

Master of Business Administration - LM505

This programme addresses the design and implementation of the best combination of business strategies to survive in this highly volatile competitive business environment. Specifically, this programme seeks to develop the student's (1) understanding of key strategic issues within the organisation, and (2) expertise in coordinating the functional aspects of the enterprise in order to gain sustainable competitive advantage.

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

Successful completion of an undergraduate degree with

- at least a Second Class or 50%, whichever is applicable or
- a GPA not less than 2.5 out of 4 or equivalent, from a recognised higher education institution.

OR alternative qualifications acceptable to the University of Mauritius.

3. Programme Requirements

- A Bachelor's Degree with at least Second Class
- Preference will be given to candidates with two years' relevant professional work experience

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

| | Normal (Years) | Maximum (Years) |
|-----------------------|-----------------------|------------------------|
| 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: 42 credits
Postgraduate Diploma: 36 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 range of 30 - 40% of total marks. Continuous assessment will be based on at least 2 assignment(s), and/or seminar presentations per module per year.

For a student to pass a module an overall total of 40% for combined continuous assessment and written examination components would be required without minimum threshold within the individual continuous assessment and written examination.

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

(1) Business Research Methods Module

The module **MGT 6001 Business Research Methods** will be assessed as follows:

(i) Continuous assessment is 50% broken down as follows:

Literature review: 10%
Statistical Analysis: 15%
Research proposal: 25%

(ii) Final written examination: 50%

(2) Practitioners Workshops

Practitioners Workshops shall be compulsory and will be conducted seminar style. These workshops will be non-examinable 1 credit 15 hrs modules. As part of the assessment students will be required to submit a report of 2000 – 2500 words. **Students will be assigned Grade “S” upon satisfactory attendance and performance in these workshops in order to be eligible for the award of the degree.**

(3) Residential Seminar

During year 2, a Residential Seminar **will be** organised by the Faculty. Students should compulsorily attend and actively participate in the Residential Seminar whenever organised and:

(i) Students will be required to submit a report of not less than 1200 words to their Programme Coordinator after attendance and participation;

- (ii) Seminar attendance and the report shall be assessed by the Programme Coordinator
- (iii) Attendance at **all sessions of the Seminar is compulsory** and failure to do so would entail non-award of the MBA degree and
- (iv) Grade 'S' assigned upon satisfactory performance as well as attendance at all sessions of the Seminar, in order to be eligible for award of the degree

9. Dissertation

Dissertation will carry 6 credits and it is crucial that students attend all lectures on Business Research Methods Module to be properly equipped to produce good dissertations. Assessment will also include performance at *viva-voce*.

Submission Deadlines for Dissertation

First Draft: End of July in the Final Year.

Final Copy: Last working day of August in the Final Year.

10 Specific Regulations

If CPA < 40, at the end of 2 consecutive semesters, the registration of the student will be terminated.

11. Important Note

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

12. List of Modules

| Code | Module Name | Hrs/Wk L+P | Credits |
|---------------------------------------|---|---------------|---------|
| <u>CORE MODULES</u> | | | |
| DFA 6127 | Business Accounting & Finance | 3+0 | 3 |
| MGT 6001 | Business Research Methods | 3+0 | 3 |
| MGT 6008 | Business Economics | 3+0 | 3 |
| MGT 6002 | Corporate Ethics & Governance | 3+0 | 3 |
| ACF 6002 | Corporate Financial Management | 3+0 | 3 |
| MGT 6237 | International Business | 3+0 | 3 |
| MGT 6004 | Managing Human Resources | 3+0 | 3 |
| MGT 6005 | Marketing Management | 3+0 | 3 |
| MGT 6006 | Managing Production & Operations | 3+0 | 3 |
| MGT 6292 | Strategic Management | 3+0 | 3 |
| MGT 6000 | Dissertation | - | 6 |
| MGT 6100 | Residential Seminar | - | - |
| <u>ELECTIVES</u> | | | |
| LAWS 4010 | Business and Economic Law | 3+0 | 3 |
| ECON 5214 | Competitive Strategy and the Wealth of Nations | 3+0 | 3 |
| MGT 6244 | Entrepreneurship Management | 3+0 | 3 |
| MGT 6241 | Organisational Development | 3+0 | 3 |
| MGT 6233 | Services Marketing | 3+0 | 3 |
| <u>PRACTITIONERS WORKSHOPS</u> | | | |
| MGT 6003 | Negotiation and Communication Skills for Managers | - | 1 |
| MGT 6243 | Health and Wellness Management | - | 1 |
| LAWS 4011 | Legal Environment of Business | - | 1 |

