2011) Entrepreneurship and Small Business, 3rd ed. Palgrave, Hampshire, UK.

- Parker, S. (2009) the Economics of Entrepreneurship. Cambridge University Press: Cambridge.
- Acs, Z. and Audretsch, D. (eds.) (2010) Handbook of Entrepreneurship Research, 2nd ed
- Aidis, R. and F. Welter (eds.) (2008) The Cutting Edge: Innovation and Entrepreneurship in New Europe,Cheltenham, UK: Edward Elgar.
- Aidis, R. and F. Welter (eds.) (2008) Innovation and Entrepreneurship: Successful Start-ups and Businesses in Emerging Economies, Cheltenham, UK: Edward Elgar.
- Bygrave, W. and A. Zacharakis (2010) The Portable MBA in Entrepreneurship, 4th edition, John Wiley & Sons.
- Carree, M. and R., Thurik (2006) Entrepreneurship and Economic Growth, Cheltenham, UK, and Northampton, MA: Edward Elgar.

- Dana, L-P, M. Han, V. Ratten and I. M. Welpe (eds.) (2008) Handbook of Research on European Business and Entrepreneurship: Towards a Theory of Internationalization, Cheltenham, UK, Northampton, MA, USA.
- Dana, L-P, M. Han, V. Ratten and I. M. Welpe (eds.) (2008) Handbook of Research on Asian Entrepreneurship, Cheltenham, UK, Northampton, MA, USA.

Course Title: Strategic Financial Management

Course Code: ACFN 621

Credit Hour: 2 Hr.

Contact Hour: 2 Hr.

Prerequisite: None

Course Description

This course focuses on the acquisition of financial resources and their effective utilization in running a business enterprise for profit. Topics include: Introductory to Financial Management, Financial analysis and forecasting, Cost of Capital and Valuation of Securities, capital budgeting, Capital Structure and dividend decision and short term financial decisions

Course Objective

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

- Understand what financial management mean
- make financial analysis and planning
- understand the valuation of securities and determining cost of capital
- make different investment decisions
- understand the concept of long-term financing and dividend decision
- understand short term financial management issues

