

COURSE DESCRIPTIONS-CORE MODULES

Course Code	Course Title
MBCO 601	Managing People in Organisations
MBCO 602	Accounting and Finance For Managers
MBCO 603	Marketing Management
MBCO 604	Strategic Management
MBCO 605	Managing Information
MBCO 606	Research Methods and Statistics
MBCO 607	Economics for Managers
MBCO 608	Regional Integration & Organisational Responses
MBCO 609	Change Management
MBCO 610	Management Science
MBCO 621	Dissertation / Project Report / Case Study
MBCO 622	Dissertation / Project Report/ Case Study

MBCO 601 Managing People in Organizations

This introductory course provides a framework for studying and understanding human behaviour in organizations and its impact on organizational performance. The course draws on insights from the psychological and socio-psychological approaches to understand the basic aspects of human behaviour in work organizations. Among the topics discussed are: motivation at work, individual differences, group dynamics, conflict, leadership, decision making and communication, organizational culture, power and politics.

MBCO 602: Accounting and Finance for Managers

The aim of this core theme is to familiarise students with the key accounting and financial theories, concepts, conventions, reports and major foundations of today's accounting and finance theories in the context of managing accounting systems, finance and value creation. Students will be required to be familiar with basic accounting, accounting controls, the basic concept of financial reporting, and the techniques of financial statement analysis. Students will also be aware of the issues relating to the management of working capital, and acquire the basic skills of valuing investments and financial securities; be familiar with the fundamentals of financial markets in which firms operate and the factors affecting the financial state of a firm. In addition, the course provides an overview of financial accounting concepts; analysis of financial statements, financial instruments management, accounting concepts, and the use of accounting for planning and control. Its objectives are to enable students to (a) understand financial statements, appreciate their limitations and the forces that influence their content, (b) understand and use information provided from the internal accounting system for decision making, and for planning and control, (c)

be aware of the alternative types of finance. The course is user rather than procedure-oriented. The course also introduces the core concepts of managerial and financial accounting, including cost behaviour, cost-volume-profit analysis, product costing, standard costs and control, differential cost analysis, and construction.

MBCO 603: Marketing Management

This course provides the framework for understanding the marketing concept. It also deals with the processes involved in managing an organization's marketplace orientation in a changing business environment. It discusses the change management processes involved in re-orienting non-market oriented firms into market oriented and customer-focused. It also examines the processes involved in developing and strengthening profitable customer relationships for successful business. Recognition is given to marketing as a company-wide business philosophy and management process responsible for creating, communicating and delivering superior customer values, rather than a departmental function preserved for only those in the marketing department - a team work approach.

MBCO 604: Strategic Management

This course focuses on corporate-level and business-unit strategy formulation and implementation. It encourages a multifunctional "general management" perspective that requires the integration and application of knowledge and techniques learned in previous courses. Topics to be covered include the relationship of organisations with their domestic and international environments, strategic leadership, formal and informal approaches to strategy formulation in uncertain environments, competitive analysis, the role of organisational structure and managerial systems in implementation, and mechanisms for monitoring and evaluating the effectiveness of strategic decisions. The course also addresses ethical and legal issues associated with the strategic management process. Conceptual and analytical skills are developed through readings and lectures.

MBCO 605: Managing Information

This course teaches computerised information systems in organisations and markets. The philosophy underpinning the course is the integration of ICT strategy into a corporate strategy to maximise organisational competitiveness and the benefits gained from investment in ICT. Participants will study the IS planning process and develop skills to critically review an organisation's information systems. This will enable them to appreciate how IT can achieve competitive advantage. Participants will learn to contribute to new information

system strategies and to understand the relationship between new management structures and information systems.

Topics to be taught include the use of information systems to support the strategy of the firm, technical foundations of information technology, development of information systems in a global environment, issues of ethics and privacy in implementation of information technology and future trends.

