



**Master of Business Administration**  
**Artificial Intelligence and Blockchain**  
**Financial Management**  
**Health Management**  
**Human Resources Management**  
**Marketing Management**  
**Strategic Management**  
**Supply Chain and Logistics Management**

# Master of Business Administration

## MISSION STATEMENT

*The **SRU Master of Business Administration** program cultivates agile, forward-thinking professionals who drive innovation, strategic decision-making, and sustainable growth. Our specialized tracks provide expertise in critical business areas, including artificial intelligence, financial management, health management, human resources, marketing, and strategic management.*

At Springfield Research University, our **Master of Business Administration (MBA)** program prepares students for impactful careers in various business domains. Rooted in academic excellence, this program equips students with essential knowledge, practical skills, and hands-on experience to thrive in today's dynamic business landscape.

## Program Pillars:

### 1. Academic Excellence:

- We maintain rigorous standards, fostering critical thinking and intellectual growth.
- Through engaging coursework, practical training, and evidence-based practice, we empower students to excel in business management.
- Students gain a solid foundation in areas such as finance, marketing, strategy, and organizational behavior.

### 2. Cutting-Edge Research:

- Our faculty and students actively contribute to advancing business practices.
- By addressing real-world challenges, exploring innovative approaches, and shaping industry norms, we drive positive change within organizations.
- Students engage in research projects, case studies, and strategic analyses, enhancing their ability to provide innovative solutions.

### 3. Societal Impact:

- We recognize our responsibility to economic growth, ethical leadership, and community well-being.
- Our graduates are not only knowledgeable professionals but also ethical leaders who advocate for sustainable business practices.
- We empower them to make meaningful contributions to the business world and society at large.

## Program Focus:

Our MBA program emphasizes the following key areas:

### 1. Specializations:

- Students can choose from specialized tracks such as Artificial Intelligence and Blockchain, Financial Management, Health Management, Human Resources Management, Marketing Management, and Strategic Management.
- Each specialization provides targeted expertise to meet industry demands.

## **2. Applied Learning:**

- Lectures, case studies, and simulations correlate theoretical knowledge with practical scenarios.
- Students apply business concepts to real-world situations, honing their decision-making skills.

## **3. Industry Connections:**

- Internships, guest lectures, and industry partnerships connect students with experienced professionals.
- Networking opportunities enhance their understanding of business dynamics.

## **4. Innovation and Entrepreneurship:**

- We encourage an entrepreneurial mindset, fostering creativity and adaptability.
- Students explore business innovation, startup strategies, and disruptive technologies.

By seamlessly integrating theory, practical experiences, and forward-thinking approaches, our program prepares graduates to lead with confidence, drive organizational success, and contribute positively to the global business community.

## **RATIONALE FOR SRU'S MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAM**

At Springfield Research University, our **Master of Business Administration (MBA)** program is meticulously designed to prepare students for impactful careers in various business domains. Rooted in academic excellence, this program equips students with essential knowledge, practical skills, and hands-on experience to thrive in today's dynamic business landscape.

### **1. Addressing National Business Needs (Eswatini):**

#### **• Quantitative Expertise:**

- Eswatini demands skilled professionals who can navigate complex business scenarios.
- Our program equips students with quantitative proficiency and critical thinking abilities to assess market trends, financial data, and strategic opportunities.

#### **• Cutting-Edge Practices:**

- Graduates advocate for evidence-based decision-making, ensuring business success, ethical practices, and equitable growth.
- By enhancing their understanding of marketing, finance, and organizational strategy, they contribute to better business outcomes.

- **Policy and Innovation:**

- The program fosters critical thinking, enabling graduates to engage in research, policy formulation, and informed decision-making at the national business level.

## **2. Addressing Regional Business Needs (SADC - Southern African Development Community):**

- **Harmonization of Business Practices:**

- SADC member states face common business challenges.
- Our program aligns with SADC's goal of harmonizing business frameworks, promoting cooperation, and advancing effective management practices.

- **Human Capital Development:**

- Business professionals play a pivotal role in regional economic stability and growth.
- The program contributes to building a skilled workforce capable of addressing cross-border business complexities.

- **Technological Advancements:**

- SADC's prosperity relies on informed business practices.
- Our graduates contribute to sustainable business models, digital transformation, and strategic planning.

### **Purpose of the Program:**

#### **1. Technical Leadership:**

- The program educates ethical leaders who champion evidence-based practices, effective management, and community impact.
- Graduates shape business policies, regulations, and protocols, driving organizational success.

#### **2. Innovative Research:**

- Students engage in specialized business research, addressing contemporary challenges such as market disruptions, digital transformation, and sustainable practices.
- They contribute to advancements in business models, entrepreneurship, and strategic planning.

By seamlessly integrating theory, practical experiences, and forward-thinking approaches, our program prepares graduates to lead with confidence, drive organizational growth, and contribute positively to the global business community.

## **PROGRAM LEARNING OBJECTIVES FOR MASTER OF BUSINESS ADMINISTRATION**

### **1. Develop Personal Strengths:**

- **Objective 1.1: Personal Integrity and Purpose**

- Graduates will possess unwavering personal integrity and a commitment to an organization's purpose and core values.
- **Objective 1.2: Global and Entrepreneurial Mindset**
  - Students will expand their awareness with a global perspective, embracing entrepreneurial thinking and drawing value from diversity and inclusion.
- **Objective 1.3: Ethical Decision-Making**
  - Graduates will exhibit awareness of ethical dimensions and adhere to professional standards in their decision-making processes.
- 2. **Gain Knowledge and Skills:**
  - **Objective 2.1: Key Business Functions**
    - Students will acquire comprehensive knowledge of the key functions within business enterprises, including finance, marketing, operations, and human resources.
  - **Objective 2.2: Analyzing Business Opportunities**
    - Graduates will develop advanced skills to understand and analyze significant business opportunities.
    - They will navigate complex, uncertain, and dynamic environments, identifying strategic options for organizational growth.
  - **Objective 2.3: Critical and Analytical Thinking**
    - Students will apply critical and analytical thinking to evaluate viable options that create both short-term and long-term value for organizations and their stakeholders.
- 3. **Motivate and Build High-Performing Teams:**
  - **Objective 3.1: Motivating Collaboration**
    - Graduates will effectively motivate and collaborate with colleagues, partners, and stakeholders to achieve organizational purposes.
  - **Objective 3.2: Team Building and Alignment**
    - They will contribute to building and sustaining high-performing teams by infusing diverse perspectives, talents, and skills.
    - Individual success will align with team success and overall organizational achievement.
  - **Objective 3.3: Adaptability and Communication**
    - Graduates will foster collaboration, adaptability, and effective communication, enabling organizations to excel in a rapidly changing business landscape.

These measurable objectives will guide our students toward becoming impactful leaders who drive organizational success and positive change.

## **PROGRAM LEARNING OUTCOMES**

1. **Analytical Skills for Decision-Making:**
  - **Objective 1.1: Identifying Alternatives**
    - Graduates will apply business analysis techniques to identify alternative strategies and solutions.
  - **Objective 1.2: Criteria Assessment**
    - Students will define criteria for evaluating alternatives, considering factors such as feasibility, cost, and impact.
  - **Objective 1.3: Data-Driven Evaluation**
    - They will analyze data and evaluate results objectively, supporting management decision-making.
2. **Leadership and Change Management:**
  - **Objective 2.1: Goal Setting and Direction**

- Graduates will identify organizational goals and effectively direct team members toward achieving them.
- **Objective 2.2: Empowering Teams**
  - They will provide necessary information, resources, and performance expectations to empower teams.
  - Encouraging dissent will foster innovation and adaptability.
- **Objective 2.3: Collaborative Change Implementation**
  - Students will recommend change requirements, collaborate with team members, and develop action plans for effective change management.
- 3. **Global Business Awareness:**
  - **Objective 3.1: Understanding Global Competitive Environments**
    - Graduates will recognize how global competitive landscapes impact business practices.
  - **Objective 3.2: Cultural Awareness**
    - They will compare and contrast cultural differences, understanding their influence on best practices.
- 4. **Integration of Business Knowledge:**
  - **Objective 4.1: Strategic Planning and Control**
    - Students will integrate business knowledge and management techniques to aid planning and control.
    - They'll adapt strategies to changing environments.
  - **Objective 4.2: Conflict Management**
    - Graduates will effectively manage conflict within organizations, ensuring productive outcomes.

These measurable outcomes will guide our students toward becoming impactful leaders who drive organizational success and positive change.

## ENTRY REQUIREMENTS

The student must have an appropriate first degree in administration, health management, or any other acceptable qualification as approved by the Senate.

## CAREER OPPORTUNITIES

1. **Chief Executive (CEO):**
  - As a CEO, you'll lead organizations, set strategic direction, and oversee overall operations. Your decisions will shape the company's success and growth.
2. **Brand Manager:**
  - Brand managers develop and maintain brand identity, ensuring consistent messaging and customer perception. They drive brand awareness and loyalty.
3. **Product Manager:**
  - Product managers oversee product development, launch, and lifecycle. They collaborate with cross-functional teams to create successful products.
4. **Market Research Analyst:**

- These analysts collect and analyze data to understand market trends, consumer behavior, and competitive landscapes. They inform strategic decisions.

**5. Media Planner:**

- Media planners create effective advertising campaigns by selecting optimal media channels (TV, digital, print) to reach target audiences.

**6. Digital Marketing Manager:**

- In this role, you'll lead digital marketing efforts, including SEO, social media, email campaigns, and online advertising. You'll drive online visibility and engagement.

**7. Retail Manager:**

- Retail managers oversee store operations, sales, inventory, and customer experience. They ensure smooth day-to-day functioning.

**8. AI Ethicist and Bias Analysts:**

- These professionals ensure that AI systems are fair, unbiased, and ethical. They address bias in algorithms and promote responsible AI development.

**9. Blockchain Developers and Architects:**

- Blockchain experts design, develop, and optimize blockchain solutions. They create secure, decentralized systems for various applications.

**10. Data Privacy Managers and AI Auditors:**

- These roles focus on data privacy compliance and auditing AI systems. They safeguard user data and ensure ethical AI practices.

**11. Generative AI Engineers:**

- Generative AI engineers create models that generate new content, such as images, music, or text. They contribute to creative applications of AI.

**12. Natural Language Processing (NLP) Engineer:**

- NLP engineers work on language understanding, sentiment analysis, chatbots, and voice assistants. They enhance communication between humans and machines.

**13. Machine Learning Engineers:**

- These engineers build and optimize machine learning models. They apply ML techniques to solve complex problems across various domains.

**14. AI-Policy Makers and Regulators:**

- These professionals shape AI regulations, policies, and ethical guidelines. They ensure responsible AI adoption and protect user rights.

The intersection of AI and blockchain offers limitless potential for innovation, security, and transformative applications in various industries. As these technologies continue to evolve, these career paths will remain dynamic and impactful.

### **The Master's Degree shall:**

The Master's degree program in Business Administration at Springfield Research University is designed to equip students with the skills and knowledge necessary for a successful career in this dynamic field. Here are the key features of our program:

#### **1. Duration:**

- The program spans **two years** for full-time students or **four years** for part-time students.

#### **2. Semester Structure:**

- Each academic year consists of **two semesters**.
- **Semester Duration:** Each semester runs for **20 weeks**.
  - **Orientation Week:** One week dedicated to orientation.
  - **Teaching Weeks:** A minimum of **14 weeks** for instruction.
  - **Mid-Semester Break:** A one-week break for students.
  - **Examination Period:** Two weeks for final exams.
  - **Results Processing:** Two weeks allocated for marking and result processing.

Our program ensures a rigorous academic experience while allowing flexibility for part-time students. Students engage in hands-on learning, theoretical coursework, and practical projects, preparing them for the exciting challenges of the Business Administration industry.

### **Special Departmental Regulations**

#### **1. Course Completion Requirements:**

- All **Core, Prerequisite, Required, General, and Elective** courses within the degree program are compulsory. Students must pass these courses with a minimum grade of **50%** to graduate.
- However, during the third and fourth semesters, all courses must be passed with a minimum grade of **60%** (equivalent to a CGPA of **3.00**) to qualify for graduation.

#### **2. Optional Courses:**

- Optional courses do not contribute to the final grade. Their marks are excluded from the computation of the overall grade.

#### **3. Externalization of Courses:**

- All courses within the degree programs must be completed internally. Externalization is not permitted.

#### **4. Quality Control and Evaluation:**

- Regular academic audits and reviews occur every two years, overseen by external moderators. Internal program evaluation is ongoing.



## 5. Competence and Preparation:

- The courses offered in the Master of Business Administration program provide adequate competences, preparing students for professional practice at the required academic level.

## 6. Core and Prerequisite Courses:

- Students must pass all Core and Prerequisite courses with a minimum grade of **50%** before progressing to the next level or enrolling in additional courses.

## Degree Award and Classification

- Upon successful completion of all **Core**, **Required**, and **Education** courses, as well as meeting the program requirements, a student will be awarded the degree of **Master of Business Administration** at the end of the final year.
- The **normal classification** of a Master of Business Administration Degree is determined based on the academic performance during the second year of study.

## Rationale to Course Numbering

At Springfield Research University, we meticulously design our Master of Business Administration curriculum to empower students with the knowledge and skills needed to thrive in this dynamic field. Our course numbering system serves as a roadmap, guiding students through their academic journey - **\*\*600-level courses\*\*** introduce foundational concepts and build on those foundations. - **\*\*700-level courses\*\*** explore more specialized topics and are advanced and often include research or project components. Let's delve into the reasons behind our thoughtful approach:

1. **Logical Progression:** Our course numbers reflect a logical progression. Foundational concepts and deeper explorations in with the "600" series, followed by "700" levels covering advanced topics and research opportunities.
2. **Prerequisites and Coherence:** Clear numbering helps students understand prerequisites and co-requisites. For instance, a 600-level course assumes knowledge ensuring a coherent learning experience.
3. **Specialization and Depth:** As students advance, higher-level courses delve into specialized areas such as artificial intelligence and blockchain, financial management, health management, marketing management, and strategic management. The numbering system communicates this depth of study.
4. **Alignment with Program Goals:** Each course number aligns with our program's learning outcomes. Whether it's mastering artificial intelligence or diving into strategic management, students can track their progress.
5. **Transferability:** Consistent numbering facilitates credit transfer between institutions, supporting seamless academic mobility.

In summary, our course numbering isn't just a sequence—it's a deliberate framework that enhances learning, fosters curiosity, and prepares our students for impactful careers in

Business Administration. Master of Business Administration simplifies the course numbering system.