Module Contents

Chapter 1: Introduction to Financial Management

1.1. Financial Management Basics

1.2. Financial Management Decisions

1.3. Forms of Business Organization

1.4. The Goal of the Firm and Financial Management

1.5. The Agency Problem and Control of the Corporation

1.6. Financial Markets and the Corporation

Chapter 2: Financial Statements and Evaluating Financial Performance

2.1. Understanding Financial Statements

2.1.1. The Balance Sheet

2.1.2. The Income Statement

2.1.3. Statement of Cash Flows

2.1.4. Market Value Vs Book Value

2.2. Evaluating Financial Performance

2.2.1. Standardized Financial Statements

2.2.2. Ratio Analysis

2.2.3. Benchmarks for Evaluation

2.3. Categories of Ratio Analysis

2.3.1. Liquidity Ratios

2.3.2. Activity (Turnover) Ratios

2.3.3. Leverage Ratios

2.3.4. Profitability Ratios

2.4. Problems in Financial Ratio Analysis

2.5. Du Pont Analysis

Chapter 3: Valuation of Securities and Cost of Capital

3.1 Introduction to Valuation

3.2 Present Value and Future Value of Single Sum and Multiple Cash Flows

3.3 Meaning and Types of Securities

3.4 Features of Bonds

3.5 Interest Rate and Valuation of Bonds

3.6 Equity Market and Stock Valuation

3.7 Features of Common and Preferred Stock

3.8 The Cost of Capital: Some Preliminaries

3.9 The Components of Cost of Capital

3.1.1 The Cost of Debt

3.1.2 The Costs of Common Stock

3.1.3 The Costs of Preferred Stock

3.10 The Weighted Average Cost of Capital

3.11 Factors Influencing Cost of Capital

3.12 Marginal Cost of Capital and Weighted Marginal Cost of Capital

Chapter 4: Capital Budgeting

4.1. Introduction to Capital Budgeting

4.2. Importance of Investment Decisions

4.3. Steps in Capital Budgeting Process

4.4. Guidelines for Capital Budgeting

4.5. Measuring a Project's Costs and Benefits

4.5.1. The Initial Investment

4.5.2. The Operating Cash Flow

4.5.3. The Terminal Cash Flow

4.6. Selection and Application of Capital Budgeting Criteria

4.6.1. Non Discounted Cash Flow Criteria

4.6.2. Discounted Cash Flow Criteria

4.7. Methods of Incorporating Risk into Capital Budgeting

4.7.1. Risk Adjusted Discount Rates

4.7.2. Sensitivity and Other 'What If' Analysis

Chapter 4: Capital Structure and Dividend Decision

4.1 Source of Finance

4.2 The Idea of Maintaining Optimal Capital Structure

4.3 The Issue of Dividend Policy

4.4 Characteristics of Optimal Dividend Policy

4.5 Factors Affecting Dividend Policy

Chapter 5: Short Term Financial Management

5.1 Working Capital Management

5.2 The Operating Cycle and the Cash Cycle

5.3 Alternative Current Asset Investment Policies

5.4 Managing the Components of Current Assets

5.4.1 Managing Cash

5.4.2 Managing Receivables

5.4.3 Managing Inventories

5.5 Financing Current Assets

5.6 Alternative Current Asset Financing Policies

Course Teaching Methods and Materials

- ❖ Lectures
- ❖ Case Analysis
- ❖ Group and Individual Assignments
- ❖ Practical Project Papers

Course Evaluation

Quiz and/or class activities	10%
Individual Assignment	20%
Group Assignment	20%
Final examination	50%
TOTAL	**100%**

References

Text Book:

Ross, S.A., Westerfield, R.W. and Jordan, B. D., (2017). Essentials of Corporate Finance, Ninth Edition, McGraw-Hill/Irwin, New York, USA.

Other References:

1. Atrill, P. and McLane, E., (2011). Accounting and Finance for Non-Specialists, Seventh Edition, Pearson Education Limited, London.
2. Brigham, E.F. and Houston, J.F., (2015). Fundamentals of Financial Management, Concise Eighth Edition, South Western, Cengage Learning, USA.
3. Brigham, E.F. and Houston, J.F., (2009). Fundamentals of Financial Management, Twelfth Edition, South Western, Cengage Learning, USA.
4. Damodaran, A. (2015). Applied Corporate Finance, Fourth Edition, John Wiley & Sons, Inc., USA.
5. Higgins, R.C., (2012). Analysis for financial management, Tenth Edition, McGraw-Hill Companies, Inc. New York, USA.

6. Brealy, R., and Mayers, S., principles of corporate finance, 2nd editi Hill international Book company, 1984.
7. Ray, M., and Nevue, p., Fundamentals of management finance 2nd south – western publishing company, 1985.
8. Chambers & Lacely, Modern Corporate finance: Theory and practice Collins College press 1994.

MBA 711: ADVANCED STRATEGIC MANAGEMENT

Credit Hours: 2

Course Description

In the Business Policy and Strategic Management course all functional disciplines are integrated together in an attempt to look at and comprehend the wholesome business picture. While running a business in a competitive environment, it is expected that senior executives have conceptual and abstract skills to understand the business issues and challenges NOT ONLY in their respective areas of expertise, BUT ALSO, and more importantly, from other functional managers' perspective. The senior executives are also expected to have an understanding of how the company as a whole is evolving over time. They should have good vision to shape up the company's destiny not just by exploiting the emerging opportunities in the surrounding environment, but also creating its own opportunities. When the market is intensely competitive, the managers must be able to run the company based on their wholesome integrated view of the company. This requires a constant monitoring of the company's external and internal-organizational environment to be aware of the dynamics of the situation. In the environment of intense competition and rapid technological innovation, it is imperative that managers are fully aware of the situation and take appropriate & timely actions to adapt with the changing environment and direct the company responsively and proactively.

Course Objectives:

The course aims to achieve the following objectives:

- To develop an appreciation of top management perspectives, as well as understanding the functions and responsibilities of managers in all areas and levels.
- To understand business analytical tools and fundamental concepts in strategic management.
- To understand and develop the process of strategy formulation and implementation.

- To develop communication skills (both in writing and verbally) in solving and presenting business policy issues.