MBCO 606: Research Methods and Statistics

This module is to equip students with the necessary training both to be able to assess the academic research and literature in business fields and to prepare the student to do thesis. By the end of the module, students will gain in-depth understanding and be keenly aware of the nature and scope of research in business and management, be able to effectively organise, structure and manage a research project. In this regard students will be aware of and be familiar with the facilities available for conducting literature searches, and obtaining relevant data to facilitate empirical investigation, and further develop skills of inquiry, research design, data collection and information retrieval, bibliographic search, measurement, analysis, interpretation and presentation of a research project.

MBCO 607: Economics for Managers

The course provides a conceptual framework for understanding the macro-economic forces that shape business decisions. The aim of this module is to enable students to develop skills in economic analysis in business decision-making, and planning. The course examines market behaviour and focuses on the actions and reactions of business firms and consumers in a variety of market environments. The impact of different market structures (including perfect competition, monopoly and oligopoly) on production and consumption is analysed.

Students will also become familiar with consumption, investment and the multiplier, interest rates, monetary policy and inflation, balance of payments and exchange rates, international trade and regional economic integration, internationalisation of the firm and market entry modes. Other topics to be covered include the determinants of long-run growth of developing and advanced economies, the allocation of capital across industry, causes of speculative attacks on currencies, and an understanding of a country's international financial policy in dealing with various real and financial crises. The current economic situation, forces shaping the global environment, firm behaviour, production function and costs, firm objectives and market structures, economic accounting and economic growth will also be addressed.

MBCO 608: Regional Integration and Organisational Responses

This unique model provides students with an in-depth understanding of the main issues and complexities of managing organisations in the principal trading regions, with special emphasis on the ECOWAS sub-region.

The module content discusses ECOWAS in relation to the following trading blocks: EU, NAFTA, ASEAN, MERCOSUR, COMESA etc. The course also seeks to outline the main political, economic, technological and social trends of the region; discusses the key provisions of their treatise; critically analyse the business opportunities and discuss market potentials, alternative entry and operational strategies; and also explore the distinctive strategies, structures and processes within the cultural environment of the region and their importance within the context of international business.

MBCO 609: Change Management

Change is an important part of all human existence. Growth and improvement require change or a move away from the status quo. This process is felt very much in organisations especially since many organisations become the setting within which much social and economic activity takes place and people find therein, their financial security. Events, which threaten the stability of organisations, are therefore directly or indirectly threatening the psychological well-being of human beings. The ability to skilfully understand and manage the change process often determines the survival of an organisation. This course therefore aims at developing in students the conceptual and critical skills required for effective change management either as external facilitators or internal managers. To this end, students will be exposed to the following topics: theoretical bases for organisational change and development, the concept of change, Understanding the human change process, managing change and Organisational change strategies.

MBCO 610: Management Science

The objectives of this course are to equip students to apply quantitative techniques to the analysis of economic phenomena and to conduct empirical research. It also aims to help students develop their own models which they consider appropriate for economic analysis and policy formulation in given spatio-temporal contexts. This course is also designed to help students understand the theoretical and applied economic courses. Finally, it will help students to understand the theoretical basis of the quantitative techniques themselves. The applied orientation of the course could be achieved in several ways including an in-depth critical evaluation of applied works.

COURSE DESCRIPTION-AREAS OF CONCENTRATION/SPECIALISATION

NB: The MBA Programme does not guarantee that any particular courses in a concentration area will be offered during any given academic year.

Human Resource Management Option Courses

Course Code	Course Title
MBHR 601	Human Resource Development
MBHR 602	Human Resource Planning
MBHR 603	Industrial Relations
MBHR 604	Macro-Organisational and Administrative Theory
MBHR 605	Strategic Human Resource Management
MBHR 606	International Human Resource Management
MBHR 607	Human Resource Management
MBHR 608	Recruitment, Selection and Placement

MBHR 601: Human Resource Development

This course discusses current trends in employee development. The course focuses on the role of training in developing employees' knowledge and skills. This includes job analysis, needs assessment, management development program design, inventorying training media and methods, training evaluation, marketing human resource development programs, and organization entry and career development.

MBHR 602: Human Resource Planning

Human resources planning is the process of anticipating and making provisions for the movement of people into, within and out of an organization within a foreseeable period.

