

***DEBRE BIRHAN UNIVERSITY***

***COLLEGE OF BUSINESS AND ECONOMICS***

***MANAGEMENT PROGRAM***

**CURRICULUM FOR MASTER OF BUSINESS ADMINISTRATION (MBA)**

***SEPTEMBER,2013***

***DEBRE BIRHAN UNIVERSITY***

***DEBRE BIRHAN***

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# PROGRAM: MASTERS IN BUSINESS ADMINISTRATION(MBA)

## INTRODUCTION

Ethiopia’s economic growth achieved in the last two decades created a need for highly skilled human capital. Economic development of the country cannot be achieved without having highly skilled human resource. Furthermore, to sustain the successful growth, the country should give more emphasis for developing human capital. To this endeavor, higher education is viewed as an important instrument for economic security and mobility. The current climate of globalization and liberalization and dynamic economic growth of recent years have created unique and varied challenges for higher educational institutions in Ethiopia as how to satisfy the increased demand for human resource in the governmental as well as non-governmental organizations. Having these points, the management program of Debre Birhan University(DBU) is currently in a process to open the Master program in Business Administration (MBA).

Public enterprises, private businesses and others are looking for professionals with change oriented mind, entrepreneurship as well as innovation. Taking the existing scenario into account, it is time for enterprises and businesses to look for proper skill to understand and respond to globalization. As a result, the trend manifests that demand for MBA graduates has significantly driven the demand for the program.

The program will provide an in-depth education in a range of highly relevant subject areas so that its graduates may have a thorough and comprehensive understanding of complex and dynamic business environment at local, regional, national and global levels. The program will focus on providing theoretical and practical education in management and related areas so as to suit the social, economic, political and cultural realities of Ethiopia and thereby contribute to the overall development of the country.

MBA studies will network with other national and international academic institutions to broaden and refine their education and research. Doing so, the wider environment comprehensively and continuously reaps the academic results from the MBA studies. In return, MBA remains sustainably innovative, resourceful, and responsive at both local and global levels. The MBA program is enthusiastically believed its academic merits and virtues are systematically nurtured by its relevance as well as responsiveness to the large society’s actual needs and interests.

Therefore, the MBA program is designed to address the needs of the society by providing qualified professionals in appropriate quality and quantity.

## RATIONALE OF THE PROGRAM

The MBA is aimed at professionals in managerial/ leadership positions across a wide range of organizations from the public and private sectors to Non-Governmental Organizations and small businesses. This program is ideal for those who are keen to accelerate their careers, and want to gain relevant and up-to-date knowledge of current issues in business and management informed by leading edge research and practice in the field.

With this program students will develop an understanding of globalization and international business, acquire a multi-disciplinary perspective of organizations, and explore strategies that foster innovation and creativity. Prospective graduates will also broaden their understanding of the organization by adopting a holistic approach to business that encompasses the stakeholder perspective, as well as ethical and corporate social responsibility practice and policies.

The fast growing global economy is dictating business firms to depend their future on proper knowledge management. Ethiopia is no exception. Therefore, managing the business organizations in such unstable environment will be very tough for traditional managers as they cannot scan the environment especially the external business environment. To increase the efficiency and profitability of business organizations, the undertakings should use the graduates of MBA for they are exposed to different trainings which could give them analytical ability in decision making.

The MBA program gives the graduates with valuable knowledge about business establishment and all its related aspects. The students learn about business strategies and concepts, not only theoretical but also the training and internship required in MBA courses. These skills help the graduates to use the resources effectively and economically to bring about the productivity and profitability there by considerably increasing the efficiency of the concern. The purpose of the program is to generate all rounded professionals who can scan the business environment and adjust their business to the dynamic environment accordingly and prepare the business to exploit the opportunities thereby aggressively combating the threats in the external environment. The need for MBA program in Debre Birhan University is to meet the demand from MoE and Capacity building to upgrade the qualification and competence of educators in Higher Education Institutions and to serve the local demand for higher education. In this regard the very location of Debre Birhan (approximately 130KM from Addis Ababa), necessitates opening the program to be one viable option to serve the needs of vast MBA candidate within this geographycal area. The MBA program launched here in Debre Birhan University will, therefore, expected to contribute to the transformation of the economic and social fabrics of the local community in particular and the nation general.