**1. 600-Level Courses (Strategic Management):**

- **MBA 601:** Strategic Leadership and Decision Making
- **MBA 610:** Organizational Behavior and Change Management
- **MBA 620:** Corporate Governance and Ethics

**2. 700-Level Courses (Strategic Management):**

- **MBA 701:** Strategic Planning and Implementation
- **MBA 710:** Business Sustainability and Innovation
- **MBA 720:** Global Strategy and Competitive Advantage

The Master of Business Administration – Modern is a two (2) program. The student is expected to accumulate 192 credit points to be considered to have met the requirements of the Master of Business Administration – Modern and must pass each module by at least 50%.

- Level 1 = minimum of credits 96 (960 notional hours of study)
- Level 2 = minimum of credits 96 (960 notional hours of study)

**TOTAL credit points 192 (1920 notional hours of study)**

**Credit Transfer and Accumulation**

1. Credits are derived from engagement of students in learning activities during lectures, seminars, tutorials, micro or macro field trips, directed and self-directed learning and writing examination tests and assignments.
2. Modules from the business and education faculty are worth 8 credit. Lecture attendance is compulsory. Students who attend less than 80% of lessons will not be allowed to sit for their sessional examinations.

**Weighting**

The degree class shall be based on weighting the results from part 1, and 2, the Degree weighting shall be as follows:

Level 1                      50%

Level 2                      50%

**Distribution of Notional Hours**

Module	Lecture Hrs	Tutorials/ Seminars	Self-Directed Study	Assignment Tests/Exams	Notional Hrs	Credits
MBA000	36	10	17	17	100	10
PROJECT	0	0	40	40	100	10

## ASSESSMENT METHODS

### 1. Formative Assessment (30%):

- **Class Participation:** Encourage active engagement in discussions, seminars, and collaborative activities.
- **Quizzes and Short Assessments:** Regular assessments on specific business topics.
- **Draft Assignments:** Provide feedback on early assignment drafts.
- **Peer Review:** Engage students in reviewing and critiquing their peers' work.

### 2. Summative Assessment (60%):

- **Final Examinations:** Comprehensive exams covering course content.
- **End-of-Semester Papers:** Assess students' knowledge and analytical skills.
- **Oral Presentations:** Evaluate communication abilities and understanding.
- **Mock Business Scenarios:** Simulate real-world business challenges.

### 3. Continuous Assessment (10%):

- **Assignments and Projects:** Regular tasks contributing to the overall grade.
- **Business Case Studies:** Analyze and solve business problems.
- **Research Papers:** Demonstrate research abilities.
- **Attendance and Active Participation:** Engage students in lectures, workshops, and networking events.

These adapted assessment methods align with our commitment to fostering academic excellence and practical skill development within the MBA program.

## Teaching Methods

At Springfield Research University (SRU), we are committed to employing a diverse array of teaching methods to ensure a comprehensive and engaging learning experience for our students. Our teaching methods are carefully selected to align with the programme's objectives and to meet the needs of our diverse student body. The following are the key teaching methods utilized across all SRU programmes:

### 1. Lectures:

- Lectures are used to introduce and explain key concepts, theories, and principles. They provide a structured and systematic approach to delivering content, allowing students to gain a solid foundation in their respective fields. Lectures are often supplemented with visual aids, multimedia presentations, and interactive elements to enhance understanding and engagement.

### 2. Seminars:

- Seminars are interactive sessions that promote critical thinking and in-depth discussion on specific topics. Students are encouraged to actively participate, share their perspectives, and engage in debates. Seminars provide an opportunity for students to develop their analytical and communication skills.

### **3. Workshops:**

- Workshops are hands-on sessions that focus on practical skills and applications. These sessions allow students to engage in experiential learning, apply theoretical knowledge to real-world scenarios, and collaborate with peers on projects and activities. Workshops are designed to foster creativity, problem-solving, and teamwork.

### **4. Problem-Based Learning (PBL):**

- Problem-Based Learning is a student-centered approach that involves presenting students with complex, real-world problems to solve. Students work in small groups to research, discuss, and propose solutions, developing critical thinking and collaborative skills in the process. PBL encourages independent learning and active engagement.

### **5. Case Studies:**

- Case studies are used to analyze real-life situations and decision-making processes. Students examine and discuss case studies to understand the context, identify key issues, and evaluate possible solutions. This method helps students develop their analytical and problem-solving abilities while relating theoretical concepts to practical situations.

### **6. Clinical Practice:**

- For programmes that include a clinical component, such as Health and Medical Sciences, clinical practice is an integral part of the curriculum. Students gain hands-on experience in clinical settings, working under the supervision of qualified professionals. This method provides valuable opportunities for students to apply their knowledge, develop clinical skills, and gain insights into professional practice.

### **7. Research Projects:**

- Research projects are designed to cultivate a culture of inquiry and innovation. Students engage in independent or group research projects, exploring topics of interest and contributing to the body of knowledge in their field. Research projects develop students' research skills, critical thinking, and ability to communicate findings effectively.

### **8. Online Learning:**

- Online learning is incorporated to provide flexible and accessible education. SRU utilizes online platforms to deliver lectures, conduct discussions, and facilitate collaborative projects. Online learning allows students to access course materials, participate in virtual classrooms, and engage with peers and instructors remotely.

### **9. Continuous Assessment:**

- Continuous assessment methods, such as quizzes, assignments, and presentations, are used to monitor students' progress and provide ongoing feedback. These assessments help identify areas for improvement and ensure that students are meeting learning objectives throughout the course.

### **10. Peer Learning:**

- Peer learning encourages students to collaborate and learn from each other. Group projects, study groups, and peer review sessions provide opportunities for students to share knowledge, offer feedback, and support each other's learning journey.

At SRU, our commitment to employing diverse and effective teaching methods ensures that our students receive a well-rounded education that prepares them for success in their chosen fields. We continuously review and enhance our teaching practices to provide the best possible learning experience for our students.

## **Delivery Methods**

At Springfield Research University (SRU), we utilize a variety of delivery methods to ensure that our educational programmes are accessible, engaging, and effective. Our delivery methods are designed to cater to the diverse needs of our students and to provide flexible learning opportunities. The following are the key delivery methods employed across all SRU programmes:

### **1. In-Person Delivery:**

- **Classroom Lectures:** Traditional classroom lectures provide a structured and interactive environment where students can engage with instructors and peers. These sessions often include discussions, presentations, and multimedia resources to enhance learning.
- **Laboratory Sessions:** For programmes that require practical and experimental learning, laboratory sessions are conducted in specialized labs equipped with the necessary tools and equipment. These hands-on sessions allow students to apply theoretical knowledge in a controlled environment.
- **Clinical Placements:** Health and Medical Sciences programmes include clinical placements in hospitals, clinics, and healthcare facilities. These placements provide students with real-world experience under the supervision of qualified professionals.

### **2. Online Delivery:**

- **Virtual Classrooms:** Online platforms are used to deliver lectures, conduct discussions, and facilitate collaborative projects. Virtual classrooms enable students to access course materials, participate in live sessions, and engage with peers and instructors from remote locations.
- **Recorded Lectures:** Recorded lectures are made available for students to access at their convenience. This flexible approach allows students to review and revisit course content as needed.
- **Online Assessments:** Online assessments, including quizzes, assignments, and exams, are conducted through secure online platforms. These assessments provide timely feedback and help monitor students' progress.

### **3. Blended Learning:**

- **Hybrid Courses:** Blended learning combines in-person and online delivery methods to provide a flexible and comprehensive learning experience. Hybrid courses may involve alternating between classroom sessions and online activities.
- **Flipped Classroom:** In the flipped classroom model, students access instructional content online before class and use in-person sessions for interactive, application-based activities. This approach encourages active learning and deeper engagement with the material.

#### 4. Independent Study:

- **Self-Paced Learning:** Self-paced learning allows students to progress through course materials at their own speed. This method is ideal for students who prefer to learn independently and manage their own schedules.
- **Research Projects:** Independent research projects provide students with the opportunity to explore topics of interest, develop research skills, and contribute to the body of knowledge in their field. Faculty advisors provide guidance and support throughout the research process.

#### 5. Collaborative Learning:

- **Group Projects:** Group projects foster teamwork and collaboration among students. These projects often involve problem-solving, research, and presentations, allowing students to learn from each other and develop interpersonal skills.
- **Peer Review:** Peer review sessions encourage students to provide and receive constructive feedback on each other's work. This method promotes critical thinking, reflection, and improvement.

#### 6. Experiential Learning:

- **Internships and Work Placements:** Internships and work placements provide students with practical experience in their chosen field. These opportunities allow students to apply their knowledge in real-world settings, develop professional skills, and build industry connections.
- **Field Trips and Excursions:** Field trips and excursions offer experiential learning opportunities outside the classroom. These activities provide students with firsthand exposure to relevant sites, industries, and practices.

#### 7. Continuous Assessment:

- **Formative Assessments:** Formative assessments, such as quizzes, assignments, and in-class activities, provide ongoing feedback to students and help track their progress. These assessments are designed to support learning and identify areas for improvement.
- **Summative Assessments:** Summative assessments, including final exams, projects, and presentations, evaluate students' overall performance and mastery of course content.

At SRU, our diverse delivery methods ensure that students receive a well-rounded and flexible education that caters to their individual learning preferences. We are committed to continuously enhancing our delivery methods to provide the best possible learning experience for our students.

## COURSE MODULES AND SYNOPSIS

### YEAR 1: SEMESTER 1

Code	Course	Lectures	Practicals	Credits
MBA600	Leadership and Professional Development	80	0	8

MBA601	Strategy and Value Creation	80	0	8
MBA602	Financial Decision Making	80	0	8
MBA603	The Economic Environment	80	0	8
MBA604	Marketing, Positioning and Consumers	80	0	8
MBA605	Business Process and Technology	80	0	8
<b>TOTAL</b>				<b>48</b>

#### YEAR 1: SEMESTER 2

Code	Course	Lectures	Practicals	Credits
MBA606	Leading People in Organisations	80	0	8
MBA607	Corporate Governance and Ethics	80	0	8
MBA608	Quantitative Methods	80	0	8
MBA609	Human Capital Development	80	0	8
MBA610	Problem Solving and Consulting Skills	80	0	8
MBA611	Project Management	80	0	8
<b>TOTAL</b>				<b>48</b>

#### YEAR 2: SEMESTER 3

Code	Course	Lectures	Practicals	Credits
MBA712	International Business Management	80	0	8
MBA713	Research Methods for Business	80	0	8
MBA714	Managerial Digital Transformation	80	0	8
MBA715	Entrepreneurship and Innovation	80	0	8
MBA716	Data Analytics for Business	80	0	8
MBA717	Sustainable Business Practices	80	0	8
<b>TOTAL</b>				<b>48</b>

#### YEAR 2: SEMESTER 4 – HUMAN RESOURCES MANAGEMENT SPECIALISATION

Code	Course	Lectures	Practicals	Credits
MBA718	Talent Acquisition and Retention Strategies	80	0	8
MBA719	Performance Management & Reward Systems	80	0	8
MBA720	Employment Law and Employee Relations	80	0	8
MBA721	Diversity, Equity & Inclusion in the Workplace	80	0	8
MBA722	Human Resources Management Capstone	80	0	8
<b>TOTAL</b>				<b>48</b>

#### YEAR 2: SEMESTER 4 – HEALTH MANAGEMENT SPECIALISATION

Code	Course	Lectures	Practicals	Credits
MBA724	Healthcare Systems and Policy	80	0	8
MBA725	Health Economics and Financial Management	80	0	8
MBA726	Quality Improvement and Patient Safety	80	0	8
MBA727	Health Informatics and Data Analysis	80	0	8
MBA728	Health Management Capstone	80	0	8
<b>TOTAL</b>				<b>48</b>

#### YEAR 2: SEMESTER 4 – STRATEGIC MANAGEMENT SPECIALISATION

Code	Course	Lectures	Practicals	Credits
MBA730	Competitive Strategy and Business Models	80	0	8
MBA731	Mergers, Acquisitions, and Strategic Alliances	80	0	8
MBA732	Global Strategy and International Business	80	0	8

MBA733	Innovation Management and Corporate Entrepreneurship	80	0	8
MBA734	Strategic Management Capstone	80	0	8
<b>TOTAL</b>				<b>48</b>

#### **YEAR 2: SEMESTER 4 – MARKETING MANAGEMENT SPECIALISATION**

<b>Code</b>	<b>Course</b>	<b>Lectures</b>	<b>Practicals</b>	<b>Credits</b>
MBA736	Digital Marketing Strategies	80	0	8
MBA737	Consumer Behavior Insights and Analysis	80	0	8
MBA738	Brand Management and Integrated Marketing Communications	80	0	8
MBA739	Marketing Analytics and Decision Making	80	0	8
MBA740	Marketing Management Capstone	80	0	8
<b>TOTAL</b>				<b>48</b>

#### **YEAR 2: SEMESTER 4 – FINANCIAL MANAGEMENT SPECIALISATION**

<b>Code</b>	<b>Course</b>	<b>Lectures</b>	<b>Practicals</b>	<b>Credits</b>
MBA742	Advanced Corporate Finance	80	0	8
MBA743	Investment Analysis and Portfolio Management	80	0	8
MBA744	Risk Management and Financial Instruments	80	0	8
MBA745	International Finance and Capital Markets	80	0	8
MBA746	Financial Management Capstone	80	0	8
<b>TOTAL</b>				<b>48</b>

#### **YEAR 2: SEMESTER 4 – ARTIFICIAL INTELLIGENCE AND BLOCKCHAIN SPECIALISATION**

<b>Code</b>	<b>Course</b>	<b>Lectures</b>	<b>Practicals</b>	<b>Credits</b>
MBA748	Strategic AI Deployment for Business Innovation	80	0	8
MBA749	Managerial Data Science and Decision Analytics	80	0	8
MBA750	Consumer Insights, AI-Driven Marketing and Blockchain	80	0	8
MBA751	Ethical Leadership in the Age of AI	80	0	8
MBA752	Artificial Intelligence Capstone	80	0	8
<b>TOTAL</b>				<b>48</b>

#### **YEAR 2: SEMESTER 4 – SUPPLY CHAIN AND LOGISTICS MANAGEMENT SPECIALISATION**

<b>Code</b>	<b>Course</b>	<b>Lectures</b>	<b>Practicals</b>	<b>Credits</b>
MBA748	Global Supply Chain Management	80	0	8
MBA749	Procurement and Supplier Relationship Management	80	0	8
MBA750	Logistics and Transportation Management	80	0	8
MBA751	Supply Chain Risk Management	80	0	8
MBA752	Supply Chain and Logistics Management Capstone	80	0	8
<b>TOTAL</b>				<b>48</b>



## **COURSE DESCRIPTIONS**

### **MBA700 - LEADERSHIP AND PROFESSIONAL DEVELOPMENT**

This unit brings together career development, personal development and professional development. Students commence with a personalised 360-degree feedback diagnosis which provides the foundation for the selection of personal and professional development opportunities that are completed over the duration of their study program. Students complete an individual e-portfolio to evidence steps taken to address desired management and leadership capabilities and they reflect on the development of their skills in relation to the 360-degree framework.