This course analyzes various aspects of the human resources planning process at both the micro and macro levels. At the micro level, topics include forecasting human resource demand and supply, human resources information system, managing human resources surplus or shortages, succession planning/management, and aligning HR Planning with Strategic Management issues such as downsizing, mergers and acquisitions, and outsourcing. At the macro level, the course examines the programs and policies of the government and labour market partners as they affect labour market conditions.

MBHR 603: Industrial Relations

This course examines employment relationships and employment law. It provides students with an understanding of the context within which employment decisions and policies are made and the skills with which to effectively manage the employment relationship. The primary focus of the course

will be Labour Law, Collective Bargaining, Theory and processes of negotiations as practiced in a variety of settings, Conflict management, employee involvement techniques and disciplinary and grievance procedures.

MBHR 604: Macro-Organizational and Administrative Theory

This course examines in depth the development of management theory and practice from historical and contemporary perspectives. Using a multidisciplinary approach, the course draws heavily from behavioural theory, political science, economics, and the natural sciences traditions to explore the evolution of management thought from a behavioural standpoint. The course builds upon the concepts and principles covered in MBCO 601, by considering the effects of such macro variables as structure, technology, organizational size, external environments, and organizational change on organizational effectiveness. It emphasizes common *organization-wide* behaviour issues such as culture, change, decision making, communication and performance.

MBHR 605: Strategic Human Resource Management

This course focuses on the importance of managing Human Resource as a critical corporate activity rather than an operational function dealing with day-to-day administration of mundane matters such as leave rosters etc. Strategic HRM aims at providing students with the requisite knowledge base by which students can adopt a strategic posture in the management of corporate and national human resources. This involves those decisions, initiatives and approaches to manage people who have a long-term orientation. It also has to do with policies, projections and plans. Topics to be covered include; Basic principles of strategic management and their application to HRM, formulation of HR policies, HR plans and the design of scheme of service, succession management, training design and implementation, reward and compensation system design, HR activity costing and organisation research. The student will be able to link these important HR activities to corporate and Business Strategies.

MBHR 606: International HRM

This course focuses on the effective management of people across national borders specifically in multinational Companies, NGO and ventures that involve expatriate staff. Today many businesses, organisations, governments and institutions across the organisation landscape (public, private & NGO), operate across national borders. This is because the increased pace of market accessibility, communication, capital in/outflows as well as the formation of regional blocks and groupings have made it impossible to sustain any level of operations solely within the borders of any one country. Organisations tend to employ people and manage the productive process in many different countries; employees also find the need to move from country to country to fulfil the demands of the job, career or the business/organisation. There is, therefore, a growing area of HRM dedicated and related to understanding HRM issues that arise from cross-national operations of organisations and across-national movement of employees. This is IHRM. This course will provide insights into the professional management of people internationally, or across borders. Topics to

be covered are: The International Organisation & the Global Environment. Organisational forms/structures used in the international competitive market, Staffing the international organisation, Expatriation or cross-national movements, The challenge of Culture and the Cultural Adjustment of the expatriate, training needs of expatriates, performance assessment in international and multinational firms, Managing Expatriate Compensation & the issue of in-country Industrial Relations.

MBHR 607: Human Resource Management

Employees are the most complex, critical, costly and problematic resource that organizations use. Yet when properly managed they become a source of competitive advantage for the firm. Managing people in organizations is a shared and complementary responsibility between other managers of the organization and the human resources professionals. This course examines the policies, practices, programs and philosophies (HRM) that enable the organization to realize a competitive advantage in the management of its human asset. The topics covered in the course include: human resources planning, recruitment, selection, training development, performance appraisal, industrial relations and employee rights and discipline, etc.

MBHR 608: Recruitment, Selection and Placement

This course enables the student to identify the appropriate recruiting methods for locating, identifying and attracting into the organization, the right type of applicants, in sufficient quantities and at the right time. The course also examines the steps in the selection and hiring process, such as filling the application blank, conducting interviews, employment tests, reference checks, asking for physical examinations and making the hiring decision. Finally, it examines/evaluates the validity and reliability of the various selection techniques, as well as placement issues such as employee orientation, socialization and acceptance.