## OBJECTIVES OF THE PROGRAM

**The program is designed with the following objectives.**

1. To enabel students to aquire fundamental concepts and practices in business, management, finance, marketing, human capital management and investment.
2. To equip graduates with the skills, Knowledge, and abilities that enables them proactively respond to the dynamic business environment
3. To promote and upgrade the knowledge and managerial skills of educators in Ethiopian higher education Institutions
4. Produce competent and knowledgeable professionals who would contribute to the development and transformation of the business sector of the country in line with the nations Millennium development goal
5. To supply the labor market with graduates of high caliber who would be able to fuel the expansion and development of the industrial sector
6. To produce graduates that would be consultants, policy makers, analysts, leaders and notable individuals who will be able to manage multinational business firms

## PROFESSIONAL PROFILES

MBA program enables the graduates to acquaint with in-depth conceptual, analytical and practical skills. It is thus of the greatest advantage to the employers since graduates can handle duties assigned to them there by working for the realization of the broader institutional objectives. Thus, potential graduates in general will be:

* Program and project managers in governmental and non-governmental organizations
* Top managers and Chief Executive Officers (CEO) in corporate business organizations
* Advisors, consultants, industrial promoters and experts on various issues in profitable and non-profitable organizations
* Competent academicians like lecturers, researchers, scholars in various institutions
* Competent managers in financial institutions
* Effective and efficient managers in governmental and nongovernmental and /or profit and nonprofit organizations.
* Can serve in any international organizations as well.

## GRADUATE PROFILE

MBA graduates of management are expected to assume different functional and managerial responsibilities in any sector such as governmental and non-governmental, profitable and non-profitable undertakings where they can impart the basic theoretical and practical knowledge they acquired in the program.

After completing the requirements, the prospective graduates who earn their Master Degree in business administration from DBU will be able to:

* Effectively manage the human resources of the organization so as to obtain the best outcome from them.
* Identify market opportunities, analyze marketing environment and formulate proper marketing strategies.
* Forecast materials needs of an organization and handle their movement into, within or out of the organization in a cost effective manner.
* Prepare and implement appropriate production plans and manage product quality.
* Participate in the development and use of contemporary information and business operations systems to solve business problems.
* Represent their organizations on various affairs and create links with different stakeholders in a variety of forms across culturally diverse business environment to promote the image of their organizations.
* Direct companies to do their businesses by acting in the best interest of the society through developing awareness about business ethics.
* Identify the various causes of business risks and be able to tackle them in advance, before exerting their impact, using various approaches.
* Prepare comprehensive business plans and projects with innovative ideas and put them into action.
* Identify international business opportunities with the understanding of globalization and carry out transactions across national boundaries via contemporary technologies such as e-commerce, credit card, etc.
* Develop strategic responses to current and future issues facing Ethiopian and global business environments.
* Reflectively apply core business skills and leading-edge business theories to practical problem solving options, decision-making and formulating strategies.
* Be able to efficiently apply scientific and statistical approaches and critically interpret business data and apply them in changing business environment and solving real life problems.
* Understand and be able to use appropriate professional skills including effective and efficient leadership and administration project planning and managing, mobilizing and organizing resources, monitoring and evaluating and recording work activities in order to measure the actual performance against the standard performance.

