

# **Master of Business Administration - LM505**

## **1. Objectives**

The objectives of the MBA Programme are:

- (i) to provide advanced educational opportunities for improving the practice of management in the private and the public sectors of the economy;
- (ii) to prepare managers to assume key positions of responsibility and perform in a wide variety of specific assignments within an organisation;
- (iii) to enhance the capacity for decision making and problem-solving, innovation and creativity; and
- (iv) to enhance professionalism in *Managerial* practice through:
  - understanding the implications of an increasingly global economy and the changing legal, ethical, cultural and political environments of business;
  - acquiring knowledge of management techniques and applying them to practical situations;
  - developing the ability to identify problems and foster the skills to find solutions;
  - developing the ability to integrate knowledge acquired across functional areas and disciplines;
  - managing human and material resources in a culturally diverse and rapidly changing technological world; and
  - fostering the spirit of creativity and entrepreneurship required to cope with complex situations in a rapidly changing environment.

## **2. General Entry Requirements**

At least a Second Class Honours Degree from a recognised University, GPA not less than 2.50, or alternative qualifications acceptable to the University of Mauritius.

## **3. Programme Requirements**

### **Either**

A Bachelor's Degree (Honours) with at least Second Class or an acceptable equivalent, and  
At least two years of relevant professional work experience.

### **Or**

A Bachelor's Degree (Honours) with a First Class, and  
At least a 500 GMAT (Graduate Management Achievement Test) score.

## **4. General and Programme Requirements – Special Cases**

The following may be deemed to have satisfied the General and Programme requirements for admission:

- (i) Applicants who do not satisfy any of the requirements as per Regulations 2 and 3 above but who submit satisfactory evidence of having passed examinations which are deemed by the Senate to be equivalent to any of those listed.
- (ii) Applicants who do not satisfy any of the requirements as per Regulations 2 and 3 above but who in the opinion of Senate submit satisfactory evidence of the capacity and attainments requisite to enable them to pursue the programme proposed.
- (iii) Applicants who hold a full practising professional qualification obtained by examination.

**5. Programme Duration**

	<b>Normal (Years)</b>	<b>Maximum (Years)</b>
Master's Degree:	2	4
Postgraduate Diploma:	2	4

**6. Credits per Year:** Minimum 6 credits, Maximum 36 credits subject to regulation 5.

**7. Minimum Credits Required for the Awards**

Master's Degree: 48 credits  
Postgraduate Diploma: 42 credits (without dissertation)

**8. Assessment**

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

Assessment will be based on a written examination of 3-hour duration and continuous assessment carrying a maximum of 40% of total marks. Continuous assessment will be based on assignment(s), and/or seminar presentations.

A minimum of at least 30% should be attained in each of Continuous Assessment and Written Examination, with an overall total of 40% for a candidate to pass a module.

Each module of 45 hours carries 3 credits and each module of 90 hours carries 6 credits.

Dissertation will carry 6 credits. For the dissertation, it is recommended that students attend all lectures/seminars for the module **Research Methodology for Managers**. *No credit is awarded for this Research Methodology module, but the latter must be satisfactorily completed (Grade S) for the award of the Degree.*

**Submission Deadlines for Dissertation**

First Draft: End of July in the Final Year.  
Final Copy: Last working day of August in the Final Year.

**9. Specific Regulations**

If CPA < 40, the student will have to repeat the entire academic year, and retake the modules as and when offered. However, s/he will not be required, if s/he wishes, to retake module(s) for which Grade C or above has been obtained.

Students are allowed to repeat only once over the entire duration of the Programme of Studies.

**10. Important Note**

The rules as stipulated in this Programme Structure and Outline Syllabus will replace all other rules and regulations.

## 11. List of Modules

### CORE MODULES

Code	Module Name	Hrs/Wk	Credits
MGT 6010Y	Managing Human Resources	3	6
MGT 6011Y	Marketing Management	3	3
MGT 6012Y	Quantitative Methods for Business Decisions	3	3
ACF 6001Y	Accounting & Finance	3	6
MGT 6013Y	Managing Production & Operations	3	3
MGT 6016Y	Quality Management	3	3
MGT 6014Y	Strategic Management and International Business	3	6
MGT 6000Y	Dissertation	-	6
MGT 6015Y	Research Methodology for Managers	-	0