Finance Option Courses

Course Code	Course Title
MBFN 601	Advanced Corporate Finance
MBFN 602	Corporate Reporting and Control
MBFN 603	International Trade and Finance
MBFN 604	Treasury Management and Capital Markets
MBFN 605	Investment Principles and Practice
MBFN 606	Financial Markets and Institutions
MBFN 607	International Financial Management
MBFN 608	International Economics

MBFN 601: Advanced Corporate Finance

This course exposes students to the role and functions of the Financial Executive in the modern corporation. Students must have background in accounting, capital asset pricing, financial analysis, and forecasting to be able to take a full advantage of this offer.

The course emphasises the main themes of a firm's financial management. It deals with financial planning, project evaluation and control, capital budgeting for long-term investment decisions, short-term financial management of working capital, levels of debt and equity, together with sources of finance. The course also investigates the equity, money and foreign exchange markets. It requires a working knowledge of spreadsheets.

There is a focus on the techniques used by corporate financial managers to assure liquidity and to minimise the risk of bankruptcy. In addition to liquidity assessment, the course will examine investment of surplus funds, cash management, risk management, credit/ accounts receivables analysis, inventory management, and short-term financing alternatives.

MBFN 602 Corporate Reporting and Control

The aim is to develop the financial tools of business management and their systems context introduced in the core theme. Participants will be able to appreciate the international perspectives of financial reporting and the role of the Auditor and to develop an appreciation for the information needs of management for control and decision-making. Participants will understand the context of the use of management accounting information for control and for decision-making and appreciate the limitations of information.

MBFN 603: International Trade and Finance

This module aims to provide students with an up-to-date and advanced understanding of the issues that confront the financial management of multinational corporations. In addition it offers opportunities to students to further develop some key skills and have the opportunities to appreciate the complexities and contradictions of the current academic literature in the field of financial management of multinational corporations and an advanced understanding of risks encountered by multinational companies and the process of managing these risks.

MBFN 604: Treasury Management and Capital Markets

The aims of this module are to provide critical knowledge of the functioning of the main financial markets used by Treasury Managers and a clear understanding of some of the techniques used in the practice of treasury

management. It will afford students the opportunity to understand the role of a financial system and understand the workings of capital markets and their main instruments. It is expected that participants would have command of the role of the corporate treasurer in the provision and use of corporate financial resources. In addition, students will understand how to manage and hedge financial price risk by using financial markets and derivative instruments

MBFN 605: Investment Principles and Practice

The module brings into focus the skills required by someone to perform the treasury function of finance, manage investment in financial assets or securities. The module covers the analysis of the various types of securities, the financial markets on which they are traded and the management of a portfolio of investments to maximise shareholders' wealth.

MBFN 606: Financial Markets and Institutions

The course brings into focus the critical roles of both domestic and foreign financial markets and institutions in the buying and selling of securities. The module shows the interdependence of investments and financial markets and institutions. The areas to be covered include an overview of financial markets and institutions, the type of financial markets and securities they handle, and types of financial institutions and their roles. Risk as it pertains in financial institutions and how it is managed, is also covered.

MBFN 607: International Financial Management

This module aims to provide students with up-to-date and advanced understanding of issues that confront the financial management of multinational corporations. In addition it offers opportunities to students to further develop some key skills. The module covers the international financial environment, exchange rate behaviour and risk management, Long-term and short-term assets and liability management.

MBFN 608: International Economics

This module will enable students to have a comprehensive understanding of the driving forces of international business. Participants will be exposed to international trade systems and current debates on the WTO, the various currency exchange regimes and their impact on businesses in developing economies, including the African LDCs, with particular reference to ECOWAS, and the role of Multinational Corporations in world economies.