## ADMISSION REQUIREMENTS

The minimum admission requirement for the Master’s degree program is a Bachelor’s Degree. The MBA program is normally designed for those who have followed relevant and appropriate undergraduate studies at recognized Ethiopian Universities or equivalent institutions.It is emphasized that a strong quantitative background is essential for success in the MBA program. To obtain admission to the MBA program, applicants should fulfill the admission requirements of the School of Graduate Studies of Debre Birhan University, as it is clearly specified in Senate Legislation of the University. Female applicants are encouraged. In addition applicants are required to fulfill the following entrance requirements accordingly:

* 1. A successful completion of a Bachelor’s Degree in business studies, Social sciences, technology, etc.
  2. A successful completion of a Master’s Degree in any field of study is also allowed to apply for admission into the program;
  3. Applicant’s CGPA must be as per the DBU’s established criteria for graduate program;
  4. The applicant shall pass the examination set by the Management program of DBU. The exam will be an aptitude test containing Mathematics and English.
  5. Applicants from public universities for capacity building purposes may be accepted without entrance examination
  6. Applicants should fulfill additional requirements that may be set by the School of Graduate Studies of DBU;

## DURATION OF THE PROGRAM

For regular program, the maximum full time course will run for two regular academic years consisting of three regular consecutive semesters of formal lecture and at the beginning of first semester of second year, the regular students begins their MBA thesis work side by side with the class work in selected topic by the student and approved by his/her research director, and the student will undergo only their research work in the second semester of second year there by preparing their thesis for graduation. The program schedule will be flexible and be designed to satisfy the needs of the stakeholders in the environment.

For extension evening program, the maximum full time course will run for two and a half academic years consisting of four regular consecutive semesters of formal lecture and at the beginning of second semester of second year extension students will begin their MBA thesis work side by side with the class work in selected topic by the student and approved by his/her research director, and the student will undergo only their research work in the first semester of third year there by preparing their thesis for graduation.

## DEGREE NOMENCLATURE

The nomenclature of the degree in English shall be ***“Master of Business Administration (MBA)*** and **“የማስተር ዲግሪ በቢዝነስ አስተዳደር”** in Amharic.

## GRADING SYSTEM

Grading system will be according to the senate legislation of Debre Birhan University for Graduate Schools.

**1.10 STAFF AND OTHER RESOURCES PROFILE**

As far as human resource is concerned, the department currently has **one PhD** holders and **31**

**Master Degree** holders.In order to close the gap, between the required and available number of **PhD holders** that are deemed sufficient to start the program, the department, in consultation with the college and the university, have planned to aggressively work in screening, recruiting, and employing new staff.

It is also believed that some of the courses will be offered on ‘**block course method’** and on the basis of ‘**special contract’** by professors from other universities located in the country like Addis Ababa University or from abroad. On top of this all, the coordinating office and other members of the program will exert utmost effort to find volunteers in the field who would come and teach our students free of charge.

**1.11 GRADUATION REQUIREMENTS**

Graduation requirements will be as per provisions of the Legislation of Debre Birhan University for Graduate Schools. Specifically he /she should attain a cumulative grade point of 3.00 with a maximum of 2 “C” grades and with no D’s and F’s. In addition prospective graduates should earn a minimum of satisfactory in MBA Thesis.

## TEACHING- LEARNING AND ASSESSMENT METHODS

1. **TEACHING LEARNING METHOD**

The teaching learning methods that will be implemented in MBA program are class room lectures, case analysis, project work and presentation and industrial visit. Students will have to attend class room lectures, conduct project works, participate in seminars, workshops and group discussion sessions, make individual and group presentations, and undertake field visits in industries including both service and production sectors and prepare and present repot.

1. **ASSESSMENT METHODS**

* Written and/or oral examination
* Individual and group presentation
* Participation in case studies, assignments, project work report writing and presentation.
* Indisustrial visit reports and presentations

## QUALITY ASSURANCE

The program will establish a system to insure to monitor and evaluate the educational quality of the program through collecting feedback from the employers, academic staff members, students and alumni, and other stakeholders. The program will also take all the necessary steps to enhance the quality of education in line with the international standards by improving the student-teacher ratio, student-book ratio and other resource requirements. The entrance exams offered by the program and assessment methods used for each course will be examined every year and the curriculum will be revised in every two years period. The program will also use external examiners and independent reviewers of program. Besides, the program will conduct entry expectation and exit satisfaction survey for its students.