NOTE:

- 1) Modules carrying 3 credits will be examined at the end of the semester they are run.
- 2) The module Business Research Methods is an *examinable* module which carries 3 credits. The examination will account for 50% of total marks and continuous assessments will account for the remaining 50% distributed as per regulation 8 above.
- 3) There will be 3 Practitioner workshops, the first in *Negotiation and Communication Skills for Managers*, the second in *Legal Environment of Business* and the third in *Health and Wellness Management*. Each workshop will be run seminar style and will be non-examinable 1-credit 15-hour module. Students will be required to submit a report of 2000-2500 words for assessment at the end of each workshop.
- 4) The above list of elective modules is not exhaustive.
- 5) The University may not offer any of the elective modules if a critical mass of students is not attained and may shift modules from semester 1 to semester 2 or vice versa, depending on availability of resources

13. Programme Plan – MBA General

| YEAR 1 | | | |
|---|--|---------------|----------------|
| <u>CORE</u> | | | |
| Code | Module Name | Hrs/Wk | Credits |
| DFA 6127 | Business Accounting & Finance ¹ | 3 + 0 | 3 |
| MGT 6004 | Managing Human Resources ¹ | 3 + 0 | 3 |
| MGT 6005 | Marketing Management ¹ | 3 + 0 | 3 |
| MGT 6008 | Business Economics ² | 3 + 0 | 3 |
| MGT 6001 | Business Research Methods ² | 3 + 0 | 3 |
| MGT 6002 | Corporate Ethics & Governance ² | 3 + 0 | 3 |
| MGT 6006 | Managing Production & Operations ² | 3 + 0 | 3 |
| PRACTITIONERS' WORKSHOP | | | |
| MGT 6003 | Negotiation and Communication Skills for Managers ¹ | - | 1 |
| LAWS 4011 | Legal Environment of Business ² | - | 1 |
| YEAR 2 | | | |
| Code | Module Name | Hrs/Wk | Credits |
| <u>CORE</u> | | | |
| ACF 6002 | Corporate Financial Management ¹ | 3 + 0 | 3 |
| MGT 6237 | International Business ² | 3 + 0 | 3 |
| MGT 6292 | Strategic Management ² | 3 + 0 | 3 |
| MGT 6000 | Dissertation | - | 6 |
| MGT 6100 | Residential Seminar | - | - |
| PRACTITIONERS WORKSHOP | | | |
| MGT 6243 | Health and Wellness Management ³ | - | 1 |
| <u>ELECTIVES</u> | | | |
| CHOOSE ONE ELECTIVE PER SEMESTER | | | |
| LAWS 4010 | Business and Economic Law | 3 + 0 | 3 |
| ECON 5214 | Competitive Strategy and the Wealth of Nations | 3 + 0 | 3 |
| MGT 6244 | Entrepreneurship Management | 3 + 0 | 3 |
| MGT 6241 | Organisational Development | 3 + 0 | 3 |
| MGT 6233 | Services Marketing | 3 + 0 | 3 |

NOTE:

- 1) ¹ – Module normally run in Year 1 Semester 1, subject to availability of resources
- 2) ² – Module normally run in Year 1 Semester 2, subject to availability of resources
- 3) ³ – Module normally run in Year 2 Semester 1, subject to availability of resources
- 4) Modules carrying 3 credits will be examined at the end of respective semesters they are run.
- 5) Practitioners Workshops are compulsory and non-examinable.
- 6) The above list of elective modules is not exhaustive.
- 7) The University may not offer any of the elective modules if a critical mass of students is not attained and may shift modules from semester 1 to semester 2 or vice versa, depending on availability of resources