### **MBA701 - STRATEGY AND VALUE CREATION**

This unit introduces the principles of strategic management and the logics of value creation. It provides the opportunity to understand and apply the tools of strategy to identify priorities for management decision-making, and develop coherent and aligned operational and implementation plans that contribute to organisational goals in a dynamic and culturally diverse business environment.

### **MBA702 - FINANCIAL DECISION MAKING**

This unit introduces the principles of financial analysis and decision making, and provides a strategic foundation for approaching the financing decisions required within organisations. It includes specific tools and approaches for making evidence-based financial decisions and enables managers to prepare budgets, propose financing solutions, and to understand contemporary developments in performance and reporting.

### **MBA703 - THE ECONOMIC ENVIRONMENT**

This unit introduces the principal concepts and frameworks to understand the operation of economies and markets in order to place firm strategy in to a broader economic context. Tools and concepts to make firm-level decisions regarding pricing, production, and product development will be covered. The way people in economies interact with and influence how the economy works will also be addressed.

### **MBA704 - MARKETING, POSITIONING AND CONSUMERS**

The unit covers the three main domains of marketing activity, viz., marketing management, segmentation and positioning, and an understanding of the consumer. It blends foundational marketing concepts with a focus on decision-making at an executive level, emerging phenomena in marketing, risk assessment, and problem solving.

### **MBA705 - BUSINESS PROCESSES AND TECHNOLOGY**

This unit introduces developments in business process management and focuses specifically on the approaches, tools and methodologies for delivering enhanced organisational

improvement. The foundation provides a springboard for considering new and emerging business technologies – including automation, artificial intelligence and machine learning.

### **MBA706 - LEADING PEOPLE IN ORGANISATIONS**

The purpose of this unit is to provide an understanding of the nature of people's behaviour at work. It does this by examining the nature of the individuals, when they are in teams and groups, and when they are in larger social environments such as organisations. This provides the tools to analyse and critically reflect on an individual's role in their organisations, their relationships with others and how they can more effectively exert their influence and display leadership.

### **MBA707 - CORPORATE GOVERNANCE AND ETHICS**

The module covers issues affecting both the business community and the wider societal effects of the debate on corporate governance. Conceptually, the module is divided into four parts. The first investigates the origins of modern corporations, examines the most relevant corporate theories (e.g. concession theory, aggregate theory, realist theory) and analyses the influence that these theories have exerted on corporate governance. The second part deals with some of the most important corporate governance legal issues, analysing them from both a theoretical and practical perspective (e.g. the Dodd-Berle debate concerning the relationship between shareholders and managers, the concept of islands of conscious power analysed by Coase, the agency cost theory developed by Jensen and Meckling). In the third part, the module focuses on the corporate governance debate and the various corporate governance solutions originating from it. Specifically, it examines the origin and evolution of the UK Corporate Governance Code, analysing the work of the various relevant committees up to the Walker Report, 2009. Finally, the last part of the module deals with several scenarios in which the adoption of unethical corporate governance approaches led to the infringement of fundamental rights and produced adverse effects in the corporate world and broader society (e.g. the Kreuger and Toll Scandal, the collapse of Enron, the financial crisis). As a result, the module establishes essential links with other relevant modules in several areas (e.g. corporate management, corporate finance).

### **MBA708 - QUANTITATIVE METHODS**

This course is a rigorous introduction to quantitative methods for students practising economics, finance, accounting, marketing, and management science. Examples are drawn from these areas. Topics covered include probability distributions, statistical inference, multiple linear regression, logistic regression, optimization, and machine learning. This course focuses on applications illustrating concepts with datasets. The statistical programming language, is completely integrated into the course. After completing this course, students can apply quantitative techniques to analyze problems in areas such as economics, finance, accounting and marketing; understand and apply statistical concepts to real world problems; understand and apply machine learning techniques like logistic regression.

### **MBA709 - STRATEGIC PLANNING AND MANAGEMENT**

Strategic planning and management training provides you with the concepts and philosophies behind strategic planning, as well as the methods, techniques, and tools required to develop and execute a successful strategic plan. Strategic planning and management training teaches you a combination of techniques and new visions and philosophies from various range of

existing strategic thinking. You will receive diverse viewpoints of management style, which helps you develop your unique style of management. Strategic planning and management training enhances your ability to create short- and long-term outcomes for your business department or market. Therefore, we not only polish your competencies for developing and implementing strategies in complicated situations, but also help you successfully execute your business strategy.

### **MBA710 - HUMAN CAPITAL DEVELOPMENT**

This course focuses on the discipline of Human Capital Development. The holistic nature of the course addresses the processes of planning and implementing organizational training systems, assessing educational and developmental needs of employees, and examines the various applications of the HCD field used to enhance employee performance.

### **MBA711 - PROBLEM SOLVING AND CONSULTING SKILLS**

Everyone has problems. Being able to solve them can improve our quality of life. Problem solving is the skill we use to fix things. Building strong problem-solving skills can help us understand what causes the problems we face and what we can do about them. It can also make us happier, more confident, and more independent. In this course, we'll learn about: What problem solving is and why it's important. What steps to take to start solving problems. Why a problem might happen and how to use problem-solving skills to tackle it. Problem solving is at the root of what management consultants do. Clients hire consultants to help overcome or eliminate obstacles to the clients' goals – that is, to solve problems. Sometimes the work of a consultant involves “solving” problems that haven't even materialized yet. And yet, even though problem solving forms the core of the management consultant's function, it can be difficult to talk about the broad role problem solving plays from a zoomed-out perspective.

### **MBA712 - MANAGERIAL DIGITAL TRANSFORMATION**

Continuous advances in technology, the threat of nimble market entrants, and the expectation of personalized customer experiences are forcing organizations in every industry to rethink the way they operate. Get ahead of this change by learning how you can drive initiatives that create more value for your users and help you and your company stay relevant. In the Digital Transformation Program, you'll learn the skills you need to become the critical link between business functions and the technology that enables them. With courses spanning digital transformation strategy and technical application, you'll build the well-rounded skillset you need to lead and execute an informed technology-enabled business transformation. Streamline processes and improve customer experiences with digital technologies like artificial intelligence, data science, crowdsourcing, and the internet of things. Deliver superior business outcomes by aligning company objectives and organizational culture. Examine digital transformation across different dimensions of the business system (product, platforms, solutions, customers, supply chain, brand) with real-world examples.

### **MBA713 - INTERNATIONAL BUSINESS MANAGEMENT**

A study of the basic processes and concepts of management. The course includes study of legal, social, political environment with specific emphasis on the behavioral perspectives in

organizations. Topics and Lessons for International Management: What Is International Business? Cultural and Social Influences. International Communications. Importing, Exporting, and International Trade. Governmental and Legal Influences. Economic and Geographic Influences. Currency and Risk Management. Business Ownership and Entrepreneurship. Organizational Management and Strategy and Production and Quality Control

### **MBA714 - ENTREPRENEURSHIP AND INNOVATION**

Explore the processes that transform innovative ideas into commercial advantage. This specialisation covers business process management and entrepreneurship through to organisational consulting, development and change. This course focuses on creating new businesses, new markets, and effectiveness through innovation, entrepreneurship, and digital capabilities.

### **MBA715 – RESEARCH METHODS FOR BUSINESS**

The focus is on the development of skills in critical thinking and research methods in public health practice. The unit consists of 5 sections, as follows: Introduction to research for health practice. Evidence based practice and critical appraisal. Quantitative research: principles, techniques and critique. Qualitative research: principles, techniques and critique and Ethical principles.

### **MBA716 PROJECT MANAGEMENT**

This course teaches project management using several tools from the leading methodologies for managing software projects. The most effective project managers will combine methods to create a “right-sized” methodology appropriate to the organizational culture and project team members’ background and experience.

### **MBA717 CAPSTONE**

In this course, students integrate the skills developed in previous classes into a comprehensive body of knowledge, and provide tangible evidence of these competencies. The Capstone has four components: 1) a brief proposal and project schedule; 2) the main project deliverable; 3) a final presentation; and 4) a reflection on the student’s national and homeland security management skills and competencies, with some depth in one or two areas of the profession and grounded in a particular real-world context.

### **MBA751 GLOBAL SUPPLY CHAIN MANAGEMENT**

This course explores the complexities of managing supply chains on a global scale. Topics include the strategic role of supply chains in achieving competitive advantage, the challenges of global supply chain integration, and best practices for optimizing supply chain performance. Students will learn about global logistics, international trade regulations, and strategies for managing cross-border supply chain operations.

## **MBA752 PROCUREMENT AND SUPPLIER RELATIONSHIP MANAGEMENT**

This course focuses on the principles and practices of procurement and supplier relationship management. Students will learn about strategic sourcing, procurement processes, contract management, and supplier evaluation. The course also covers the importance of building and maintaining effective supplier relationships to ensure quality, reliability, and cost-effectiveness in the supply chain.

## **MBA753 LOGISTICS AND TRANSPORTATION MANAGEMENT**

This course covers the key concepts and practices in logistics and transportation management. Topics include transportation modes, warehousing, inventory management, distribution strategies, and the role of technology in logistics. Students will understand how to design and manage efficient logistics systems that support business operations and customer service.

## **MBA754 SUPPLY CHAIN RISK MANAGEMENT**

This course addresses the identification, assessment, and mitigation of risks in the supply chain. Students will learn about various types of risks, including operational, financial, and geopolitical risks, and how they impact supply chain performance. The course will cover risk management frameworks, tools, and strategies to build resilient supply chains and ensure continuity in the face of disruptions.

## **MBA755 SUPPLY CHAIN AND LOGISTICS MANAGEMENT CAPSTONE**

The capstone course integrates knowledge and skills acquired throughout the specialization. Students will work on real-world projects or case studies to develop comprehensive solutions to complex supply chain and logistics challenges. The course emphasizes practical application, critical thinking, and strategic decision-making, preparing students for leadership roles in supply chain management.

## **COURSE OUTLINES**

**Course Title: MBA700 - Leadership and Professional Development**

### **Course Description:**

This course integrates career development, personal growth, and professional advancement. Students begin with a personalized 360-degree feedback assessment, which serves as the basis for identifying individualized personal and professional development opportunities throughout the program. Students create an individual e-portfolio to document their progress in addressing desired management and leadership competencies, reflecting on their skill development within the 360-degree framework.

### **Learning Objectives:**

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

1. **Analyze Leadership Competencies:** Evaluate essential leadership skills and competencies within the context of organizational management.

2. **Apply Personal Development Strategies:** Implement strategies for personal growth, self-awareness, and continuous improvement.
3. **Navigate Professional Development Opportunities:** Identify and engage in relevant professional development activities.
4. **Create an E-Portfolio:** Develop an individual e-portfolio to showcase progress and evidence of skill development.

### Topics Covered:

1. **360-Degree Feedback Assessment:**
  - Understanding the purpose and process of 360-degree feedback.
  - Conducting self-assessment and receiving feedback from peers, supervisors, and subordinates.
  - Identifying strengths and areas for improvement.
2. **Leadership Competencies:**
  - Leadership theories and models.
  - Emotional intelligence and its impact on leadership effectiveness.
  - Communication, decision-making, and conflict resolution skills.
3. **Personal Development Strategies:**
  - Goal setting and action planning.
  - Time management and work-life balance.
  - Stress management and resilience.
4. **Professional Development Opportunities:**
  - Networking events, conferences, and workshops.
  - Continuing education and certifications.
  - Mentoring and coaching.
5. **E-Portfolio Creation:**
  - Selecting artifacts (e.g., project reports, presentations, reflections).
  - Demonstrating growth in leadership capabilities.
  - Reflecting on experiences and learning outcomes.

### Assessment Methods:

- **360-Degree Feedback Report:** Individual assessment results and reflection.
- **E-Portfolio:** Regular updates and reflections on skill development.
- **Class Participation:** Active engagement in discussions, case studies, and activities.

### Reading Recommendations

1. **“Leaders Eat Last: Why Some Teams Pull Together and Others Don’t”** by Simon Sinek: This book explores the concept of leadership from a holistic perspective, emphasizing trust, empathy, and collaboration. It provides valuable insights for aspiring leaders and professionals seeking personal development.
2. **“Emotional Intelligence 2.0”** by Travis Bradberry and Jean Greaves: Understanding emotional intelligence is crucial for effective leadership. This book offers practical strategies to enhance self-awareness, empathy, and relationship management, which align with the course’s focus on leadership competencies.
3. **“Drive: The Surprising Truth About What Motivates Us”** by Daniel H. Pink: For students interested in personal development, this book delves into the science of motivation. It discusses autonomy, mastery, and purpose, which are relevant to professional growth and leadership.

## **Course Title: MBA701 - Strategy and Value Creation**

### **Course Description:**

This course introduces the fundamental principles of strategic management and explores the dynamics of value creation within organizations. Students will learn to apply strategic tools and frameworks to identify management priorities and develop cohesive operational and implementation plans. The course emphasizes alignment with organizational goals in a dynamic and culturally diverse business environment.

### **Learning Objectives:**

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

- 1. Understand Strategic Management Principles:**
  - Explore key concepts in strategic management.
  - Analyze the role of strategy in organizational success.
  - Identify different approaches to value creation.
- 2. Apply Strategic Tools:**
  - Utilize tools such as SWOT analysis, Porter's Five Forces, and PESTEL analysis.
  - Evaluate internal and external factors affecting strategic decisions.
  - Formulate strategic options based on analysis.
- 3. Prioritize Management Decision-Making:**
  - Assess trade-offs and prioritize strategic initiatives.
  - Consider resource allocation and risk management.
  - Align decisions with organizational vision and mission.
- 4. Develop Operational and Implementation Plans:**
  - Translate strategic goals into actionable plans.
  - Create implementation roadmaps.
  - Address cultural diversity and adapt plans accordingly.