## INTAKE SIZE

For initial first year a maximum of 20 regular students will be admitted and for evening class a maximum of 25 students will be admitted.

LAUNCHING SCHEDULE

The program is scheduled to be launched in September, 2013/2006 E.C

## RESOURCE REQUIREMENT

### Academic staff requirement

* 2 Assistant Professor- full time
* 2 Assistant professor- Part time
* 1 Program coordinator

### Administrative staff requirement

* + 1 Secretary
  + 1 dispatch rider

### Materials Requirement

* Books
* Journals
* Cyber café (to be arranged by the University)
* Equipment ( office furniture , lap top, LCD Projector, etc)

### Physical Infrastructure

* Class rooms
* Offices

## COURSE TITLE, CODE, CREDIT HOUR, ECTS AND SEMESTER WITH BREAKDOWN

**Key**

**Course code:**

* + - **MBA** denotes Masters in Business Administration

The course numbering (for example): MBA 621, the first number i.e“6” indicates the maximum number of years a candidate spends to earn his/her first degree plus one for his/ her first year MBA candidate. Here a maximum of 5 years of under graduate study is taken as a benchmark. Then the next number in the coding system i.e. “2” indicates the course sequence; here it means this course is the second course and, the last number in the code i.e. “1” indicates the semester in which the course is going to be offered, in this particular case the number “1” tells that the course will be delivered in the first semester.

**Table 1:Courses Title, Code, and Credit Hours for the Full Year Program**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| S/No | Course Title | Course Code | Credit Hours | ECTS |
| 1 | Finicial and Managerial Accounting | MBA 611 | 2 | 3.5 |
| 2 | Management Concepts and Practice | MBA621 | 2 | 3.5 |
| 3 | Strategic Marketing Management | MBA 631 | 2 | 3.5 |
| 4 | Operations Research | MBA 641 | 3 | 5 |
| 5 | Research Methodology For Management | MBA 651 | 2 | 3.5 |
| 6 | Leadership and Change Management | MBA 612 | 2 | 3.5 |
| 7 | Operations Management | MBA 622 | 3 | 5 |
| 8 | Human Resource Management | MBA 632 | 3 | 5 |
| 9 | Financial Institutions and Investment Management | MBA 642 | 2 | 3.5 |
| 10 | Organizational Behavior | MBA 711 | 2 | 3.5 |
| 11 | Management Information System | MBA 721 | 2 | 3.5 |
| 12 | Project Management | MBA 731 | 2 | 3.5 |
| 13 | Strategic Management | MBA 741 | 3 | 5 |
| 14 | MBA Thesis | MBA 712 | 6 | 10 |
| Total | | | 36 | 61.5 |

**Table 2: Semester Wise Course Breakdown for Regular Program**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Ser.**  **No** | **Year: I Semester I** | | | | | |
| **Course Title** | **Course Code** | **Prereq** | **Credit Hour** | **ECTS** | **Remark** |
| 1 | Management Concept and Practice | MBA 611 |  | **2** | **3.5** |  |
| 2 | Basic Econometrics | MBA661 |  | 2 | **3.5** |  |
| 3 | Financial and Managerial Accounting | MBA 621 |  | **2** | **3.5** |  |
| 4 | Strategic Marketing Management | MBA 631 |  | **2** | **3.5** |  |
| 5 | Operations Research | MBA 641 |  | **3** | **5** |  |
| 6 | Research Methodology for Management | MBA 651 |  | **3** | **5** |  |
| **Total** | | | | **12** | **20.5** |  |
| **Year: I Semester II** | | | | | | |
| 1 | Leadership and Change Management | MBA 612 |  | **2** | **3.5** |  |
| 2 | Operations Management | MBA 622 |  | **3** | **5** |  |
| 3 | Human Resource Management | MBA 632 |  | **2** | **3.5** |  |
| 4 | Financial Institutions and Investment Management | MBA 642 |  | **2** | **3.5** |  |
| **Total** | | | | **9** | **15.5** |  |
| **Year: II Semester I** | | | | | | |
| 1 | Organization Behavior | MBA 711 |  | **2** | **3.5** |  |
| 2 | Management Information System | MBA 721 |  | **2** | **3.5** |  |
| 3 | Project Management | MBA 731 |  | **2** | **3.5** |  |
| 4 | Strategic Management | MBA 741 |  | **3** | **5** |  |
| **Total** | | | | **9** | **15.5** |  |
| **Year: II Semester: II** | | | | | | |
| 2 | MBA Thesis | MBA 712 |  | **6** | **10** |  |