### ELECTIVE MODULES

MGT 6017Y	e-Commerce Fundamentals	3	3
MGT 6018Y	Economics for Managers	3	3
LAWS 6007Y	Business & Corporate Law	3	3
MGT 6019Y	Management Information Systems for Managers	3	3
MGT 6020Y	Business Ethics and Corporate Social Responsibility	3	3
ACF 6002Y	Corporate Financial Management	3	6
MGT 6022Y	Organisational Development	3	3
LAWS 6006Y	International Economic & Business Law for Managers	3	3
MGT 6021Y	Entrepreneurship Management and Strategy	3	3
MGT 6023Y	Strategic e-Marketing	3	3

### **NOTE:**

- (i) Modules carrying 3 credits will be run on alternate weeks and examinations will be held at the end of the year.
- (ii) All exams will be held on an annual basis.
- (iii) The above list of elective modules is not exhaustive.
- (iv) The University may not offer any of the elective modules if a critical mass of students is not attained.
- (v) The module “Research Methodology for Managers – MGT 6015Y” will be offered in Year 2. It is non-examinable and no credit is awarded for it, but it must be satisfactorily completed (Grade S) for the award of the Degree. The “Research Methodology for Managers – MGT 6015Y” module is designed to enable students to develop the appropriate skills for the preparation of their dissertation, as well as for in-company projects.

**12. Programme Plan - Master of Business Administration****YEAR 1**

<b>Code</b>	<b>Module Name</b>	<b>Hrs/Wk</b>	<b>Credits</b>
<b>CORE</b>			
ACF 6001Y	Accounting & Finance	3	6
MGT 6010Y	Managing Human Resources	3	6
MGT 6011Y	Marketing Management	3	3
MGT 6012Y	Quantitative Methods for Business Decisions	3	3
MGT 6013Y	Managing Production & Operations	3	3
<b>ELECTIVES CHOOSE AT LEAST ONE</b>			
MGT 6017Y	e-Commerce Fundamentals	3	3
MGT 6018Y	Economics for Managers	3	3
LAWS 6007Y	Business & Corporate Law	3	3

**YEAR 2**

<b>Code</b>	<b>Module Name</b>	<b>Hrs/Wk</b>	<b>Credits</b>
<b>CORE</b>			
MGT 6014Y	Strategic Management and International Business	3	6
MGT 6016Y	Quality Management	3	3
MGT 6000Y	Dissertation	-	6
MGT 6015Y	Research Methodology for Managers	-	0
<b>ELECTIVES CHOOSE AT LEAST THREE</b>			
ACF 6002Y	Corporate Financial Management	3	6
MGT 6019Y	Management Information Systems for Managers	3	3
MGT 6020Y	Business Ethics and Corporate Social Responsibility	3	3
LAWS 6006Y	International Economic & Business Law for Managers	3	3
MGT 6021Y	Entrepreneurship Management and Strategy	3	3
MGT 6022Y	Organisational Development	3	3
MGT 6023Y	Strategic e-Marketing	3	3

### 13. Outline Syllabus

#### **ACF 6001Y - ACCOUNTING & FINANCE**

The Financial Accounting Section: Nature and Purpose of Accounting including Basic Concepts; Accounting Recording and systems; Preparation of Financial Statements; Reporting Financial Performance.

The Cost Accounting Section: Role of management accounting in a wide range of sectors, including manufacturing and service; Cost classification and behaviour – Materials, labour, overheads; Costing Methods – Marginal and absorption, Job and contract costing, process costing; Cost volume profit analysis and relevant costing; Introduction to Budgeting and budgetary control.

The Finance Section: Consumption, investment and capital markets; Basis of financial decision making v/s role of accounting profit; Basic valuation of equities and bonds; Time Value of Money (present values and wealth); Concept of FCFs and the cost of capital; Traditional methods of investment appraisal (NPV, IRR, Payback, ARR).

#### **ACF 6002Y - CORPORATE FINANCIAL MANAGEMENT**

Appraisal of investment decisions using DCF (including the APV technique) and non-DCF techniques inclusive of the effects of risk, taxation, inflation, different project lives, capital rationing; Deriving the cost of capital and adjusting it to reflect the business and financial risks of the project; identifying relevant FCFs of the project; Risk, return and diversification including Portfolio Theory; Market models; CAPM, APT; Capital structure of a firm: does it matter? Dividend policy: does it matter? Treasury and risk Management (short-term financial planning, working capital management and hedging techniques for interest rate and foreign exchange risks). Acquisition and Mergers. The overseas investment decision and its implications.