### **Topics Covered:**

- 1. Introduction to Strategic Management:**
  - Defining strategy and its importance.
  - Historical perspectives on strategic thinking.
  - Strategic planning vs. strategic execution.
- 2. Value Creation Logic:**
  - Understanding value chains and value networks.
  - Customer value proposition.
  - Sustainable competitive advantage.
- 3. Strategic Tools and Frameworks:**
  - SWOT analysis (Strengths, Weaknesses, Opportunities, Threats).
  - Porter's Five Forces.
  - PESTEL analysis (Political, Economic, Social, Technological, Environmental, Legal).
- 4. Decision Prioritization:**
  - Balancing short-term vs. long-term goals.
  - Evaluating risks and rewards.
  - Ethical considerations in decision-making.
- 5. Operational and Implementation Planning:**
  - Setting objectives and key performance indicators (KPIs).
  - Creating action plans.

- Monitoring progress and adjusting strategies.

### **Assessment Methods:**

- **Case Studies:** Analyzing real-world strategic challenges.
- **Group Projects:** Developing strategic plans.
- **Class Participation:** Engaging in discussions and debates.

## **Course Title: MBA702 - Financial Decision Making**

### **Course Description:**

This course introduces fundamental principles of financial analysis and decision-making. It serves as a strategic foundation for approaching financing decisions within organizations. Students will learn specific tools and approaches for evidence-based financial decision-making, including budget preparation, financing proposals, and understanding contemporary developments in performance reporting.

### **Learning Objectives:**

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

1. **Financial Analysis and Evaluation:**
  - Understand financial statements (balance sheet, income statement, cash flow statement).
  - Analyze financial ratios and performance metrics.
  - Evaluate financial health and risk.
2. **Capital Budgeting and Investment Decisions:**
  - Assess investment opportunities (NPV, IRR, payback period).
  - Consider risk-adjusted returns.
  - Make informed capital allocation decisions.
3. **Budget Preparation and Control:**
  - Develop operational budgets (sales, production, overhead).
  - Monitor budget performance.
  - Implement corrective actions.
4. **Financing Strategies:**
  - Explore debt vs. equity financing.
  - Understand cost of capital.
  - Evaluate capital structure decisions.
5. **Contemporary Developments in Financial Reporting:**
  - Stay informed about regulatory changes (IFRS, GAAP).
  - Address sustainability reporting.
  - Analyze integrated reporting.

### **Topics Covered:**

1. **Financial Statements and Ratios:**
  - Interpretation of balance sheets, income statements, and cash flow statements.
  - Liquidity, solvency, and profitability ratios.
2. **Capital Budgeting Techniques:**
  - Net Present Value (NPV) analysis.



- Internal Rate of Return (IRR).
- Sensitivity analysis.
- 3. **Budgeting Process:**
  - Zero-based budgeting.
  - Rolling budgets.
  - Variance analysis.
- 4. **Financing Decisions:**
  - Debt vs. equity financing.
  - Weighted Average Cost of Capital (WACC).
  - Leverage and risk.
- 5. **Reporting Trends:**
  - International Financial Reporting Standards (IFRS) vs. Generally Accepted Accounting Principles (GAAP).
  - Environmental, Social, and Governance (ESG) reporting.
  - Integrated reporting.

#### **Assessment Methods:**

- **Case Studies:** Analyzing financial scenarios.
- **Group Projects:** Creating budgets and investment proposals.
- **Class Discussions:** Debating financial strategies.

#### **Course Title: MBA703 - The Economic Environment**

#### **Course Description:**

This course provides a foundational understanding of how economies and markets operate, placing firm strategy within a broader economic context. Students will explore tools and concepts for making firm-level decisions related to pricing, production, and product development. Additionally, the course examines how individuals within economies interact and influence economic dynamics.

#### **Learning Objectives:**

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

1. **Economic Frameworks:**
  - Understand fundamental economic principles (supply and demand, elasticity, market structures).
  - Analyze macroeconomic indicators (GDP, inflation, unemployment).
  - Evaluate economic policies and their impact on businesses.
2. **Firm-Level Decision Making:**
  - Pricing strategies (cost-based, value-based, dynamic pricing).
  - Production optimization (scale, efficiency, technology adoption).
  - New product development (market research, innovation).
3. **Behavioral Economics:**
  - Explore how human behavior influences economic outcomes.
  - Decision biases and their implications.
  - Nudging and choice architecture.
4. **Global Economic Context:**
  - International trade and globalization.
  - Exchange rates and currency markets.

- Geopolitical risks and opportunities.

### **Topics Covered:**

- 1. Microeconomic Foundations:**
  - Demand and supply analysis.
  - Elasticity and price responsiveness.
  - Market structures (perfect competition, monopoly, oligopoly).
- 2. Macroeconomic Perspectives:**
  - Gross Domestic Product (GDP) and its components.
  - Inflation and deflation.
  - Unemployment rates and labor markets.
- 3. Strategic Decision Making:**
  - Pricing strategies and revenue management.
  - Cost analysis and cost curves.
  - Break-even analysis.
- 4. Consumer Behavior and Market Research:**
  - Consumer preferences and utility theory.
  - Market segmentation.
  - Surveys and focus groups.
- 5. Global Economic Trends:**
  - Trade agreements and tariffs.
  - Emerging markets and investment opportunities.
  - Economic sustainability.

### **Assessment Methods:**

- **Case Studies:** Analyzing real-world economic scenarios.
- **Group Projects:** Developing pricing strategies and market research plans.
- **Class Discussions:** Debating economic policies and global trends.

## **Course Title: MBA704 - Marketing, Positioning, and Consumers**

### **Course Description:**

This course explores three essential domains of marketing activity: marketing management, segmentation and positioning, and consumer behavior. It provides a blend of foundational marketing concepts and executive-level decision-making strategies. Students will delve into emerging trends in marketing, risk assessment, and problem-solving within a dynamic business environment.

### **Learning Objectives:**

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

- 1. Marketing Management:**
  - Understand the role of marketing in organizational success.

- Develop marketing strategies aligned with business goals.
- Implement effective marketing campaigns.
- 2. **Segmentation and Positioning:**
  - Identify target market segments.
  - Position products or services effectively.
  - Craft compelling value propositions.
- 3. **Consumer Understanding:**
  - Analyze consumer behavior and preferences.
  - Explore psychological factors influencing purchasing decisions.
  - Adapt marketing approaches based on consumer insights.
- 4. **Emerging Phenomena in Marketing:**
  - Digital marketing trends (social media, influencer marketing).
  - Sustainability and ethical marketing practices.
  - Data-driven decision-making.
- 5. **Risk Assessment and Problem Solving:**
  - Evaluate marketing risks (market volatility, competitive threats).
  - Develop contingency plans.
  - Solve marketing challenges creatively.

### Topics Covered:

1. **Marketing Fundamentals:**
  - The marketing mix (product, price, place, promotion).
  - Branding and brand equity.
  - Market research techniques.
2. **Segmentation Strategies:**
  - Demographic, psychographic, and behavioral segmentation.
  - Targeting specific customer groups.
  - Positioning maps and perceptual positioning.
3. **Consumer Behavior Insights:**
  - Decision-making models (rational, emotional, habitual).
  - Cultural influences on consumer choices.
  - Consumer journey mapping.
4. **Digital Marketing and Innovation:**
  - Social media marketing.
  - Content marketing.
  - AI-driven personalization.
5. **Risk Management and Crisis Communication:**
  - Reputation management.
  - Handling negative publicity.
  - Ethical dilemmas in marketing.

### Assessment Methods:

- **Case Studies:** Analyzing real-world marketing scenarios.
- **Group Projects:** Developing marketing plans.
- **Class Discussions:** Debating marketing strategies and ethical considerations.

**Course Title: MBA705 - Business Processes and Technology**

**Course Description:**

This unit introduces developments in business process management (BPM) and focuses specifically on the approaches, tools, and methodologies for delivering enhanced organizational improvement. It serves as a springboard for considering new and emerging business technologies, including automation, artificial intelligence, and machine learning.

### **Learning Outcomes:**

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

1. **Identify drivers compelling continuous business performance improvement.**
  - Understand the factors motivating organizations to enhance their processes and performance.
2. **Evaluate and draw insights into leveraging a range of BPM tools and techniques to realize business improvement opportunities.**
  - Explore various BPM tools and methodologies for optimizing organizational processes.
  - Apply critical thinking to identify improvement opportunities.
3. **Justify solutions to organizational opportunities and challenges using BPM tools and methodologies.**
  - Propose effective solutions based on BPM approaches.
  - Address organizational challenges through evidence-based decision-making.
4. **Critically evaluate the impact and appropriateness of technologies and automation in addressing business process improvement opportunities.**
  - Assess the role of technology, automation, and AI in enhancing processes.
  - Consider ethical implications and suitability.
5. **Design and deliver informed recommendations and solutions about people, process, and technological improvements to a variety of organizational audiences.**
  - Communicate improvement strategies effectively.
  - Consider the human, process, and technological aspects.

### **Assessment:**

1. **Assessment 1 (Individual): Business Report (2000 words)**
  - Weight: 40%
  - Due Week 4
2. **Assessment 2 (Individual): Business Report (3000 words)**
  - Weight: 60%
  - Due Week 11

Please note that assessment due weeks may change, so refer to the Unit Chair for exact requirements. The course emphasizes practical skills and critical thinking, preparing students to address real-world challenges in business processes and technology.

### **Course Title: MBA706 - Leading People in Organisations**

### **Course Description:**

This unit aims to provide an understanding of human behavior in the workplace. It examines individuals' behavior within teams, groups, and larger social environments such as organizations. The course equips students with tools to analyze and critically reflect on their

roles within organizations, their relationships with others, and how they can effectively exert influence and demonstrate leadership.

### **Learning Outcomes:**

By the end of this unit, successful students can:

1. **Analyze and Reflect on Employee Experience:**
  - Understand how organizational structures and workplace culture impact the employee experience.
  - Reflect on the implications of these factors for individuals.
2. **Self-Leadership and Management:**
  - Identify areas for improvement in self-leadership and management.
  - Develop strategies for personal growth and development.
3. **Challenges of Leading and Managing People:**
  - Critically analyze the complexities of leading and managing people within organizations.
  - Propose recommendations to address these challenges.
4. **Effective Communication and Decision-Making:**
  - Communicate insights and recommendations to relevant organizational decision-makers.
  - Draw upon diverse perspectives and skills within a team to address organizational challenges.

### **Assessment:**

1. **Assessment 1 (Individual): Written Reflection (Self)**
  - Length: 2000 words
  - Weight: 35%
  - Due Week 5
2. **Assessment 2 (Group of 5): Report (Business)**
  - Length: 2500 words
  - Weight: 35%
  - Due Week 9
3. **Assessment 3 (Individual): Report (Business)**
  - Length: 2500 words
  - Weight: 30%
  - Due Week 11

Please note that assessment due weeks may change, so refer to the Unit Chair for exact requirements. This course emphasizes practical skills and critical thinking, preparing students to address real-world challenges in leading and managing people within organizations.

### **Course Title: MBA707 - Corporate Governance and Ethics**

#### **Course Description:**

This course delves into the critical intersection of corporate governance and ethics. It explores the impact of corporate decisions on both the business community and broader society. By examining the origins of modern corporations and relevant corporate theories, students gain insights into the complex dynamics that shape corporate governance practices.

## Learning Objectives:

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

1. **Understand Corporate Governance Concepts:**
  - Define corporate governance and its significance.
  - Recognize the ethical dimensions of governance.
2. **Explore Corporate Theories:**
  - Investigate concession theory, aggregate theory, and realist theory.
  - Analyze how these theories inform corporate governance practices.
3. **Evaluate Corporate Structures and Actors:**
  - Identify key actors (boards, executives, shareholders) in corporate governance.
  - Compare governance structures across national economies and industries.
4. **Navigate Regulatory Processes:**
  - Understand regulatory mechanisms that enforce governance principles.
  - Consider the role of regulations in shaping ethical behavior.

## Course Structure:

1. **Introduction to Corporate Governance and Ethics:**
  - Historical context and evolution of corporate governance.
  - Ethical imperatives for responsible decision-making.
2. **Corporate Theories and Their Influence:**
  - Concession theory: Balancing stakeholder interests.
  - Aggregate theory: Maximizing shareholder value.
  - Realist theory: Power dynamics and governance.
3. **Actors and Structures in Corporate Governance:**
  - Board of directors: Roles and responsibilities.
  - Executive leadership: Ethical leadership and accountability.
  - Shareholders and stakeholders: Balancing interests.
4. **Comparative Corporate Governance:**
  - National variations in governance practices.
  - Industry-specific considerations.
5. **Regulatory Frameworks and Enforcement:**
  - Legal and regulatory processes.
  - Compliance and ethical standards.

## Assessment Methods:

- **Case Studies:** Analyzing real-world governance challenges.
- **Group Discussions:** Debating ethical dilemmas.
- **Research Projects:** Investigating corporate theories and practices.

This course aims to equip students with a deep understanding of the ethical foundations that underpin effective corporate governance.

**Course Title: MBA708 Quantitative Methods**

**Course Description:**

MBA Quantitative Methods is designed to equip students with essential quantitative tools for decision-making in various business contexts. The course emphasizes practical applications and provides a solid foundation in statistical analysis, regression modeling, and machine learning. Students will learn how to apply these techniques to real-world problems in economics, finance, accounting, marketing, and management science.

### **Learning Objectives:**

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

- 1. Understand Fundamental Concepts:**
  - Grasp key concepts related to probability, statistical inference, and regression analysis.
  - Interpret statistical results and draw meaningful conclusions.
- 2. Apply Quantitative Techniques:**
  - Utilize statistical software (e.g., R, Python) for data analysis.
  - Apply probability distributions to model uncertainty.
- 3. Regression Modeling:**
  - Perform multiple linear regression to analyze relationships between variables.
  - Interpret regression coefficients and assess model fit.
- 4. Logistic Regression:**
  - Understand logistic regression for binary classification.
  - Apply logistic regression to predict outcomes (e.g., customer churn, credit risk).
- 5. Optimization and Machine Learning:**
  - Solve optimization problems (e.g., resource allocation, production planning).
  - Explore machine learning techniques (e.g., decision trees, random forests).

### **Course Structure:**

- 1. Introduction to Quantitative Methods:**
  - Overview of statistical concepts and their relevance in business.
  - Introduction to the statistical programming language (R/Python).
- 2. Probability Distributions:**
  - Normal distribution, binomial distribution, and Poisson distribution.
  - Applications in risk assessment and decision-making.
- 3. Statistical Inference:**
  - Hypothesis testing and confidence intervals.
  - Sampling techniques and survey design.
- 4. Multiple Linear Regression:**
  - Model specification, estimation, and interpretation.
  - Assumptions and diagnostics.
- 5. Logistic Regression:**
  - Binary classification and odds ratios.
  - Predictive modeling using logistic regression.
- 6. Optimization Techniques:**
  - Linear programming and integer programming.
  - Resource allocation and production optimization.
- 7. Introduction to Machine Learning:**
  - Decision trees, random forests, and k-nearest neighbors.
  - Practical applications in business.