**Table 2: Semester Wise Course Breakdown for Summer Program**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Ser.**  **No** | **Year: I Summer I** | | | | | |
| **Course Title** | **Course Code** | **Prereq** | **Credit Hour** | **ECTS** | **Remark** |
| 1 | Management Concept and Practice | MBA 611 |  | **2** | **3.5** |  |
| 2 | Financial and Managerial Accounting | MBA 621 |  | **2** | **3.5** |  |
| 3 | Strategic Marketing Management | MBA 631 |  | **2** | **3.5** |  |
| 4 | Operations Research | MBA 641 |  | **3** | **5** |  |
| 5 | Research Methodology for Management | MBA 651 |  | **3** | **5** |  |
| **Total** | | | | **12** | **20.5** |  |
| **Year: II Summer II** | | | | | | |
| 1 | Leadership and Change Management | MBA 612 |  | **2** | **3.5** |  |
| 2 | Operations Management | MBA 622 |  | **3** | **5** |  |
| 3 | Human Resource Management | MBA 632 |  | **2** | **3.5** |  |
| 4 | Financial Institutions and Investment Management | MBA 642 |  | **2** | **3.5** |  |
| **Total** | | | | **9** | **15.5** |  |
| **Year: III Summer III** | | | | | | |
| 1 | Organization Behavior | MBA 711 |  | **2** | **3.5** |  |
| 2 | Management Information System | MBA 721 |  | **2** | **3.5** |  |
| 3 | Project Management | MBA 731 |  | **2** | **3.5** |  |
| 4 | Strategic Management | MBA 741 |  | **3** | **5** |  |
| **Total** | | | | **9** | **15.5** |  |
| **Year: IV** | | | | | | |
| 1 | MBA Thesis | MBA 712 |  | **6** | **10** |  |
| **Total** | | | | **6** | **10** |  |

**Table 3:Semester wise course breakdown for evening program**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **S/No** | **Year: I Semester: I** | | | | | | | |
| **Course title** | | **Course code** | **Credit hours** | **Pre requisite** | | **ECTS** | **Remark** |
| 1 | Management Concept and Practice | | MBA 611 | 2 |  | | 3.5 |  |
| 2 | Financial and Managerial Accounting | | MBA 621 | 2 |  | | 3.5 |  |
| 3 | Research Methodology for Management | | MBA 651 | 3 |  | | 5 |  |
| **Total** | | | | **7** |  | | 12 |  |
| **Year: I** **Semester : II summer** | | | | | | | | |
| 1 | Strategic Marketing Management | | MBA 631 | 2 |  | 3.5 | |  |
| 2 | Leadership and Change Management | | MBA612 | 2 |  | 3.5 | |  |
| **Total** | | | | **4** |  | 7 | |  |
| **Year: I** **Semester : III** | | | | | | | | |
| 1 | Operations Research | | MBA 641 | 3 |  | 5 | |  |
| 2 | Human Resource Management | | MBA 632 | 2 |  | 3.5 | |  |
| **Total** | | | | **5** |  | 8.5 | |  |
| **Year: II** **Semester: I** | | | | | | | | |
| 1 | Financial Institutions and Investment Management | MBA 642 | | 2 |  | 3.5 | |  |
| 2 | Organization Behavior | MBA 711 | | 2 |  | 3.5 | |  |
| 3 | Management information system | MBA 721 | | 2 |  | 3.5 | |  |
|  |  |  | | **6** |  |  | |  |
| **Year: II** **Semester: II summer** | | | | | | | | |
| 1 | Operations Management | MBA 622 | | 3 |  | 5 | |  |
| **Total** | | | | **3** |  | 5 | |  |
| **Year: II** **Semester: III** | | | | | | | | |
| 1 | Project Management | MBA 731 | | 2 |  | 3.5 | |  |
| 2 | Strategic Management | MBA 741 | | 3 |  | 5 | |  |
| **Total** | | | | **5** |  | 8.5 | |  |
| **Year: III** **Semester I** | | | | | | | | |
| 1 | MBA thesis | MBA 712 | | 6 |  | 10 | |  |
| **Total** | | | | **6** |  | 10 | |  |