#### **LAWS 6006Y - INTERNATIONAL ECONOMIC & BUSINESS LAW FOR MANAGERS**

Background of International relations; Approaches towards international economic law and international economic relations; Multilateral trading: GATT, WTO; Regulations of International relations & trade; International economic organisations: BIRD, World Bank, IMF; Regional integration: EU model, NAFTA, COMESA, SADC; International economic transactions; Dispute settlement; Financing of international trade; International contracts; Import & Export regulations.

#### **LAWS 6007Y - BUSINESS & CORPORATE LAW**

Origins and Sources of Commercial Law. The Law of International Trade. Aspects of Company Law: Formation and Management of Companies; Duties of Directors and Minority Protection; Winding-Up of Companies. Aspects of Employment Law: the Contract of Employment; Obligations of Employers and Employees; Termination of the Employment Relationship.

#### **MGT 6000Y - DISSERTATION**

The dissertation will allow the student to explore in depth an area or an issue related to particular interests. It will draw upon relevant concepts and techniques introduced during the taught part of the course and will seek to combine the theory and practice of management through the completion of a substantial and relevant in-depth piece of work. Report of approximately 15,000 words.

#### **MGT 6010Y - MANAGING HUMAN RESOURCES**

People in Organisations section: Organisations and Organisational Behaviour. The Psychological Contract, Personality, Intelligence, Values and Attitude, Perception and Communication Learning, Motivation, Groups and Team Building, Leadership and Empowerment, Power Politics and Conflicts. Ethics, Diversity and Governance. Managing Change. Organisation Culture, Organisation Development. Organisational Effectiveness.

Human Resource Management section: History, Evolution and Developments; Comparison between HRM and Personnel Management; HRM models; D. Guest, Harvard model, etc. Culture and Change Management in HRM; Strategic Human Resource Management. Tenets of HRM; Human Resource Strategy; Human Resource Planning; Recruitment and Selection. Tenets of HRM - Human Resource Development; Training and Development; Performance Management; Management development; Employee Development and self-development; Career development; Tenets of HRM; Employee Relations (ER); Perspectives in ER; Stakeholders in ER; ER practices; Reward management; International HRM and Comparative HRM; HRM and IT.

### **MGT 6011Y - MARKETING MANAGEMENT**

The module introduces the foundation of marketing management and its key concepts: the Marketing Concept, Customer Satisfaction and Customer Value. Topics covered will include: evolution in Marketing Management philosophy; the marketing environment (Internal and External environment); the marketing research process; Consumer and Business buying behaviour; Market segmentation, positioning and targeting; The Marketing mix: product, price, promotion and distribution strategy of firms; Social Responsibility and green marketing.

### **MGT 6012Y - QUANTITATIVE METHODS FOR BUSINESS DECISIONS**

Analysis and Presentation of Data: Data preparation and preliminary analysis. Hypothesis Testing: tests of significance – one sample tests, two independent samples tests, two related sample tests. Measures of Association: Bivariate Correlation Analysis, bivariate linear regression, nonparametric measures of association.

### **MGT 6013Y - MANAGING PRODUCTION & OPERATIONS**

Element of Business Mathematics and Statistics; Planning and Control; Quality Assurance; Statistics Quality control; Human Factors; Machines and Maintenance; Plant Design; Research and Development; Technology; Capacity; Location and Distribution; Processes and Jobs and Facility Layout; Linear; Dynamic and Integer programming; Computer Packages; MRP; Scheduling and Loading; Queuing Problems; Decision Theory; Game Theory; Simulation; Networks; Markov Analysis; Case Studies.

### **MGT 6014Y - STRATEGIC MANAGEMENT AND INTERNATIONAL BUSINESS**

International Business: Introduction to International Environment; Emerging Global Economy; Theories of International Production; Regional Integration and Global Liberalisation; Market Segmentation; Country Analysis; Modes of Entry; International Taxation. Leadership in the Global Economy; National Cultures; Global Strategies.

Strategic Management for Executives: Defining Strategic Management: from Strategic Planning to Strategic Management; Fundamentals of Strategic Management: the S-C-P Paradigm and Transaction Cost Theory; The Strategy Management Process; The Resource Based Competence Model; Competitive Analysis and Strategic Groups; Building Competitive Advantage and Endogenous Growth; SWOT Analysis; Portfolio Analysis techniques; Growth Strategies; Competitive and Functional Strategies; Implementing Strategy: Structure & Culture; Agency Theory & Leadership; Evaluation and Control; Case Studies and/or strategic audits.