### **Assessment Methods:**

- **Assignments and Projects:** Analyzing real-world datasets using quantitative methods.
- **Exams:** Assessing understanding of concepts and techniques.
- **Practical Exercises:** Applying statistical software to solve business problems.

This course provides a solid quantitative foundation for making informed business decisions and leveraging data-driven insights.

## **Course Title: MBA709 - Strategic Planning and Management**

### **Course Description:**

MBA709 provides a deep understanding of strategic planning and management. Participants will explore essential concepts, methodologies, and tools necessary for developing and executing effective strategic plans. The course emphasizes both strategic thinking and practical implementation to achieve short-term and long-term outcomes for business departments or markets.

### **Learning Objectives:**

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

1. **Master Strategic Thinking:**
  - Understand the importance of strategic planning.
  - Develop a strategic mindset to address complex organizational challenges.
2. **Formulate Effective Strategies:**
  - Analyze internal and external factors influencing strategy.
  - Create well-defined strategic objectives.
3. **Implement Strategic Plans:**
  - Translate strategic goals into actionable steps.
  - Align resources and budgets for successful execution.
4. **Navigate Uncertainty and Complexity:**
  - Adapt strategies to changing environments.
  - Make informed decisions under ambiguity.

### **Course Structure:**

1. **Introduction to Strategic Planning and Management:**
  - Defining strategic planning and its significance.
  - Differentiating between good and bad strategy.
2. **Strategic Analysis:**
  - Environmental scanning (SWOT, PESTEL analysis).
  - Competitive lifecycle and stakeholder analysis.
3. **Crafting the Strategic Vision:**
  - Creating mission and vision statements.
  - Establishing organizational values.
4. **Strategy Formulation:**
  - Developing appropriate values.
  - Identifying strategic issues and challenges.
  - Internationalization considerations.
5. **Decision-Making in Strategy:**
  - Balancing capability and resource allocation.



- Setting strategic goals.
- Using the balanced scorecard.
- 6. **Strategy Implementation:**
  - Evaluating strategies.
  - Addressing innovation and assumptions.
  - Creating an innovative organizational culture.

**Intended Audience:**

Designed for individuals entering or relatively new to the field of strategic planning. Also beneficial for those seeking clarification and direction to enhance their strategic thinking and planning skills.

**Prerequisites:**

None

**Delivery Modes:**

- Face-to-face, presenter-taught workshop
- Online workshop via Zoom

**Delivery Style:**

The course emphasizes active participation and practical application of strategic concepts. Participants engage in discussions, case studies, and hands-on exercises to reinforce learning.

**Course Title: MBA710 - Human Capital Development**

**Course Description:**

MBA710 explores the critical discipline of Human Capital Development (HCD). Participants will gain insights into planning, implementing, and managing training systems within organizations. The course emphasizes assessing educational and developmental needs of employees and leveraging HCD strategies to enhance overall employee performance.

**Learning Objectives:**

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

1. **Understand Human Capital Development:**
  - Define HCD and its significance in organizational success.
  - Recognize the holistic approach required for effective human capital management.
2. **Assess Training Needs:**
  - Identify gaps in employee skills and competencies.
  - Design targeted training programs.
3. **Implement Training Systems:**
  - Develop and execute training plans.
  - Align training initiatives with organizational goals.

**4. Evaluate Training Effectiveness:**

- Measure the impact of training on employee performance.
- Recommend adjustments based on evaluation results.

**Course Structure:**

**1. Introduction to Human Capital Development:**

- Defining HCD and its role in organizational growth.
- Understanding the link between employee development and business outcomes.

**2. Assessing Educational and Developmental Needs:**

- Conducting training needs assessments.
- Identifying skill gaps and performance improvement areas.

**3. Designing Training Programs:**

- Curriculum development for various employee levels.
- Selecting appropriate training methods (e.g., workshops, e-learning).

**4. Implementing Training Initiatives:**

- Scheduling and logistics.
- Engaging trainers and facilitators.

**5. Measuring Training Impact:**

- Kirkpatrick's model for training evaluation.
- Collecting feedback and analyzing results.

**6. Leveraging Technology in HCD:**

- E-learning platforms.
- Gamification and microlearning.

**Intended Audience:**

Designed for HR professionals, learning and development specialists, and managers responsible for human capital development.

**Prerequisites:**

None

**Delivery Modes:**

- Face-to-face workshops
- Online learning platforms

**Delivery Style:**

The course combines theoretical concepts with practical exercises, case studies, and real-world examples to enhance participants' understanding of HCD principles.

**Course Title: MBA711 - Problem Solving and Consulting Skills**

**Course Description:**

MBA711 equips participants with essential problem-solving techniques and introduces the role of management consultants. Participants will learn how to analyze problems, develop

solutions, and communicate effectively. The course emphasizes practical application and critical thinking.

### **Learning Objectives:**

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

1. **Understand Problem Solving:**
  - Define problem solving and its significance.
  - Recognize the impact of effective problem-solving skills on personal and professional success.
2. **Analyze Problems:**
  - Identify root causes of issues.
  - Apply structured problem-solving frameworks.
3. **Consulting Skills:**
  - Explore the role of management consultants.
  - Understand client engagement and expectations.
4. **Develop Solutions:**
  - Generate creative and practical solutions.
  - Evaluate trade-offs and risks.
5. **Effective Communication:**
  - Present recommendations persuasively.
  - Engage stakeholders and manage expectations.

### **Course Structure:**

1. **Introduction to Problem Solving and Consulting:**
  - Defining problem solving in a business context.
  - Overview of the consulting profession.
2. **Problem Analysis Techniques:**
  - Fishbone diagrams (Ishikawa diagrams).
  - 5 Whys method.
  - Pareto analysis.
3. **Structured Problem-Solving Frameworks:**
  - McKinsey's MECE (Mutually Exclusive, Collectively Exhaustive) approach.
  - DMAIC (Define, Measure, Analyze, Improve, Control) for process improvement.
4. **Role of Management Consultants:**
  - Client engagement lifecycle.
  - Ethical considerations.
5. **Generating Solutions:**
  - Brainstorming techniques.
  - Decision matrices.
6. **Effective Communication in Consulting:**
  - Crafting persuasive narratives.
  - Managing client expectations.

### **Intended Audience:**

Designed for aspiring consultants, business professionals, and managers seeking to enhance their problem-solving and consulting skills.

### **Prerequisites:**

None

**Delivery Modes:**

- Face-to-face workshops
- Online learning platforms

**Delivery Style:**

The course combines theoretical concepts with practical exercises, case studies, and real-world examples to enhance participants' problem-solving abilities and consulting acumen.

**Course Title: MBA712 - Managerial Digital Transformation**

**Course Description:**

MBA712 equips participants with the knowledge and skills necessary to drive successful digital transformation initiatives. Participants will explore the intersection of business functions and technology, learning how to align company objectives with digital strategies. The course emphasizes practical application and strategic decision-making.

**Learning Objectives:**

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

- 1. Understand Digital Transformation:**
  - Define digital transformation and its impact on organizations.
  - Recognize the need for agility and innovation in the digital era.
- 2. Digital Strategy Formulation:**
  - Analyze market trends and competitive landscapes.
  - Develop a digital strategy aligned with organizational goals.
- 3. Technological Applications:**
  - Explore artificial intelligence, data science, and other digital technologies.
  - Evaluate their relevance and potential impact.
- 4. Organizational Alignment:**
  - Align digital initiatives with company culture and values.
  - Foster collaboration across business functions.

**Course Structure:**

- 1. Introduction to Digital Transformation:**
  - Defining digital transformation and its drivers.
  - Case studies of successful digital transformations.
- 2. Digital Strategy Development:**
  - Market analysis and customer insights.
  - Crafting a digital vision and roadmap.
- 3. Technological Landscape:**
  - Artificial intelligence (AI) and machine learning.
  - Data analytics and visualization.
- 4. Digital Customer Experiences:**
  - Personalization and user-centric design.

- Leveraging data for customer insights.
- 5. **Supply Chain and Operations Transformation:**
  - IoT (Internet of Things) applications.
  - Process automation and efficiency.
- 6. **Organizational Change Management:**
  - Overcoming resistance to digital initiatives.
  - Building a culture of innovation.

#### **Intended Audience:**

Designed for managers, executives, and professionals seeking to lead digital transformation efforts within their organizations.

#### **Prerequisites:**

Basic understanding of business concepts and technology.

#### **Delivery Modes:**

- Face-to-face workshops
- Online learning platforms

#### **Delivery Style:**

The course combines theoretical concepts with case studies, group discussions, and practical exercises to enhance participants' ability to drive successful digital transformations.

### **Course Title: MBA713 - International Business Management**

#### **Course Description:**

MBA713 explores the fundamental processes and concepts of managing businesses in an international context. Participants will gain insights into legal, social, political, and behavioral aspects of international management. The course emphasizes cultural awareness, risk management, and strategic decision-making.

#### **Learning Objectives:**

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

1. **Understand International Business:**
  - Define international business and its significance.
  - Recognize the challenges and opportunities of operating across borders.
2. **Cultural and Social Influences:**
  - Explore cultural dimensions and their impact on business practices.
  - Understand cross-cultural communication and negotiation.
3. **International Communications:**
  - Effective communication in a globalized business environment.
  - Overcoming language and cultural barriers.
4. **Importing, Exporting, and International Trade:**
  - Trade policies, tariffs, and trade agreements.

- Supply chain management in international trade.
- 5. **Governmental and Legal Influences:**
  - Compliance with international regulations.
  - Managing legal risks in different jurisdictions.
- 6. **Economic and Geographic Influences:**
  - Macroeconomic factors affecting international business.
  - Geopolitical considerations.
- 7. **Currency and Risk Management:**
  - Exchange rate fluctuations and currency risk.
  - Hedging strategies.
- 8. **Business Ownership and Entrepreneurship:**
  - Modes of entry (joint ventures, subsidiaries, franchises).
  - Entrepreneurial opportunities in global markets.
- 9. **Organizational Management and Strategy:**
  - Organizational structures for global operations.
  - Strategic alignment with international goals.
- 10. **Production and Quality Control:**
  - Global supply chain management.
  - Ensuring product quality across borders.

**Intended Audience:**

Designed for managers, executives, and professionals seeking to enhance their understanding of international business management.

**Prerequisites:**

Basic understanding of business concepts.

**Delivery Modes:**

- Face-to-face workshops
- Online learning platforms

**Delivery Style:**

The course combines theoretical concepts with case studies, group discussions, and practical exercises to enhance participants' ability to navigate the complexities of international business.

**Course Title: MBA714 - Entrepreneurship and Innovation**

**Course Description:**

MBA714 explores the processes that transform innovative ideas into commercial advantage. Participants will gain insights into entrepreneurship, innovation, and digital capabilities. The course emphasizes creating new businesses, exploring new markets, and fostering an entrepreneurial mindset.

## **Learning Objectives:**

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

1. **Understand Entrepreneurship:**
  - Define entrepreneurship and its significance.
  - Recognize the role of entrepreneurs in creating new ventures.
2. **Explore Innovation:**
  - Understand the importance of innovation in business.
  - Identify opportunities for disruptive and incremental innovation.
3. **Digital Capabilities:**
  - Leverage technology for competitive advantage.
  - Explore digital business models.
4. **Creating New Businesses:**
  - Business ideation and opportunity recognition.
  - Business planning and feasibility analysis.
5. **New Markets and Market Entry:**
  - Market research and segmentation.
  - Strategies for market penetration and expansion.
6. **Entrepreneurial Mindset:**
  - Risk-taking and resilience.
  - Creativity and adaptability.

## **Course Structure:**

1. **Introduction to Entrepreneurship and Innovation:**
  - Defining entrepreneurship and innovation.
  - Case studies of successful entrepreneurial ventures.
2. **Innovation Strategies:**
  - Disruptive vs. incremental innovation.
  - Open innovation and collaboration.
3. **Digital Transformation:**
  - Leveraging digital technologies.
  - E-commerce and digital marketing.
4. **Business Planning and Feasibility:**
  - Developing a business model canvas.
  - Assessing market demand and financial viability.
5. **Market Research and Segmentation:**
  - Customer insights and value proposition.
  - Targeting specific market segments.
6. **Entrepreneurial Mindset Development:**
  - Overcoming challenges and setbacks.
  - Building resilience and adaptability.

## **Intended Audience:**

Designed for aspiring entrepreneurs, business professionals, and managers seeking to enhance their understanding of entrepreneurship and innovation.

## **Prerequisites:**

Basic understanding of business concepts.

## **Delivery Modes:**

- Face-to-face workshops
- Online learning platforms

### **Delivery Style:**

The course combines theoretical concepts with case studies, group discussions, and practical exercises to foster an entrepreneurial mindset and drive innovation.

### **Course Title: MBA714 - Research Methods for Business**

### **Course Description:**

MBA714 equips participants with essential research skills for business contexts. Participants will learn critical appraisal techniques, quantitative and qualitative research principles, and ethical considerations. The course emphasizes evidence-based practice and effective research methodologies.

### **Learning Objectives:**

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

- 1. Understand Research for Business:**
  - Define research methods and their relevance in business.
  - Recognize the importance of evidence-based decision-making.
- 2. Critical Appraisal Techniques:**
  - Evaluate existing research studies.
  - Understand the strengths and limitations of different research designs.
- 3. Quantitative Research Principles:**
  - Explore quantitative data collection techniques.
  - Understand statistical principles and analysis.
- 4. Qualitative Research Principles:**
  - Explore qualitative data collection techniques (interviews, focus groups).
  - Analyze qualitative data using thematic analysis.
- 5. Ethical Considerations:**
  - Adhere to ethical guidelines in research.
  - Consider privacy, informed consent, and confidentiality.

### **Course Structure:**

- 1. Introduction to Research for Business:**
  - Defining research methods in business contexts.
  - Understanding the research process.
- 2. Evidence-Based Practice and Critical Appraisal:**
  - Evaluating existing literature.
  - Identifying gaps and research questions.
- 3. Quantitative Research Techniques:**
  - Surveys, experiments, and observational studies.
  - Descriptive and inferential statistics.
- 4. Qualitative Research Techniques:**
  - Interviews, case studies, and content analysis.
  - Interpretation and thematic coding.