Course Outline /Content

Chapter1: General business policies

1.1. Origin of policies

1.2. Procedures and rules

1.3. Formulating and implementing policies

1.4. Integrating objectives, strategies and policies

Chapter 2: Strategic management: an overview

2.1. Strategic management process

2.2. Defining the organization's purpose, mission and objectives

2.3. Selecting a strategy

2.4. Model of the strategic management process

2.5. Strategic management and planning

2.6. Distinguishing among corporate, strategic and functional level strategies

2.7. Forecasting for changes, developments and opportunities

Chapter 3: Strategy formulation

3.1. Industry and competitive analysis

3.2. Competitive advantage

3.3. SWOT analysis

3.4. Analyzing the internal environment

3.5. Identifying strategic alternatives

3.6. Global strategy

Chapter 4: Strategy evaluation and selection

4.1. The performance gap

4.2. Adjusting the current strategy; changing or adding new strategies

4.3. Strategy evaluation

4.4. Qualitative factors in the strategy

4.5. Strategic controls

Chapter 5: Strategy Implementation

5.1. Communicating strategy

5.2. Strategy and structure

5.3. Organizational leadership

5.4. Strategy and motivational systems

5.5. Establishing short-range objectives

Chapter 6: Organizations and technology

6.1. Changes in technology and their implications

6.2. Methods of production

6.3. Types of products and organizational structure

Chapter 7: Special challenges faced by small enterprises

7.1. Not-for-profit and governmental organizations

7.2. Evaluation of programs

7.4. Measuring effectiveness and efficiency

MODE OF TEACHING-LEARNING PROCESES

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

- Lecture
- Individual & or group Assignment /projects / term papers,
- Class presentation and discussion by students.
- Case analysis depending on the nature of the course.

ASSESSMENT SCHEME

Quiz and/or class activities	10%
Individual Assignment	20%
Group Assignment	20%
Final examination	50%
TOTAL	**100%**

Text books

- Strategic Management and Business policy, Thomas L.Wheelen J.David Hunger, Eith Edition, Prentice Hall.

References books

1. Catsioloudes, MI. (2006). Strategic Management: Global Cultural perspectives for Profit and Non-profit Organizations. UK: Elsevier
2. Stickland, A.J. & Thompson, A. (1998). Strategic Management. 10th ed. USA: McGraw Hill.
3. BoB de Wit & Meyer Ron. (2004). Strategy: Process, Content, Context. 3rd ed. North York Shire: Southwestern.
4. Hill CW. and Jones G. (2008) Strategic Management an Integrated Approach, 9th Edition, South western publishers.
5. Jay B. Barney and W.S. Hesterly, strategic management and competitive advantage: concepts, 3rd ed., 2010, Pearson education Inc.
6. Strategic Management: competitiveness and Globalization. Hitt, Ireland and Hoskisson
7. Thomson and Strickland (2002). Strategic Management, 12th ed, TMH
8. Glueck, William F, Strategic Management and Business policy, New York, Mc Graw Hill.

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

MBA 712: ADVANCED 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 addresses a range of economic concept 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

By the end of this course, students will be able to:

- ✓ Relate economic concepts with day to day business decisions
- ✓ Know different market models
- ✓ Elaborate Elasticity and pricing decisions

Course Contents

CHAPTER - One: Introduction

An overview of Economic agents and the circular flow of economic activities

Firms as economic agents

The concept of profit

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)

CHAPTER r- Three: theory of the firm

3.1 theory of production and optimization decision

3.2 Theory of cost

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

CHAPTER - Five: Strategies and Tactics in Game Theory

5.1 Dominant Strategy

5.2 Nash Equilibrium

5.3 Non –cooperative games

5.4 Cooperative games

5.5 Sequential games

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 PROCESES

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

- Lecture
- Individual & or group Assignment /projects / term papers,
- Class presentation and discussion by students.
- Case analysis depending on the nature of the course.

ASSESSMENT SCHEME

ASSESSMENT SCHEME

Quiz and/or class activities	10%
Individual Assignment	20%
Group Assignment	20%
Final examination	50%
TOTAL	**100%**

Text

- Thomas J. Webster, Managerial Economics: Theory and Practice, 2003, Elsevier (USA).