Marketing Management Option Courses

Course Code	Course Title
MBMK 601	Innovation Management & New Product Development
MBMK 602	Marketing of Services
MBMK 603	Consumer Behaviour and Marketing Strategy
MBMK 604	Strategic Retail Management
MBMK 605	International Marketing
MBMK 606	Integrated Marketing Communications
MBMK 607	Branding and Brands Management
MBMK 608	Strategic Marketing Management
MBMK 609	Strategic Relationship Marketing
MBMK 610	Marketing Research

MBMK 601: Innovation Management & New Product Development (Free Elective)

This course examines the approaches companies adopt in developing the necessary strategic focus, capacities and competences for managing innovations, in terms of creating new products, new services and exploring new, improved and better ways of managing operations. The course is divided into two sections. The first section examines the managerial processes leading to the creation of the necessary cultural environment for effective innovation creation and management. Thus, organizational factors such as leadership style, vision, strategy, structures, systems, staffing and skills development, as well as the value-chain activities and support services for ensuring the necessary innovation competences will be extensively discussed. The second section examines the processes involved in developing new products or services. These include idea generation, idea screening, concept testing, business analysis, prototype development and testing, packaging, branding, test marketing, launching and commercialization, as well as the management of post-launch activities and rolling-out strategies.

MBMK 602: Marketing of Services (Prescribed Elective)

This course provides the framework for understanding the peculiarities of marketing intangibles, as opposed to marketing tangible products, in a highly competitive environment. It adopts a value-creation, value-communication and value-delivering approach to meeting identified customer needs profitably, in any service marketing setting. The course takes an overview of the various service sectors – in areas like banking, airline, hospitality, healthcare, retail, telecommunication, and so on. It also examines the processes for service creation, service communication, and service delivery; managing physical evidence, service quality, and customer satisfaction. Key topics covered include – analysing the external and internal environment of value-oriented services marketing organizations, managing the service value chain, managing customer interactions, building and strengthening customer relationships, managing customer acquisition, retention and recovery, planning, implementing and controlling services marketing.

MBMK 603 Consumer Behaviour & Marketing Strategy (Prescribed Elective)

This course introduces the notion of consumer behaviour as an interdisciplinary science that investigates the product, service or idea acquisition, consumption, or usage and disposal-related activities of individuals in the context of the socio-cultural environments in which they live. In practical terms, it discusses the study of consumer behaviour as a marketing research activity, and therefore examines the psychological and socio-cultural influences antecedent to typical behaviour of the consumer at the market place. These factors include psychological constructs such as perception, motivation, beliefs, attitude formation and change, as well as socio-cultural concepts like values, lifestyles, reference groups, opinion leaders, etc. in terms of how the combined effect of these factors influences the what, where, when, how, and why consumers buy what they buy. Models of consumer behaviour, including stimulus-response models, acquisition and disposition models, decision making process model, and attitude measurement models/scales will be covered extensively.

MBMK 604: Strategic Retail Management (Free Elective)

This course provides a strategic approach to managing retail organisations. It focuses on topics such as principles and practice of retailing, retail planning and management, understanding the retail environment, customer behaviour, competitor analysis, market selection, format and merchandise selection, inventory management, pricing, retail trade promotions, store layout and design, retail administration, legal and ethical issues.

MBMK 605: International Marketing (Free Elective)

This course focuses on examining the key issues associated with the management of a firm's marketing activities across international boundaries, as a strategy for growth.

Students will be made to appreciate the essential features of international marketing – the stages involved in the firm’s internationalization process, viz. exporting, establishing branch offices, establishing subsidiary plants, becoming global. Issues concerning analysis of the global marketing environment, identifying foreign business opportunities, researching and analysing foreign markets, international marketing planning, product development, pricing, international marketing communications, building and strengthening international customer relationships, and management of distributions channels will be discussed.

MBMK 606: Integrated Marketing Communications (Prescribed Elective)

The changing nature of the marketing environment - increasing competition, customer sophistication, technological changes, market fragmentation, media proliferation and the associated rising promotional costs and dwindling returns - is compelling firms to re-examine their promotional strategies and tactics. This persisting state of affairs implies that it is no longer profitable for firms to independently use the traditional promotional tools of advertising, personal selling, sales promotions, etc. to effectively communicate with their markets and customers.