#### **5. Ethical Principles in Research:**

- Informed consent and ethical review boards.
- Balancing research objectives with ethical considerations.

#### **Intended Audience:**

Designed for business professionals, managers, and researchers seeking to enhance their research skills in business contexts.

#### **Prerequisites:**

Basic understanding of business concepts.

#### **Delivery Modes:**

- Face-to-face workshops
- Online learning platforms

#### **Delivery Style:**

The course combines theoretical concepts with practical exercises, case studies, and real-world examples to enhance participants' research capabilities in business contexts.

### **Course Title: MBA716 - Project Management**

#### **Course Description:**

MBA716 teaches project management using a blend of methodologies and tools. Participants will learn how to effectively manage software projects, combining approaches to create a customized methodology suitable for their organizational culture and team members' backgrounds.

#### **Learning Objectives:**

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

- 1. Understand Project Management:**
  - Define project management and its significance.
  - Recognize the role of project managers in successful project delivery.
- 2. Project Methodologies:**
  - Explore leading project management methodologies (e.g., Agile, Waterfall, Scrum).
  - Understand their strengths and limitations.
- 3. Customized Methodology Development:**
  - Tailor project management approaches to organizational needs.
  - Create a "right-sized" methodology for specific projects.
- 4. Project Planning and Execution:**
  - Develop project plans, schedules, and budgets.
  - Execute projects efficiently and effectively.
- 5. Risk Management:**
  - Identify and mitigate project risks.

- Implement risk response strategies.
- 6. **Team Collaboration and Communication:**
  - Foster effective teamwork.
  - Communicate project progress and updates.

### **Course Structure:**

1. **Introduction to Project Management:**
  - Defining project management principles.
  - Overview of project life cycles.
2. **Methodology Comparison:**
  - Agile vs. Waterfall vs. Hybrid approaches.
  - Selecting the right methodology for the context.
3. **Customized Methodology Development:**
  - Assessing organizational culture and team dynamics.
  - Creating adaptable project frameworks.
4. **Project Planning and Scheduling:**
  - Work breakdown structure (WBS).
  - Gantt charts and critical path analysis.
5. **Risk Identification and Mitigation:**
  - Risk registers and impact assessment.
  - Contingency planning.
6. **Effective Team Collaboration:**
  - Leadership and motivation.
  - Conflict resolution.

### **Intended Audience:**

Designed for project managers, team leads, and professionals seeking to enhance their project management skills.

### **Prerequisites:**

Basic understanding of project management concepts.

### **Delivery Modes:**

- Face-to-face workshops
- Online learning platforms

### **Delivery Style:**

The course combines theoretical concepts with practical exercises, case studies, and real-world examples to enhance participants' project management capabilities.

### **MBA717 Capstone**

The **MBA717 Capstone** course is designed to integrate the skills acquired throughout the program into a cohesive body of knowledge. Here are the key components of the Capstone:

1. **Brief Proposal and Project Schedule:**

- Students develop a concise proposal outlining their Capstone project.
- The proposal includes project objectives, scope, and a preliminary timeline.
- 2. **Main Project Deliverable:**
  - Students execute their Capstone project based on the approved proposal.
  - The deliverable could be a research report, business plan, software application, or any relevant output.
- 3. **Final Presentation:**
  - Students present their Capstone project to peers, faculty, and industry professionals.
  - The presentation highlights key findings, methodologies, and practical implications.
- 4. **Reflection on Skills and Competencies:**
  - Students critically assess their national and homeland security management skills.
  - The reflection includes an analysis of strengths, areas for improvement, and lessons learned.
  - Students ground their reflections in a real-world context relevant to their chosen profession.

The Capstone serves as a culmination of the program, allowing students to demonstrate their expertise and apply their knowledge to practical scenarios. It provides a valuable opportunity for self-assessment and professional growth.

## **Course Title: Data Analytics for Business**

### **Course Description**

This course equips students with analytical tools and techniques to analyze data and make strategic business decisions. Emphasis is placed on understanding data sources, applying statistical and machine learning methods, and interpreting results to inform business strategies.

### **Learning Outcomes:**

- Apply statistical methods to solve business problems.
- Utilize data visualization tools to interpret and present data insights.
- Implement machine learning algorithms for predictive analytics.
- Assess the ethical implications of data analytics in business.

### **Topics Covered:**

1. Fundamentals of Data Analytics in Business
2. Statistical Methods for Decision Making
3. Introduction to Machine Learning in Business
4. Data Visualization and Communication
5. Ethical Practices in Data Analytics

### **Recommended Reading List:**

- “Data Science for Business” by Foster Provost & Tom Fawcett
- “Naked Statistics: Stripping the Dread from the Data” by Charles Wheelan

- “The Visual Display of Quantitative Information” by Edward R. Tufte
- “Ethics of Big Data: Balancing Risk and Innovation” by Kord Davis

## **Course Title: Sustainable Business Practices**

### **Course Description:**

This course explores the principles and practices of sustainability in the business context. Students will examine how businesses can operate in an environmentally sustainable and socially responsible manner, focusing on strategies that promote long-term profitability and ethical conduct.

### **Learning Outcomes:**

- Understand the concept of sustainability in the business environment.
- Analyze the impact of business activities on the environment and society.
- Develop strategies for sustainable business practices.
- Evaluate the role of corporate social responsibility in business.

### **Topics Covered:**

1. Introduction to Sustainability and Corporate Social Responsibility
2. Environmental Management and Green Marketing
3. Social Entrepreneurship and Innovation for Sustainability
4. Sustainable Supply Chain Management
5. Measuring and Reporting Sustainability Performance

### **Recommended Reading List:**

- “The Triple Bottom Line: How Today’s Best-Run Companies Are Achieving Economic, Social and Environmental Success” by Andrew W. Savitz
- “Cradle to Cradle: Remaking the Way We Make Things” by William McDonough & Michael Braungart
- “Green to Gold: How Smart Companies Use Environmental Strategy to Innovate, Create Value, and Build Competitive Advantage” by Daniel C. Esty & Andrew S. Winston
- “The Responsible Company: What We’ve Learned From Patagonia’s First 40 Years” by Yvon Chouinard & Vincent Stanley

## **Course Title: Talent Acquisition and Retention Strategies**

### **Course Description:**

This course examines the strategic approach to attracting, hiring, and retaining top talent in organizations. Students will explore best practices in talent management, including workforce planning, employer branding, recruitment marketing, and employee engagement.

**Learning Outcomes:**

- Develop effective talent acquisition strategies aligned with organizational goals.
- Implement innovative recruitment and selection processes.
- Design retention programs that enhance employee satisfaction and reduce turnover.
- Analyze the impact of organizational culture on talent management.

**Topics Covered:**

1. Workforce Planning and Talent Management Frameworks
2. Employer Branding and Recruitment Marketing
3. Selection Methods and Onboarding Best Practices
4. Employee Engagement and Retention Techniques
5. Legal and Ethical Considerations in Talent Management

**Recommended Reading List:**

- “The Talent Delusion: Why Data, Not Intuition, Is the Key to Unlocking Human Potential” by Tomas Chamorro-Premuzic
- “Work Rules!: Insights from Inside Google That Will Transform How You Live and Lead” by Laszlo Bock
- “The New HR Analytics: Predicting the Economic Value of Your Company’s Human Capital Investments” by Jac Fitz-enz
- “Drive: The Surprising Truth About What Motivates Us” by Daniel H. Pink

**Course Title: Performance Management and Reward Systems**

**Course Description:**

This course delves into the strategies and systems for managing employee performance and designing effective reward programs. Students will learn to set performance standards, conduct evaluations, and create compensation structures that align with organizational objectives and motivate employees.

**Learning Outcomes:**

- Design and implement performance management systems.
- Conduct fair and effective performance appraisals.
- Develop reward programs that drive performance and align with business goals.
- Understand the psychological aspects of motivation and rewards.

**Topics Covered:**

1. Principles of Performance Management
2. Designing Performance Appraisal Systems
3. Compensation Strategies and Reward Structures
4. Non-Monetary Rewards and Recognition Programs

## 5. Legal Considerations in Performance and Rewards

### **Recommended Reading List:**

- “Performance Management: Changing Behavior that Drives Organizational Effectiveness” by Aubrey C. Daniels & Jon S. Bailey
- “Strategic Compensation: A Human Resource Management Approach” by Joseph J. Martocchio
- “Drive: The Surprising Truth About What Motivates Us” by Daniel H. Pink
- “The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design” by Lance A. Berger & Dorothy R. Berger

### **Course Title: Employment Law and Employee Relations**

#### **Course Description:**

This course provides an overview of the legal framework governing employment relationships and the strategies for effective employee relations. Students will explore various employment laws, regulations, and case studies to understand their implications for HR practices.

#### **Learning Outcomes:**

- Interpret and apply employment laws and regulations.
- Manage employee relations and workplace disputes.
- Develop policies that comply with legal standards and promote fair treatment.
- Navigate the legal aspects of hiring, termination, and discrimination.

#### **Topics Covered:**

1. Introduction to Employment Law
2. Labor Relations and Collective Bargaining
3. Workplace Health, Safety, and Welfare
4. Discrimination and Equal Employment Opportunity
5. Handling Grievances and Workplace Investigations

### **Recommended Reading List:**

- “Employment Law for Human Resource Practice” by David J. Walsh
- “The Employer’s Legal Handbook” by Fred S. Steingold
- “Understanding Labor Law” by Douglas E. Ray, Calvin William Sharpe & Robert N. Strassfeld
- “The Essential Guide to Handling Workplace Harassment & Discrimination” by Deborah C. England

### **Course Title: Diversity, Equity, and Inclusion in the Workplace**

#### **Course Description:**

This course examines the importance of diversity, equity, and inclusion (DEI) within organizations. Students will explore DEI concepts, the benefits of a diverse workforce, and strategies to create an inclusive culture that values and leverages individual differences.

**Learning Outcomes:**

- Understand the key concepts of diversity, equity, and inclusion.
- Assess the impact of DEI on organizational performance.
- Develop strategies to foster an inclusive workplace culture.
- Evaluate DEI initiatives and measure their effectiveness.

**Topics Covered:**

1. Foundations of Diversity, Equity, and Inclusion
2. The Business Case for DEI
3. Building Inclusive Leadership and Teams
4. Addressing Unconscious Bias and Microaggressions
5. Implementing DEI Programs and Policies

**Recommended Reading List:**

- “Inclusive Leadership: The Definitive Guide to Developing and Executing an Impactful Diversity and Inclusion Strategy” by Charlotte Sweeney & Fleur Bothwick
- “Blindspot: Hidden Biases of Good People” by Mahzarin R. Banaji & Anthony G. Greenwald
- “The Diversity Bonus: How Great Teams Pay Off in the Knowledge Economy” by Scott E. Page
- “We Can’t Talk about That at Work!: How to Talk about Race, Religion, Politics, and Other Polarizing Topics” by Mary-Frances Winters

**Course Title: Healthcare Systems and Policy****Course Description:**

This course explores the structure, function, and policy issues of healthcare systems. Students will analyze healthcare delivery models, policy formulation, and the impact of healthcare policies on providers and patients.

**Learning Outcomes:**

- Understand the components and operations of healthcare systems.
- Analyze healthcare policies and their implications for stakeholders.
- Evaluate different healthcare delivery models.
- Develop policy recommendations to improve healthcare systems.

**Topics Covered:**

1. Overview of Healthcare Systems
2. Healthcare Policy Development and Analysis
3. Comparative Healthcare Systems
4. Healthcare Financing and Economics

## 5. Quality Improvement in Healthcare

### **Recommended Reading List:**

- “Health Policy Analysis: An Interdisciplinary Approach” by Curtis P. McLaughlin & Craig D. McLaughlin
- “Essentials of Health Policy and Law” by Joel B. Teitelbaum & Sara E. Wilensky
- “Comparative Health Systems: A Global Perspective” by James A. Johnson & Carleen H. Stoskopf
- “Healthcare Disrupted: Next Generation Business Models and Strategies” by Jeff Elton & Anne O’Riordan

### **Course Title: Health Economics and Financial Management**

#### **Course Description:**

This course examines the economic principles and financial practices relevant to the healthcare industry. Students will learn about health economics theories, healthcare financing, budgeting, and financial decision-making in healthcare organizations.

#### **Learning Outcomes:**

- Apply economic theories to healthcare issues.
- Analyze financial statements and reports in healthcare.
- Develop financial strategies for healthcare organizations.
- Understand the impact of financial decisions on healthcare delivery.

#### **Topics Covered:**

1. Introduction to Health Economics
2. Healthcare Financing and Reimbursement Models
3. Budgeting and Financial Analysis in Healthcare
4. Cost-Benefit and Cost-Effectiveness Analysis
5. Financial Decision Making in Healthcare Organizations

### **Recommended Reading List:**

- “Health Economics” by Charles E. Phelps
- “Healthcare Finance: An Introduction to Accounting and Financial Management” by Louis C. Gapenski
- “The Economics of Health Reconsidered” by Thomas H. Rice
- “Financial Management of Health Care Organizations: An Introduction to Fundamental Tools, Concepts, and Applications” by William N. Zelman, Michael J. McCue, Noah D. Glick & Marci S. Thomas

### **Course Title: Quality Improvement and Patient Safety**

#### **Course Description:**



This course focuses on the methodologies and tools for quality improvement and patient safety in healthcare settings. Students will learn about quality measurement, process improvement techniques, and strategies to prevent medical errors and enhance patient care.

**Learning Outcomes:**

- Understand the principles of quality improvement in healthcare.
- Apply tools and techniques for improving patient safety.
- Design and implement quality improvement projects.
- Evaluate the effectiveness of patient safety initiatives.

**Topics Covered:**

1. Fundamentals of Healthcare Quality Improvement
2. Patient Safety Concepts and Challenges
3. Quality Measurement and Data Analysis
4. Process Improvement Methodologies
5. Leadership and Culture in Quality Improvement

**Recommended Reading List:**

- “Quality Improvement: A Guide for Integration in Nursing” by Anita Finkelman
- “The Healthcare Quality Book: Vision, Strategy, and Tools” by Maulik S. Joshi, Elizabeth R. Ransom & David B. Nash
- “Patient Safety and Healthcare Improvement at a Glance” by Sukhmeet Panesar, Andrew Carson-Stevens, Sarah Salvilla & Aziz Sheikh
- “Leading Change in Healthcare: Transforming Organizations Using Complexity, Positive Psychology and Relationship-Centered Care” by Tony Suchman, David Sluyter & Penelope Williamson

**Course Title: Health Informatics and Data Analysis****Course Description:**

This course introduces the concepts and applications of health informatics and data analysis in healthcare decision-making. Students will explore the use of health information systems, data management, and analytical techniques to improve health outcomes.