References

- William F. Samuelson and Stephen G. Marks, managerial economics, 7th ed., 2012, John Wiley & Sons, Inc.
- David M. Kreps (1998) *A course in Micro economic theory*. Prentice-hall of India pt. Itd, 1sted.
- Paul Samuelsson and W. D. Nordhaus (1989) *Microeconomics*: A version of economics, 13thed, McGraw-Hill book Co
- Craig Peterson, w. Cris Lewis, (1999) *Managerial economics*, 4th edition, Pearson Education, Dell:
- D. N Dewivedi (1999) *Managerial Economics*- (McGraw-Hill) .US

MBA 713: ADVANCED OPERATIONS MANAGEMENT

Credit Hours: 2

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

CHAPTER 1: Operations Management Concepts

1.1. Operation management overview

1.2. Operations Management Objectives

1.3. The Environment of Operations

1.4. Scope of Operations Management

1.4.1. Operations Function in Organizations

1.4.2. The Strategic Role of Operations

1.4.3. Productivity and its measurement operation decision making

1.5 Concept of Production

1.6 Production System

1.7 Classification of Production System

1.8. Production Management

1.9. Objectives of Production Management

1.10. Operations System

1.11. A Framework of Managing Operations

1.12 Operations Management

1.13. 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. Labor 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 Designs for Manufacture (DFM)

5.6 Designs 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 PROCESES

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- Class presentation and discussion by students.
- Case analysis depending on the nature of the course.

ASSESSMENT SCHEME

ASSESSMENT SCHEME

Quiz and/or class activities	10%
Individual Assignment	20%
Group Assignment	20%
Final examination	50%
TOTAL	**100%**

Textbook:

- ✓ Stevenson, W. (2012). Operation Management .USA: McGraw-Hill Companies.

Reference Books:

1.1 Stevenson, W. (2012). Operation Management .USA: McGraw-Hill Companies.

2.1 Panneerselvan, R. (2013). Production and Operation Management. New delhi:PHI.

3.1 Dong L. (2015). Modern approach to operations management. USA: Arcler press.

4.1 Stevenson, W. (2013). Operation Management: Theory and Practise.USA: McGraw-Hill.

5.1 Heizer, J & Render, B. (2015). Operation Management. India: Pearson Education.Stevenson, W. (2002). Operation Management. 7th ed. USA: McGraw-Hill.

6.1 Seiple, R. (2012). Operation Management. USA: McGraw Hill.

MBA 714: ADVANCED PROJECT ANALYSIS 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:

Upon completion of this course students will be able to:

- ✓ Understand how to plan, formulate, implement and evaluate business projects.
- ✓ Develop skills to prepare and formulate project.
- ✓ Conduct environmental and social benefit cost analyses.

Course Contents

CHAPTER 1.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

CHAPTER 2.Project Identification, preparation and Analysis

2.1 Market and Demand analysis

2.1.1. Situational Analysis and specification of objectives

2.1.2. Collection of information

2.1.3. Characterization of the market

2.1.4. Market planning

2.2. Technical analysis

2.3. Institutional and Social aspects

CHAPTER 3.Financial analysis and projection

3.1. Cost of project

3.2. Means of finance (project financing)

3.3. Estimation of sales and production

3.4. The cost of production

3.5. Cash flows in financial analysis

CHAPTER 4.Environment analysis

4.1. Overview and meanings of Environmental Analysis

4.2. Environmental impact Statement (EIS)

4.3. Project category

CHAPTER 5.Project Appraisal (The project Selection Criteria)

5.1. Non-discounting Methods

5.1.1. Ranking by inspection

5.1.2. The payback period

5.1.3. Proceeds per unit of outlay

5.2. Discounting methods of project selection

5.2.1. The Net present Value (NPV)

5.2.2. The internal rate of return of a project (IRR)

5.2.2.1. Modified Internal Rate of Return

5.3. Problem with project ranking

CHAPTER 6: Social Cost Benefit Analysis

7.1. Rationale for SCBA

7.2. UNIDO approach

7.3. Socio culture and demographic factors

7.4. Project cultural acceptability

7.5. Net benefit in terms of economic price

7.6. Saving Impact

CHAPTER 7: Project Management (Implementation)

7.1. Project planning

7.2. Project organization

7.3. Project direction

7.4. Monitoring and Evaluation

MODE OF TEACHING-LEARNING PROCESES

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

- Lecture
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- Class presentation and discussion by students.
- Case analysis depending on the nature of the course.

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ASSESSMENT SCHEME

Quiz and/or class activities	10%
Individual Assignment	20%
Group Assignment	20%
Final examination	50%
TOTAL	**100%**

regular

Textbook:

- ✓ Chandra, P. (2014). Projects: Planning, Analysis, selection, Financing, Implementation & Review. 8th ed. India: McGraw Hill.