This course provides the framework for understanding and evaluating market situational factors that call for appropriate integration of the promotional tools with other marketing mix elements to deliver a consistently clear, unambiguous message, in the most cost-effective manner, and to influence the behaviour of clearly defined target audiences with a view to achieving profitable market responses. The key topics include theory and models of the communication process, developing persuasive marketing communications, integrating marketing communication activities, planning, organizing and implementing integrated marketing communication plans, and managing promotional events.

MBMK 607 Branding and Brand Management (Free Elective)

This course presents a framework for understanding the strategic implications of branding and brand management. It recognizes branding as focal point of competitive decisions, and brand management as an organizational process of building and strengthening customer and other stakeholder relationships for effective marketing. The topics covered include the concept of branding; corporate, product and own-label branding, components of a brand, the benefits of branding, brand equity, branding strategies, and managing brands.

MBMK 608: Strategic Marketing Management (Prescribed Elective)

Every organization requires a sound marketing strategy to reach its goals for growth, profitability and survival. All marketers are involved in developing and implementing marketing strategies, whether they are a small business, large corporation, government or non-governmental agency.

This course provides the framework for understanding the strategic processes involved in developing and implementing effective and profitable marketing plans. The approach is to provide an orderly process for developing strategic marketing plans that match the organization's internal resources with the dictates of its external environment. The key issues discussed include the strategic marketing management process, the role of information in developing and analysing marketing strategy, utilizing SWOT techniques, strategic mission, vision, goals and objectives, marketing strategy options, marketing strategy selection, financial analysis in marketing, developing the marketing plan, organizing for implementation of the marketing plan. Case studies will feature extensively throughout the course.

MBMK 609: Strategic Relationship Marketing (Free Elective)

Business success depends largely on achieving competitive advantage at the market place. One of the ways of achieving competitive advantage is to resource the organization through capacity building and the development of the relevant distinctive competences. Capacity building and competences development are also achievable through the forging of relationships within the organization's industry market environment.

This course is designed to acquaint students with the necessary knowledge and understanding of the strategic issues associated with managing relationships within the organization's industry/market environment. The course examines the various dimensions of strategic relationship marketing viz. upstream supply chain relationship management, downstream demand chain relationship management (including customer relationship marketing); mainstream collaborative relationship management (including joint ventures and strategic alliances); and internal employee relationship management. The main thrust is the building and strengthening of mutually beneficial relationships with key stakeholders from upstream, mainstream and downstream for effective and efficient marketing.

MBMK 610: Marketing Research (Prescribed Elective)

Marketing research is a phenomena measurement process of generating and analysing data on all aspects of marketing to ensure that marketing decisions are based on facts and figures, rather than on conjecture. The course therefore aims at equipping students with the requisite knowledge and skills of designing, implementing and supervising marketing research activities within their organizations. Topics covered include the role of marketing research; nature, scope and types of marketing research (including exploratory, conclusive and

continuous research), the marketing research process, information gathering process (secondary data, primary data) and methods (observation, experimental, survey, questionnaire, focus groups); sampling methods, questionnaire design, interviewing skills, data collection and analysis, and reporting findings. The course also discusses marketing information systems, marketing decisions support systems, networks and electronic data interchange, as well as ethical issues in marketing research.

General Management Courses

Course Code	Course
MBGM 601	Operations Management
MBGM 602	Internet and E-commerce
MBGM 603	International Business
MBGM 604	Project Management
MBGM 605	Entrepreneurship
MBGM 607	Financial Planning

MBGM 601: Operations Management

This course is to provide students with analytical concepts/tools for managing operations within the decision-making process. A competitive advantage driven by supply chain strategy is and has been a common practice in the business environment. Most of the strategies involve improving operational efficiency either by reducing cost or increasing capital efficiency. Decision-making regarding operational issues is one of the most common tasks within organizations. This course will enhance the students' ability to perform the quantitative analysis necessary to understand management issues in order to make good operational decisions.