14. Outline Syllabus**CORE MODULES****DFA 6127 – BUSINESS ACCOUNTING & FINANCE**

The module presents and applies concepts and techniques of business accounting and finance. Topics covered will include: The Financial Accounting Section: Nature and Purpose of Accounting including Basic Concepts; Accounting Recording and systems; Preparation of Financial Statements; Reporting Financial Performance; Financial Reporting issues including creative accounting. 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, Absorption and Activity-based costing; Cost Volume Profit Analysis and Relevant Costing; Introduction to Budgeting and Budgetary Control; Financial Performance in the Private Sector; Non-Financial Performance indicators of Business. The Finance Section: 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).

MGT 6008 - BUSINESS ECONOMICS

This module aims to provide students with the analytical tools required to understand the micro and macro economic environment within which businesses function and how this has direct relevance to the decision-making processes of managers. The course content includes: **Production and Investment analysis** - microeconomic techniques are used to analyze production efficiency, investment-consumption model, optimum factor allocation, costs, economies of scale and to estimate the firm's cost function. **Pricing analysis** - microeconomic techniques are used to analyze various pricing decisions including transfer pricing, joint product pricing, price discrimination, price elasticity estimations, and choosing the optimum pricing method; **Types of market structure** – perfect competition, monopolistic competition, oligopolistic competition; nature and sources of competitive advantage; market failure and government intervention; **Relevance of Macroeconomic policy to the operational strategies of a firm** - fiscal, monetary and income policies; the nature and effects of economic growth, unemployment and inflation; an analysis of the determination of interest rates, foreign exchange rates and the balance of payment accounts, international business environment, globalization, multilateralism and regionalism and FDI. International Economic and Business Law.

MGT 6001 - BUSINESS RESEARCH METHODS

The module introduces the foundations of research methods and makes the connection between business research theory and practice. Topics covered will include: Introduction to Business Research - Research in Business, Scientific Thinking, The Research Process, The Research Proposal; Ethics in Business Research; The Design of Research - Design Strategies, Measurement, Scaling Design, Sampling Design; The Sources and Collection of Data - Secondary Data Sources, Survey Methods: Communicating with Respondents, Instruments for Respondent Communication, Observational Studies, Experimentation, Introduction to Qualitative Research: Protection of Human Subjects; Interviews; Ethnography and Participant Observation; Participatory Action Research; Participatory Design; Focus Groups and Visual Methods; Analysis and Presentation of Data - Data Preparation and Preliminary Analysis, Hypothesis Testing, Measures of Association, Multivariate Analysis: An Overview and Presenting Results: Written and Oral Reports

MGT 6002 - CORPORATE ETHICS AND GOVERNANCE

The module examines the ethical issues confronting people at work in organizations and explores the basics of corporate governance and stakeholder accountability. Topics covered will include: Origins of Ethics;

Ethics and Business Decision-Making; Moral Issues in Business Context; The Social Responsibility of Business; Absolutism vs. Relativism; Kantian Ethics; Notions of Utility, Rights, Justice, and Caring; Stakeholder and Stockholder Principles; Individual vs. Corporate Ethics; The Concept of Bribery; Bribery in Business; Morality in International Context; Ethics in the Marketplace; Ethics and The Environment. Corporate Governance Framework and Structure, Compliance and Enforcement; Role and Function of the Board of Directors, Board committees, Accountability and Responsibility, Communication and Disclosure, Integrated sustainability Reporting

ACF 6002 - CORPORATE FINANCIAL MANAGEMENT

The module explains the monitoring of financial performance in conjunction with a set of financial decisions. Topics covered will include: 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.

MGT 6237 -INTERNATIONAL BUSINESS

The module explores domestic and foreign perspectives that form the context for business in a diverse, global and interdependent world. Topics covered will include: 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

MGT 6004 – MANAGING HUMAN RESOURCES

The module focuses on human resources concepts and processes and further explores how to plan the effective management of human resources in organizations. Topics covered will include: 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 6005 - 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 6006 – MANAGING PRODUCTION & OPERATIONS

This module explains the key concepts and the necessary tools & techniques required to deal with decision making, scheduling, planning and controlling in the Production/Operations field. Topics covered will include: Production/Operations Systems; Production/Operations Strategy; Aggregate Planning; Short-term Scheduling; Forecasting Techniques; Inventory Management; Introduction to Quality Management, Quality Assurance; Plant Layouts; Project Management; Transportation Models.