**Learning Outcomes:**

- Understand the role of informatics in healthcare.
- Utilize health information systems for data collection and management.
- Apply data analysis techniques to inform healthcare decisions.
- Assess the impact of health informatics on patient care and outcomes.

**Topics Covered:**

1. Introduction to Health Informatics
2. Health Information Systems and Technologies
3. Data Management in Healthcare
4. Analytical Methods in Health Informatics

## 5. Ethical and Legal Considerations in Health Informatics

### Recommended Reading List:

- “Health Informatics: An Interprofessional Approach” by Ramona Nelson & Nancy Stagers
- “Introduction to Health Care Data Analytics” by Chandan K. Sen
- “Healthcare Data Analytics” by Chandan K. Reddy & Charu C. Aggarwal
- “Applied Clinical Informatics for Nurses” by Susan Alexander, Karen A. Frith & Haley Hoy

### Course Title: Competitive Strategy and Business Models

#### Course Description:

This course examines the frameworks and tools for developing competitive strategies and innovative business models. Students will learn to analyze market dynamics, assess competitive positions, and design business models that create sustainable value.

#### Learning Outcomes:

- Analyze industry structure and competitive dynamics.
- Develop strategies for competitive advantage.
- Design and innovate business models.
- Evaluate the sustainability of business strategies.

#### Topics Covered:

1. Foundations of Competitive Strategy
2. Analyzing Industry Structure and Dynamics
3. Strategic Positioning for Competitive Advantage
4. Business Model Innovation and Design
5. Sustainability and Corporate Strategy

### Recommended Reading List:

- “Competitive Strategy: Techniques for Analyzing Industries and Competitors” by Michael E. Porter
- “Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers” by Alexander Osterwalder & Yves Pigneur
- “Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant” by W. Chan Kim & Renée Mauborgne
- “Good Strategy Bad Strategy: The Difference and Why It Matters” by Richard Rumelt

### Course Title: Mergers, Acquisitions, and Strategic Alliances

#### Course Description:

This course explores the strategic, financial, and operational aspects of mergers, acquisitions (M&A), and strategic alliances. Students will learn about the motivations behind M&A, the process of deal-making, and the keys to successful post-merger integration.

**Learning Outcomes:**

- Understand the strategic rationale for M&A and alliances.
- Navigate the M&A process from due diligence to integration.
- Evaluate the financial aspects of deal-making.
- Manage the challenges of strategic alliances and joint ventures.

**Topics Covered:**

1. Strategic Drivers of Mergers and Acquisitions
2. The M&A Process: Planning to Integration
3. Valuation Techniques for M&A
4. Legal and Regulatory Considerations in M&A
5. Managing Strategic Alliances and Joint Ventures

**Recommended Reading List:**

- “Mergers, Acquisitions, and Corporate Restructurings” by Patrick A. Gaughan
- “Investment Banking: Valuation, Leveraged Buyouts, and Mergers & Acquisitions” by Joshua Rosenbaum & Joshua Pearl
- “Strategic Alliances: Three Ways to Make Them Work” by Steve Steinhilber
- “The Art of M&A: A Merger Acquisition Buyout Guide” by Stanley Foster Reed & Alexandra Reed Lajoux

**Course Title: Global Strategy and International Business**

**Course Description:**

This course examines the complexities of conducting business on a global scale. Students will explore international trade theories, global market analysis, and strategies for entering and competing in international markets.

**Learning Outcomes:**

- Analyze global business environments and market structures.
- Develop strategies for international market entry and expansion.
- Understand the impact of cultural, political, and economic factors on global business.
- Manage operational challenges in international business.

**Topics Covered:**

1. Introduction to Global Strategy
2. International Trade Theories and Policies
3. Analyzing Global Market Opportunities
4. Strategies for International Market Entry
5. Managing Cultural Differences and Global Operations

**Recommended Reading List:**

- “Global Strategy” by Mike W. Peng
- “International Business: Competing in the Global Marketplace” by Charles W. L. Hill & G. Tomas M. Hult
- “Global Marketing” by Warren J. Keegan & Mark C. Green
- “Culture’s Consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations” by Geert Hofstede

**Course Title: Innovation Management and Corporate Entrepreneurship****Course Description:**

This course delves into the processes of innovation management and the practice of entrepreneurship within corporate settings. Students will learn about fostering innovation, managing research and development, and driving growth through entrepreneurial initiatives.

**Learning Outcomes:**

- Understand the principles of innovation management.
- Apply entrepreneurial thinking within corporate environments.
- Develop strategies for managing innovation projects.
- Assess the impact of corporate entrepreneurship on organizational growth.

**Topics Covered:**

1. Fundamentals of Innovation and Entrepreneurship
2. Managing the Innovation Process
3. Corporate Entrepreneurship Strategies
4. Financing Innovation and Entrepreneurial Ventures
5. Leading Change and Organizational Transformation

**Recommended Reading List:**

- “The Lean Startup: How Today’s Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses” by Eric Ries
- “Corporate Entrepreneurship & Innovation” by Michael H. Morris, Donald F. Kuratko & Jeffrey G. Covin
- “Innovation Management: Strategy and Implementation using the Pentathlon Framework” by Keith Goffin & Rick Mitchell
- “The Innovator’s Dilemma: When New Technologies Cause Great Firms to Fail” by Clayton M. Christensen

**Course Title: Digital Marketing Strategies****Course Description:**

This course provides an in-depth look at digital marketing strategies in the context of modern business. Students will explore various digital channels, tools, and techniques for creating effective online marketing campaigns.

**Learning Outcomes:**

- Understand the digital marketing landscape.
- Develop comprehensive digital marketing strategies.
- Utilize various digital marketing tools and platforms.
- Measure and analyze the effectiveness of digital campaigns.

**Topics Covered:**

1. Introduction to Digital Marketing
2. Search Engine Optimization (SEO) and Marketing (SEM)
3. Content Marketing and Strategy
4. Social Media Marketing
5. Email Marketing and Automation
6. Web Analytics and Conversion Optimization

**Recommended Reading List:**

- “Digital Marketing: Strategy, Implementation & Practice” by Dave Chaffey & Fiona Ellis-Chadwick
- “SEO 2021: Learn Search Engine Optimization with Smart Internet Marketing Strategies” by Adam Clarke
- “Content Marketing: Think Like a Publisher - How to Use Content to Market Online and in Social Media” by Rebecca Lieb
- “Social Media Marketing All-in-One For Dummies” by Jan Zimmerman & Deborah Ng
- “Email Marketing Rules: Checklists, Frameworks, and 150 Best Practices for Business Success” by Chad S. White

**Course Title: Consumer Behavior Insights and Analysis**

**Course Description:**

This course explores the psychological, social, and cultural aspects of consumer behavior. Students will learn about consumer decision-making processes, the influence of external factors on purchasing behavior, and methods for analyzing consumer insights.

**Learning Outcomes:**

- Understand the factors influencing consumer behavior.
- Analyze consumer decision-making processes.
- Apply behavioral insights to marketing strategies.
- Conduct research to gather consumer insights.

**Topics Covered:**

1. Introduction to Consumer Behavior
2. Psychological Influences on Consumer Choice

3. Social and Cultural Impact on Consumption
4. Consumer Research Methods and Analysis
5. Applying Consumer Insights to Marketing Strategy

**Recommended Reading List:**

- “Consumer Behavior: Buying, Having, and Being” by Michael R. Solomon
- “Influence: The Psychology of Persuasion” by Robert B. Cialdini
- “Predictably Irrational: The Hidden Forces That Shape Our Decisions” by Dan Ariely
- “Why We Buy: The Science of Shopping” by Paco Underhill

**Course Title: Brand Management and Integrated Marketing Communications****Course Description:**

This course examines the strategic role of brand management and the integration of marketing communication tools to build and sustain brand equity. Students will learn about brand positioning, brand architecture, and the use of advertising, public relations, and digital channels to communicate brand value.

**Learning Outcomes:**

- Develop a strategic brand management plan.
- Understand the integration of marketing communication tools.
- Create consistent brand messaging across multiple channels.
- Measure and manage brand equity.

**Topics Covered:**

1. Principles of Brand Management
2. Brand Positioning and Equity
3. Integrated Marketing Communications (IMC) Strategy
4. Advertising and Promotion Management
5. Digital and Social Media in IMC

**Recommended Reading List:**

- “Strategic Brand Management: Building, Measuring, and Managing Brand Equity” by Kevin Lane Keller
- “Integrated Advertising, Promotion, and Marketing Communications” by Kenneth E. Clow & Donald Baack
- “Digital Marketing: Integrating Strategy and Tactics with Values” by Ira Kaufman & Chris Horton
- “Brand Media Strategy: Integrated Communications Planning in the Digital Era” by Antony Young

**Course Title: Marketing Analytics and Decision Making****Course Description:**

This course focuses on the application of analytical tools and techniques to solve marketing problems and inform decision-making. Students will learn to collect, analyze, and interpret data to develop insights that drive marketing strategy.

**Learning Outcomes:**

- Apply statistical analysis to marketing data.
- Utilize data visualization techniques for marketing insights.
- Develop data-driven marketing strategies.
- Evaluate the effectiveness of marketing campaigns.

**Topics Covered:**

1. Introduction to Marketing Analytics
2. Data Collection and Management in Marketing
3. Statistical Analysis for Marketing Decisions
4. Data Visualization and Interpretation
5. Marketing Mix Modeling and ROI Analysis

**Recommended Reading List:**

- “Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know” by Mark Jeffery
- “Marketing Analytics: Data-Driven Techniques with Microsoft Excel” by Wayne L. Winston
- “Advanced Database Marketing: Innovative Methodologies & Applications for Managing Customer Relationships” by K. Grimmer & A.R. Hughes
- “Applied Predictive Analytics: Principles and Techniques for the Professional Data Analyst” by Dean Abbott

**Course Title: Advanced Corporate Finance**

**Course Description:**

This course provides an in-depth exploration of advanced concepts in corporate finance, including capital structure, corporate valuation, and financial decision-making. Students will engage with complex financial models and strategies used by senior finance professionals.

**Learning Outcomes:**

- Analyze complex financial structures and instruments.
- Develop strategies for capital structure optimization.
- Apply valuation techniques to real-world scenarios.
- Make informed financial decisions based on quantitative analysis.

**Topics Covered:**

1. Capital Structure Theory and Practice
2. Advanced Valuation Techniques
3. Risk Management and Financial Instruments
4. Mergers and Acquisitions Finance

## 5. Corporate Governance and Financial Policy

### **Recommended Reading List:**

- “Principles of Corporate Finance” by Richard A. Brealey, Stewart C. Myers & Franklin Allen
- “Corporate Finance: Theory and Practice” by Aswath Damodaran
- “Valuation: Measuring and Managing the Value of Companies” by McKinsey & Company Inc., Tim Koller, Marc Goedhart & David Wessels
- “Financial Modeling” by Simon Benninga

### **Course Title: Investment Analysis and Portfolio Management**

#### **Course Description:**

This course covers the principles and techniques of investment analysis and portfolio management. Students will learn about security analysis, investment strategies, portfolio construction, and performance evaluation in the context of current market conditions.

#### **Learning Outcomes:**

- Conduct security analysis and valuation.
- Develop investment strategies based on risk and return objectives.
- Construct and manage investment portfolios.
- Evaluate portfolio performance and risk.

#### **Topics Covered:**

1. Introduction to Investment Analysis
2. Equity and Fixed Income Securities
3. Derivatives and Alternative Investments
4. Portfolio Construction and Management
5. Performance Evaluation and Risk Management

### **Recommended Reading List:**

- “Investments” by Zvi Bodie, Alex Kane & Alan J. Marcus
- “Security Analysis: Principles and Technique” by Benjamin Graham & David Dodd
- “Portfolio Management Formulas: Mathematical Trading Methods for the Futures, Options, and Stock Markets” by Ralph Vince
- “The Intelligent Investor: The Definitive Book on Value Investing” by Benjamin Graham

### **Course Title: Risk Management and Financial Instruments**

#### **Course Description:**



This course examines the principles and practices of risk management in finance, focusing on the use of financial instruments to hedge against various types of risks. Students will explore the theoretical foundations and practical applications of financial derivatives.

**Learning Outcomes:**

- Understand the nature and types of financial risks.
- Apply risk management techniques using financial instruments.
- Analyze the pricing and use of derivatives.
- Develop strategies for hedging and risk mitigation.

**Topics Covered:**

1. Fundamentals of Financial Risk Management
2. Derivatives Markets and Instruments
3. Hedging Strategies Using Futures and Options
4. Credit Risk and Credit Derivatives
5. Operational Risk Management

**Recommended Reading List:**

- “Risk Management and Financial Institutions” by John C. Hull
- “Options, Futures, and Other Derivatives” by John C. Hull
- “Financial Risk Manager Handbook” by Philippe Jorion
- “The Essentials of Risk Management” by Michel Crouhy, Dan Galai & Robert Mark

**Course Title: International Finance and Capital Markets**

**Course Description:**

This course delves into the complexities of international finance and capital markets, including exchange rate dynamics, international portfolio diversification, and global financial systems. Students will gain insights into the management of financial risks in an international context.

**Learning Outcomes:**

- Understand the structure of international financial markets.
- Analyze exchange rate movements and their impact on financial decisions.
- Develop strategies for international investment and financing.
- Manage financial risks in a global environment.

**Topics Covered:**

1. Global Financial Environment
2. Exchange Rate Mechanisms and Risk
3. International Portfolio Management
4. Cross-Border Financing and Investment
5. Regulatory Aspects of International Finance

**Recommended Reading List:**

- “International Financial Management” by Jeff Madura
- “Global Capital Markets: Integration, Crisis, and Growth” by Maurice Obstfeld & Alan M. Taylor
- “The Handbook of International Financial Terms” by Peter Moles & Nicholas Terry
- “International Economics” by Paul Krugman & Maurice Obstfeld

## **Course Title: Strategic AI Deployment for Business Innovation**

### **Course Description:**

This course explores the strategic deployment of artificial intelligence (AI) in business settings to drive innovation and competitive advantage. It covers the fundamentals of AI technology, its applications in various business domains, and the strategic considerations for integrating AI into business processes.

### **Course Objectives:**

- Understand the key concepts and technologies underpinning AI.
- Analyze the impact of AI on business innovation and strategy.
- Develop frameworks for the strategic deployment of AI in business.
- Evaluate ethical, legal, and societal implications of AI in business.