**Course Description and Objective for Each Course**

**Course Title: Management Concepts and Practice**

**Course Code: MBA 611**

**Credit Hours: 2**

**ECTS: 3.5**

**Course Description:** The course deals with acquainting students with contemporary management theories and practices that are relevant to the rapidly changing business environment. It focuses on managerial functions of planning, organizing leading and controlling with their contemporary practices. It also emphasizes on the concept of systems approach, contingency management approach, and quantitative decision making approach.

**Course Objective:**

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

* Understand the different management thoughts (scientific, bureaucratic, behavioral, quantitative, system and contingency approaches).
* Acquire knowledge on managerial functions of planning, organizing, leading and controlling and apply them in different business organizations.
* Understand how to lead, motivate and inspire people in an organization.

**Course Title: Financial and Managerial Accounting**

**Course Code: MBA 621**

**Credit Hours: 2**

**ECTS: 3.5**

**Course Description:**

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

**Course objectives:**

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

* Analyze and interpreted financial statements
* Use financial information for managerial decision making
* Use accounting / financial information for planning and controlling
* Use financial performance measures to measure organizational performances and customer satisfaction.

**Course Title: Management Information System**

**Course Code: MBA 721**

**Credit Hours: 2**

**ECTS: 3.5**

**Course description:**

An analysis of how the information flows impact an organizations ability to maintain its strategic advantage through business data communications, database management systems, knowledge based systems, enterprise-wide systems and information control systems. Topics include how information systems affect and are affected by organizational goals and strategies; basic overviews of the components of information systems: hard ware software, data storage and retrieval and network communications; the internet, the information system development process and system development as planned organizational change.

**Course Objective:**

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

* Demonstrate knowledge in the use of enterprise systems to manage a firm, its customers, suppliers, and supply chain
* Demonstrate knowledge of the IT tools/systems available for creating and maintaining competitive advantage within an industry.
* Apply management information system, decision support system and knowledge management system in business organizations
* Demonstrate ability to recognize ethical, social, and legal issues in business computing and their impacts on the management of a firm

**Course Title: Operations Research**

**Course Code: MBA 641**

**Credit Hours: 3**

**ECTS: 5**

**Course Description:**

This course emphasizes on familiarizing the student with Management Science tools for business systems analysis and improvement. The coverage includes advanced formulations and modeling business problems in linear, integer and dynamic programming models; project management; simulation and queuing model; decision theory and game theory.

**Course Objective:**

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

* Know the significance of OR in managerial decision making
* Understand the different models of OR.
* Appreciate the application of OR models in solving different quantitative problem.
* Use decision analysis tools to improve decision making
* Judge a decision making situation fairly and ethically recognizing biases, bounded awareness and escalation of commitment
* Compare and contrast multiple objectives in passing a managerial decision

**Course Title: Leadership and Change Management**

**Course Code: MBA 612**

**Credit Hours: 2**

**ECTS: 3.5**

**Course Description:**

This course deals with leadership and change management which is a responsibility of an effective leader. It introduces theories of leadership and leader development, change types (evolutionary revolutionary changes, planned Vs unplanned changes, first order change Vs second order change, developmental, transactional, and transformational changes), change management tools( TQM, BPR, BSC, 7 S model, Six sigma etc), Managing a change and Adapting to Change, conflict and conflict management, ways of introducing change and harmonizing the organization, processes analysis and measurement, business process reengineering, benchmarking.