MGT 6292 - STRATEGIC MANAGEMENT

The module focuses on the analysis techniques of strategic issues of business enterprises. Topics covered will include: 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.

ELECTIVES

LAWS 4010 - BUSINESS AND ECONOMIC LAW

The module emphasizes the practical application of business and economic law. Topics covered will include: Introduction. Sources of business and economic law. The legal environment of domestic and international law. ADR. Ethics and social responsibility of business and economic law. Contracts and torts. E-commerce contracts. Cyber and online crimes. Negotiable instruments. Agency. Domestic and multinational Corporations and legal aspects of entrepreneurship. Labour relations law. Consumer protection. Regional and Economic Partnership Agreements.

ECON 5214 - COMPETITIVE STRATEGY AND THE WEALTH OF NATIONS

The module analyzes several theories and paradigms of different development strategies adopted by several countries to promote industrialization, trade and sustainability. Topics covered will include: Competition and Strategy: Core Concepts, Strategic Motives, Declining Industries and the Role of Strategy. Locations and Competitiveness: Comparative Advantage of Nations, Clusters and New Agendas for Institutions and Governments, Global Organisations and Global Strategies. Public Issues and Reforms: Urban and Environmental Concerns, Effective Health Care Systems and Public Private Partnerships. Case Studies.

MGT 6244 - ENTREPRENEURSHIP MANAGEMENT

The module offers practical advice on searching, planning and executing the right business and explores the dynamics of entrepreneurship. Topics covered will include: 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 6241 - ORGANISATION DEVELOPMENT

The module provides an overview of the organisation development process as a key driver of change management. Topics covered will include: 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 6233- SERVICES MARKETING

The module introduces the need for a differentiated approach when marketing of services. Topics covered will include: Characteristics and Types of Service Industries; The Services Marketing Mix; Service Design, Service Encounters, Service Quality, Customer expectations and the importance of customer perceptions of service; Service Guarantees and Recovery; Complaints Management, Customer Relationship Management through Segmentation and Retention Strategies. Case studies from local and International context.

PRACTITIONERS' WORKSHOP

MGT 6003 - NEGOTIATION AND COMMUNICATION SKILLS FOR MANAGERS

The workshop provides a broad analytical approach to effective negotiation and communications in business enterprises. Topics covered will include: Effective Communication; Negotiation Concept Skills; Persuasion Skills, Emotional Intelligence; Nature of Negotiations; Role of Power for Improving Negotiation Relationships and Conflict Management

MGT 4011 - LEGAL ENVIRONMENT OF BUSINESS

The workshop focuses on issues related to the law of business in all its forms: agency, partnerships, limited partnerships and corporations. Topics covered will include: Business and Product Liability, IPR, General Legal Risk Management Issues, Reviewing Real-World Legal. Topics and Case Studies will be supplemented.

MGT 6243 - HEALTH AND WELLNESS MANAGEMENT

The workshop presents the key aspects of health and wellness management approaches in organization. Topics covered will include: Occupational Health and Safety, Legislation and Policy, Hazards and Risk Management, Importance of Diet and Exercise, Nutrition, Prevalence of NCDs and Cardiovascular

Problems, Obesity. Stress Management, Spirituality at the Workplace. Grooming, Burnout, Worklife Balance, Welfare & Recreational Facilities.

DISSERTATION AND RESIDENTIAL SEMINAR

MGT 6000 – 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 12,000 - 14,000 words.

MGT 6100 RESIDENTIAL SEMINAR

Students will be required to submit a report of not less than 1200 words to their programme coordinator after attendance and participation. Seminar attendance and the report shall be assessed by the Programme Coordinator. Grade 'S' will be assigned upon satisfactory performance to be eligible for the award of the degree.

March 2010