### **Unit 1: Introduction to Artificial Intelligence**

- Overview of AI and its evolution
- Key concepts: Machine Learning, Deep Learning, Neural Networks
- Understanding AI capabilities and limitations

### **Unit 2: Business Applications of AI**

- AI in marketing and customer insights
- Operational efficiency through AI
- AI in finance and risk management
- Case studies of successful AI deployments

### **Unit 3: Developing an AI Strategy**

- Aligning AI with business objectives
- Building an AI-ready culture
- Data strategy for AI deployment
- Measuring ROI of AI initiatives

### **Unit 4: Innovation through AI**

- Leveraging AI for product development
- Creating new business models with AI
- Disruptive innovation through AI

### **Unit 5: Ethical and Societal Considerations**

- Bias and fairness in AI systems

- Privacy and data protection
- Regulation and compliance

### **Unit 6: Leading Change with AI**

- Change management for AI initiatives
- Leadership skills for the age of AI
- Building and leading AI teams

### **Recommended Reading List:**

1. "Life 3.0: Being Human in the Age of Artificial Intelligence" by Max Tegmark
2. "Prediction Machines: The Simple Economics of Artificial Intelligence" by Ajay Agrawal, Joshua Gans, and Avi Goldfarb
3. "AI Superpowers: China, Silicon Valley, and the New World Order" by Kai-Fu Lee
4. "The Master Algorithm: How the Quest for the Ultimate Learning Machine Will Remake Our World" by Pedro Domingos
5. "Human + Machine: Reimagining Work in the Age of AI" by Paul R. Daugherty and H. James Wilson

### **Course Assessment:**

- Participation in discussions and case studies
- Group project on developing an AI strategy for a real or hypothetical company
- Final exam covering key concepts and strategic applications of AI

## **Course Title: Managerial Data Science and Decision Analytics**

### **Course Description:**

This course provides MBA students with an understanding of how to leverage data science and analytics for managerial decision-making. It covers statistical analysis, predictive modeling, data visualization, and the strategic use of data insights in business contexts.

### **Course Objectives:**

- Grasp the fundamentals of data science and analytics.
- Apply statistical methods to analyze business data.
- Utilize predictive models for informed decision-making.
- Communicate data insights effectively to stakeholders.

### **Unit 1: Foundations of Data Science**

- Introduction to data science in business
- Statistical thinking for managers
- Data collection and data management

### **Unit 2: Statistical Analysis for Business**

- Descriptive statistics and data summarization
- Inferential statistics for decision making

- Hypothesis testing in business applications

### **Unit 3: Predictive Analytics and Modeling**

- Regression analysis for forecasting
- Classification techniques for business outcomes
- Time series analysis for trend prediction

### **Unit 4: Data Visualization and Communication**

- Principles of effective data visualization
- Tools for creating interactive dashboards
- Storytelling with data for business audiences

### **Unit 5: Decision-Making with Analytics**

- Frameworks for data-driven decision-making
- Risk analysis and management with analytics
- Ethical considerations in data analytics

### **Recommended Reading List:**

1. "Data Science for Business" by Foster Provost & Tom Fawcett
2. "Naked Statistics: Stripping the Dread from the Data" by Charles Wheelan
3. "Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die" by Eric Siegel
4. "Storytelling with Data: A Data Visualization Guide for Business Professionals" by Cole Nussbaumer Knaflic
5. "Competing on Analytics: The New Science of Winning" by Thomas H. Davenport & Jeanne G. Harris

### **Course Assessment:**

- Participation in discussions and practical exercises
- Individual assignments analyzing real-world business data sets
- Final project presenting a comprehensive data analysis to support a strategic business decision

## **Course Title: Consumer Insights and AI-Driven Marketing**

### **Course Description:**

This course examines the intersection of consumer behavior, data analytics, and artificial intelligence (AI) in crafting marketing strategies. It focuses on understanding consumer needs and preferences, utilizing AI to analyze consumer data, and applying insights to drive marketing innovation.

### **Course Objectives:**

- Understand consumer behavior and decision-making processes.
- Explore the role of AI in analyzing consumer data.

- Develop marketing strategies based on consumer insights.
- Evaluate the effectiveness of AI-driven marketing campaigns.

### **Unit 1: Understanding Consumer Behavior**

- The psychology of consumer decision-making
- Segmentation, targeting, and positioning (STP)
- Qualitative and quantitative research methods

### **Unit 2: Data Analytics in Marketing**

- Data collection methods in marketing
- Analyzing consumer data for insights
- Metrics and KPIs for marketing performance

### **Unit 3: AI in Consumer Analytics**

- Machine learning for customer segmentation
- Predictive analytics for consumer behavior
- Personalization and recommendation systems

### **Unit 4: Crafting AI-Driven Marketing Strategies**

- Integrating AI insights into marketing planning
- Creating data-driven content strategies
- Omnichannel marketing and customer journey mapping

### **Unit 5: Measuring Marketing Effectiveness**

- A/B testing and experimental design
- Attribution modeling in digital marketing
- ROI analysis for marketing campaigns

### **Recommended Reading List:**

1. "Marketing Analytics: Data-Driven Techniques with Microsoft Excel" by Wayne L. Winston
2. "Consumer Behavior: Buying, Having, and Being" by Michael R. Solomon
3. "AI for Marketing and Product Innovation" by A.K. Pradeep, Andrew Appel, and Stan Sthanunathan
4. "Data Science for Marketers" by Annalyn Ng & Kenneth Soo
5. "Hooked: How to Build Habit-Forming Products" by Nir Eyal

### **Course Assessment:**

- Participation in case studies and class discussions
- Group project on developing an AI-driven marketing campaign
- Final exam covering consumer insights and AI applications in marketing

### **Course Title: Ethical Leadership in the Age of AI**

## **Course Description:**

This course explores the challenges and opportunities of leading ethically in an era increasingly shaped by artificial intelligence (AI). It covers the principles of ethical leadership, the impact of AI on society and business, and strategies for integrating ethical considerations into AI deployment.

## **Course Objectives:**

- Understand the principles of ethical leadership.
- Examine the ethical implications of AI technologies.
- Develop strategies for ethical decision-making in AI contexts.
- Lead organizations responsibly in the age of AI.

## **Unit 1: Foundations of Ethical Leadership**

- Defining ethical leadership
- Ethical theories and frameworks
- The role of leaders in shaping organizational ethics

## **Unit 2: AI and Society**

- The societal impact of AI
- Issues of bias, fairness, and transparency in AI
- The digital divide and access to technology

## **Unit 3: Ethical Considerations in AI Deployment**

- Privacy and data protection
- Accountability and governance in AI systems
- Ethical design and development of AI

## **Unit 4: Leading with Integrity in the AI Era**

- Building an ethical culture in organizations
- Navigating ethical dilemmas with AI
- Stakeholder engagement and communication

## **Unit 5: Case Studies in Ethical Leadership and AI**

- Analysis of real-world scenarios
- Lessons learned from ethical failures and successes
- Best practices for ethical leadership with AI

## **Recommended Reading List:**

1. "Ethics of Artificial Intelligence" edited by S. Matthew Liao
2. "The Ethical Algorithm: The Science of Socially Aware Algorithm Design" by Michael Kearns & Aaron Roth
3. "Tools and Weapons: The Promise and the Peril of the Digital Age" by Brad Smith & Carol Ann Browne
4. "The Age of Surveillance Capitalism" by Shoshana Zuboff
5. "Leaders Eat Last: Why Some Teams Pull Together and Others Don't" by Simon Sinek

**Course Assessment:**

- Active participation in ethical debates and discussions
- Individual essays on ethical leadership topics
- Group project creating an ethical framework for AI use in a business scenario

**MBA751: Global Supply Chain Management**

**Course Description:** This course explores the complexities of managing supply chains on a global scale. Students will learn about the strategic role of supply chains, global logistics, international trade regulations, and strategies for optimizing supply chain performance.

**Learning Objectives:**

- Understand the global supply chain management landscape.
- Analyze the strategic importance of supply chains.
- Develop strategies for global supply chain integration.
- Evaluate the impact of international trade regulations on supply chains.
- Optimize supply chain performance across borders.

**Topics Covered:**

- Introduction to Global Supply Chain Management
- Strategic Supply Chain Planning
- Global Logistics and Distribution
- International Trade Regulations and Compliance
- Cross-Border Supply Chain Integration
- Risk Management in Global Supply Chains
- Technology in Global Supply Chains
- Case Studies in Global Supply Chain Management

**Assessment:**

- Midterm Exam (20%)
- Group Project (30%)
- Case Study Analysis (20%)
- Final Exam (30%)

**Recommended Reading:**

- Christopher, M. (2016). Logistics & Supply Chain Management. 5th Edition. Pearson.
- Chopra, S., & Meindl, P. (2016). Supply Chain Management: Strategy, Planning, and Operation. 6th Edition. Pearson.

## **MBA752: Procurement and Supplier Relationship Management**

**Course Description:** This course focuses on the principles and practices of procurement and supplier relationship management. Topics include strategic sourcing, procurement processes, contract management, and building effective supplier relationships.

### **Learning Objectives:**

- Understand the procurement process and its importance.
- Develop strategies for effective supplier relationship management.
- Evaluate and manage supplier performance.
- Implement strategic sourcing and procurement techniques.
- Navigate contract management and negotiation processes.

### **Topics Covered:**

- Introduction to Procurement and Supplier Relationship Management
- Strategic Sourcing and Supplier Selection
- Procurement Processes and Best Practices
- Contract Management and Negotiation
- Supplier Performance Evaluation
- Building and Maintaining Supplier Relationships
- Risk Management in Procurement
- Ethical and Sustainable Procurement Practices

### **Assessment:**

- Midterm Exam (20%)
- Individual Assignment (20%)
- Group Project (30%)
- Final Exam (30%)

### **Recommended Reading:**

- Monczka, R., Handfield, R., Giunipero, L., & Patterson, J. (2015). Purchasing and Supply Chain Management. 6th Edition. Cengage Learning.
- van Weele, A. J. (2018). Purchasing and Supply Chain Management: Analysis, Strategy, Planning and Practice. 7th Edition. Cengage Learning EMEA.

## **MBA753: Logistics and Transportation Management**

**Course Description:** This course covers the key concepts and practices in logistics and transportation management. Students will learn about transportation modes, warehousing, inventory management, and the role of technology in logistics.



**Learning Objectives:**

- Understand the principles of logistics and transportation management.
- Analyze transportation modes and their impact on supply chains.
- Develop strategies for effective warehousing and inventory management.
- Evaluate the role of technology in logistics operations.
- Optimize logistics systems for efficiency and customer service.

**Topics Covered:**

- Introduction to Logistics and Transportation Management
- Transportation Modes and Their Impact
- Warehousing and Distribution Strategies
- Inventory Management and Optimization
- Technology in Logistics and Transportation
- Logistics Network Design
- Transportation Management Systems
- Case Studies in Logistics and Transportation

**Assessment:**

- Midterm Exam (20%)
- Case Study Analysis (20%)
- Group Project (30%)
- Final Exam (30%)

**Recommended Reading:**

- Coyle, J. J., Langley, C. J., Novack, R. A., & Gibson, B. J. (2016). Supply Chain Management: A Logistics Perspective. 10th Edition. Cengage Learning.
- Bowersox, D. J., Closs, D. J., & Cooper, M. B. (2013). Supply Chain Logistics Management. 4th Edition. McGraw-Hill Education.

**MBA754: Supply Chain Risk Management**

**Course Description:** This course addresses the identification, assessment, and mitigation of risks in the supply chain. Students will learn about various types of risks and strategies to build resilient supply chains.

**Learning Objectives:**

- Identify and assess risks in the supply chain.
- Develop strategies for mitigating supply chain risks.
- Implement risk management frameworks and tools.

- Enhance supply chain resilience and continuity.
- Evaluate the impact of risks on supply chain performance.

**Topics Covered:**

- Introduction to Supply Chain Risk Management
- Types of Risks in Supply Chains
- Risk Assessment and Analysis Techniques
- Risk Mitigation Strategies
- Supply Chain Resilience and Continuity Planning
- Technology and Risk Management
- Regulatory and Compliance Risks
- Case Studies in Supply Chain Risk Management

**Assessment:**

- Midterm Exam (20%)
- Individual Assignment (20%)
- Group Project (30%)
- Final Exam (30%)

**Recommended Reading:**

- Waters, D. (2011). Supply Chain Risk Management: Vulnerability and Resilience in Logistics. 2nd Edition. Kogan Page.
- Sodhi, M. S., & Tang, C. S. (2012). Managing Supply Chain Risk. Springer.

**MBA755: Supply Chain and Logistics Management Capstone**

**Course Description:** The capstone course integrates knowledge and skills acquired throughout the specialization. Students will work on real-world projects or case studies to develop comprehensive solutions to complex supply chain and logistics challenges.

**Learning Objectives:**

- Apply theoretical knowledge to practical supply chain challenges.
- Develop comprehensive solutions for complex logistics issues.
- Enhance critical thinking and strategic decision-making skills.
- Collaborate effectively in teams to solve real-world problems.
- Present and defend solutions to supply chain and logistics challenges.

**Topics Covered:**

- Introduction to the Capstone Project

- Project Planning and Management
- Data Collection and Analysis
- Solution Development and Implementation
- Case Study Analysis and Application
- Presentation and Communication Skills
- Reflection and Learning Outcomes

**Assessment:**

- Project Proposal (10%)
- Progress Reports (20%)
- Final Project Report (30%)
- Group Presentation (20%)
- Peer Review and Reflection (20%)

**Recommended Reading:**

- Chopra, S., & Meindl, P. (2016). Supply Chain Management: Strategy, Planning, and Operation. 6th Edition. Pearson.
- Mentzer, J. T. (2004). Fundamentals of Supply Chain Management: Twelve Drivers of Competitive Advantage. Sage Publications.

**Join Our Celestial Journey  
Illuminating Minds, Igniting Innovation. Be Part  
of the Spark as we Unlock the Universe's  
Secrets, One Equation at a Time**



Office of Institutional Planning and Effectiveness  
The Knowledge Park I, Examination Council of Eswatini  
P.O. Box D61, Ezulwini  
Eswatini

[www.springfieldresearchuniversity](http://www.springfieldresearchuniversity)  
[frontdesk@springfieldresearchuniversity](mailto:frontdesk@springfieldresearchuniversity)

+268 7619-2898  
+268 2417-1634

**Research Beyond  
Boundaries**



**SPRINGFIELD  
RESEARCH  
UNIVERSITY**