Our focus during the course will be on fundamental concepts and principles that will help you obtain a better understanding of operations management and become a better manager. Topics will include supply chains issues and strategies, operations management framework, quality management, demand and supply planning, inventory deployment/control, among others. Other topics will be introduced as the course progresses. The introduction of concepts via cases is preferred whenever appropriate. The operations function is central to the business enterprise and it has strong interactions with other functional areas, in particular with the marketing and sales organizations; thus we will also explore the interfaces between operations and other functional areas.

MBGM 602: Internet and E-commerce

This course mixes industry insights, theoretical approaches, and hands-on with experience to give students a framework for understanding and implementing marketing on the Internet. The goal is to understand not only how successful net marketing operates, but also how existing organisations should combine the Internet with their traditional market approaches. The course begins with a framework for anticipating successful on-line marketing and economic opportunities created by the Net. The course then considers a number of Net marketing themes, such as information-based marketing, on-line quality enhancement, personalisation, community - building, real time marketing, and on-line customer management. Building traffic to a site is one of the main jobs of an on-line marketer. Branding, public relations, advertising, email, and word-of-mouth methods of acquiring and retaining visitors are examined. There is a strong focus on success metrics and profitability for these traffic-building actions. An important new emphasis of the course is the hybrid structure, where companies combine the Net with their existing operations. Key issues with regard to this are channel conflict, appropriate activities by channel, and innovative new methods of automating customer contacts

MBGM 603: International Business

Globalization of businesses has resulted in companies having to manage global networks of suppliers, integrators, contract manufacturers, logistics service providers, distributors, and service support operators in geographically dispersed locations. The customer network is also globally distributed. This course focuses on (1) how global and international companies can overcome the geographical, cultural, and organizational barriers, and leverage the strengths of the network to create values, and (2) how these companies may use different ways to manage operations in different regions to take full advantage of the local strengths and limitations. Through this course, students are exposed to the basic concepts, methodologies and principles of running an effective operation. The course is based on cases, mostly developed in the last two years, on innovative strategies and tactics used by global and international companies.

MBGM 604: Project Management

This is a hands on course designed to challenge self-motivated and multi-skilled participants to better manage their resources. It provides a solid foundation in the concepts of project management and the various stages of a project. Participants will get the opportunity to learn how to plan a project and techniques of project management. In particular, techniques like GANTT charts, Critical path method, PERT Charts, Network analysis, Budget profiling and risk analysis are presented and evaluated. Project implementation, monitoring and evaluation will also be taught to provide participants with core skills demanded in ever-changing workplaces.

MBGM 605: Entrepreneurship

The first part of this course defines entrepreneurship and shows how three factors -individuals, environments and organisations- come together to create the entrepreneurial event. Three major themes -quality, value and ethics- are also examined. Theories of entrepreneurship and of the firm are compared with the predictive theory of the resource-based framework. There is also a study of the personal resource bases for entrepreneur, and the environment for entrepreneurship. The tools and techniques for analysing business and competitive conditions and entrepreneurial opportunities are presented.

The second part of the course will cover the macro-environment that affects entrepreneurship and new venture creation. It presents a model for environmental analysis and describes a five -element model of the macro-environment: political, economic, technological, socio-demographical and ecological factors. A method is presented for extracting opportunity from this analysis.

The last part of the course is focused on new venture strategies and examines different positions of entrepreneurs regarding the resources required by their

firms. The major tool for implementing and creating new businesses- the business plan will be studied. The course offers an in-depth outline of a business plan, including all the key sections on how to structure the business plan and the financial proposal for maximum effectiveness. A final section on marketing strategy, sales forecasting and dealing with investors brings the course to an end.

MBGM 607: Financial Planning

This course provides an understanding of financial principles and the application of financial techniques in decision-making. The topics to be covered include methods and tools of financial analysis, planning and control, working capital management, valuation, capital budgeting, cost of capital, and methods of short and long term financing. The goal is to help managers develop analytical thinking and the financial judgment necessary for making sound and ethical business decisions.