References books:

1. Kerzer, H. (2009). Project Management: A systems Approach to Planning, Scheduling & Controlling. 10th ed. New Delhi: Wiley.
2. Chandra, P. (2009). Projects: Planning, Analysis, selection, Financing, Implementation & Review. 7th ed. India: McGraw Hill.

3. Moris, PWG. (1994). The Management of Projects. UK: Redwood Books.
4. Larson E. and Gray C. (2014). Project Management: The Management Process. USA: McGraw-Hill New York.
5. Lewis, J., (2011). Project Planning, Scheduling and control. India: McGraw-Hill.

MBA 721: MASTER'S THESIS

Credit Hours: 6

Pre-requisite: All courses in the Program

COURSE DESCRIPTION:

COURSE DESCRIPTION

This course is designed to help students develop knowledge and skills in Business research. Specific content is determined by the student and his/her advisor in relation to the specific thesis topic. This course encompasses two parts. In the first part of this course, the emphasis is on selecting the topic; defining the problem; setting the basic research questions and objectives of the study; determining the research methods and tools to be employed; and locating and compiling the relevant literature. In the second part, the knowledge of research methods gained from the first part of this course is applied in the data gathering, analysis and interpretation phases of this course. On completion, students are able to: systematically gather, process and interpret data in the area of Business Management, effectively relate research results to the relevant management literature; prepare a thorough and effective report on a completed research work and demonstrate a comprehensive knowledge in the area chosen for the research.

COURSE OBJECTIVES

By the end of this course, students are expected to be able to:

- Select a research topic.
- formulate and clarify a research question/s and research objective/s.
- design research methods and determine appropriate data collection tools.
- develop a research proposal
- conduct an extensive literature review around the research questions;
- develop appropriate methodologies to address the research questions;
- collect and analyze data relevant to the research questions;

- discuss the findings of the study in the context of appropriate literature;
- draw conclusions and recommendation; and
- Write an effective research report.

TEACHING AND LEARNING STRATEGIES

The major steps to be taken for the completion of this course include the following:

- decide on a broad topic area for the research project, and conduct preliminary reading of the literature to assist in making a decision.
- with the assistance of the MBA program coordinator, the student will be allocated an advisor for his/her research.

Note: The students should be instructed not to wait until they have been allocated a supervisor/advisor before they start working on the course. They should be encouraged to become familiar with the literature from the start, as this will assist in the choice of topic and could assist in the choice of an appropriate supervisor/advisor as well.

- With the assistance of the supervisor/advisor, students will refine their topic area and develop research questions/objectives and possibly hypotheses.
- With the assistance of the graduate program coordinator, students will have the chance to participate in internship program (in which students will look in to the operation of companies from which they can identify the problem areas or the research topic of the thesis).
- Write a literature review in areas relevant to the research topic.
- Refine the research objectives and hypotheses (if any) on the basis of new knowledge gained from the literature review.
- Design a study to address the research questions/aims.
- Decide the research data collection instruments and research methodologies.
- Collect data, analyze, and interpret the findings.
- Write a final report.

  In general the following minimum requirements need to be fulfilled for the accomplishment of the course:

MINIMUM REQUIREMENTS

Students are required to follow the advice of their supervisors/advisors on the desired format. A format guideline will be provided to the supervisors/advisors upon assignment. However, a suggested structure for the final report is given below:

- **Title page**: contains name of the student, program, course, title of research.
- **Abstract:** This contains a brief summary of the report, including an outline of the study and its main findings. This should not exceed one page and should not include graphs, tables, chats, etc.
- **Table of Contents**
- **Introduction:** This section gives a brief overview of the literature to be reviewed and the broad aims and nature of the study. It should include background of the study, statement of the problem objectives/research questions, significance of the study, delimitation of the study, limitation of the study (if any), and research design and methodology.
- **Literature review:** This section provides theoretical foundations for the various concepts in the paper.
- **Results of the study:** This section should include detailed analysis and presentation of the data using tables or graphs as appropriate and discussion of findings in relation to the aims of the study and any hypotheses.
- **Discussion and conclusions:** This section summarizes the main findings of the study and its significance, and relates to the relevant literature.