### **MGT 6015Y - RESEARCH METHODOLOGY FOR MANAGERS**

Nature of Research; Research Process; Choosing Research Topics; Developing Hypothesis and Variables; Selecting Research Methods; Quantitative Research: Surveys and Sampling-Descriptive and Inferential Statistics; Questionnaire Design, Attitude Measurement; Communication, Presenting and Writing the Research. Emphasis on Applied Methods and Learning to use Statistical Software Session on SPSS. Introduction to Multivariate Analysis: Multiple Regression, Discriminant Analysis, MANOVA, Factor Analysis, Cluster Analysis, Managerial Applications.

### **MGT 6016Y - QUALITY MANAGEMENT**

An Introduction to Different Quality Approaches; Concepts, Principles and Techniques of TQM and Other Total Quality Approaches; Business Improvement Goals; Quality Systems; Process Performance Measurement; Cost of Quality Measurement; Statistical Process Control; Process Improvement Methodology; Detailed Process Analysis Techniques; Problem Solving Tools; (Pareto charts, cause and effect diagrams, force field analysis, etc.); Task Teams and Improvement Groups; Quality Circles.

### **MGT 6017Y - e-COMMERCE FUNDAMENTALS**

Le commerce électronique et son impact sur le développement économique de PVD et pays en transition, évolution du système commercial de 1890 à nos jours, le commerce électronique catalyseur de la mondialisation, la spécificité des opérations de commerce international et l'impact du commerce électronique sur l'efficacité des opérations, l'échange International et les avantages comparatifs du commerce électronique, les clefs du commerce électronique, l'entreprise face à l'ouverture internationale, les voies de réponse de l'entreprise, la dynamique sectorielle internationale, les déterminants de la dynamique d'Internationalisation, la gestion des risques financiers liés au commerce électronique, études de cas.

**MGT 6018Y - ECONOMICS FOR MANAGERS**

Introduction to Managerial economics; Demand Analysis and Consumer Theory; Production and Costs: the Traditional Theory of the Firms; Theories of Oligopoly; Alternative Theories of the Firm; Pricing Policy and Practices; Growth of the Firm; Government Policy and Business Decision Making; Introduction to Econometrics; Forecasting Techniques; Case Studies.

**MGT 6019Y - MANAGEMENT INFORMATION SYSTEMS FOR MANAGERS**

Overview of MIS: Definition, Concept, Subsystems, user perceptions. Structure of MIS: Operating Elements; Decision Making; Organisational Function. Conceptual Foundations: Decision Making Process; Concepts of Information; Humans as Information Processors; Introduction to Decision Support Systems; Expert Systems, Planning Support Systems.

**MGT 6020Y - BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY**

Origins of ethics – the business system – philosophies of ethics – moral issues in business context – moral responsibility – ethics of care – ethical principles in business – utilitarianism – Kantian ethics – ethics and corporations – international business ethics – ethics and business decision-making – notions of absolutism and relativism – stakeholder and stockholder theory – the social responsibility of business – the corporate conscience of business – the concept of bribery – bribery viewed by ethics philosophies – bribery in international business – whistle blowing.

**MGT 6021Y - ENTREPRENEURSHIP MANAGEMENT AND STRATEGY**

Nature of Entrepreneurship; Factors/Conditions Influencing; Entrepreneurship; Entrepreneurial Skill and Competence; Understanding the Entrepreneurial Process; Entrepreneurship and Economic; Development; Patterns of Entrepreneurship; Case Studies.

**MGT 6022Y - ORGANISATIONAL DEVELOPMENT**

Organisational Change in Public and Private Sectors; Teamwork, Managing Conflict; Managing Change; Achieving Commitment; Research in Organisation; Interventions; Power and Politics in OD; Assessing Effectiveness of OD.

**MGT 6023Y - STRATEGIC e-MARKETING**

The module aims to develop a knowledge and understanding of the main theories relating to the use of internet for marketing and electronic commerce, and the application of these theories in the development of e-marketing strategies. Topics covered will include marketing on the internet; internet overview; the world wide web and using it for business; constructing effective websites; public relations; catalogues; benefits for the organisation; how to better manage your contacts; online resources for internet marketing; powersearching the web; cyberadvertising agencies; webservices and information; expanding your internet marketing tool kit.