**Course Objective:**

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

* Understand the basics of leadership
* Develop skills in influencing, communicating, negotiating with colleagues, subordinates and top managers
* Learn what leadership is and develop leadership at all levels of management
* Bring about planned changes in an organization and effectively deal with unplanned changes
* Manage conflicts that arises during change management

**Course Title: Operations Management**

**Course Code: MBA 622**

**Credit Hours: 3**

**ECTS: 5**

**Course Description:**

Operations management (OM) is the management of any productive system that creates desired goods and services. It deals with the creation, direction and control of processes that transform a set of inputs to desired outputs at added value. It presents the core concepts and theories of OM and provides a basic understanding of key issues and challenges encountered by operations managers. It also demonstrates the application of proven analytical techniques that enable the efficient and effective management of operation systems. Topics covered include operations strategy, product and process design, plant location and facilities layout, capacity management, quality management and improvement, and supply chain and materials management.

**Course Objective:**

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

* Understand the strategic importance of OM for organizational success and competitiveness
* Understand the roles and responsibilities of the operations managers
* Explain the inter-relationship between OM and other functional areas( such as finance and marketing in a given organization)
* Explain the strategic importance and benefits of emphasizing product and process quality
* Understand the significance of effective capacity management and explain issues related to long term, intermediate and short term capacity planning.
* Explain the critical importance of effective supply chain management

**Course Title: Human Resource Management**

**Course Code: MBA 632**

**Credit Hours: 2**

**ECTS: 3.5**

**Course Description:**

Human resource at this level focuses on the analysis of the functions and role that human resource management contributes to development and maintenance of the organization’s most important resources people—in pursuit of its strategy.  The course addresses what the manager can expect in terms of forecasting needs, recruitment, development and all aspects of retaining a workforce that matches the organization’s needs. Topics covered include contemporary human resource planning and development, recruitment and selection of personnel, induction/orientation, training and development, performance appraisal, compensation, labor relation management, and emerging and cross cutting human resource issues like workforce diversity and management, human resource empowerment, HIV/AIDS and so on.

**Course Objective:**

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

* Know the contemporary functional activities of human resource management and how they influence each other.
* Recognize human resources as an asset, not as a cost of an organization
* Analyze specific human resource-related issues using decision science tools to explore the contribution to the firm’s performance.
* Understand the dynamic nature and application of human resource management in business organization
* Recognize the important demographic, legal, ethical, and cultural dimensions of business environments that impact the management of human resources across all kinds of organizations.

**Course Title: Financial Institutions and Investment Management**

**Course Code: MBA 642**

**Credit Hours: 2**

**ECTS: 3.5**

**Course Description:**

This course is to prepare students for today’s dynamic financial environment. The course introduces the student to the construction, management, and performance evaluation of investment portfolios. Under this course the issue of Portfolio Management, The Nature of Investment Risk, The Investment in Liquid Assets, Application of Market Model in Portfolio Construction; Capital Asset Pricing Model; Characteristic Lines, Factor Models and Arbitrage Pricing Theory; Constructing Efficient Frontier ; Optimum Portfolios, Portfolio Investment Process; Bond Portfolio Management Strategies; Investment Timing and Portfolio Performance Evaluation; Corporate Portfolio Management in InternationalDiversification will be addressed.

**Course Objective:**

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

* Identify the different types of financial institutions and financial markets
* Know the different techniques used to security and industry analysis
* Identify types of derivative markets
* describe and to analyze the investment environment, different types of investment vehicles
* use the quantitative methods for investment decision making – to calculate risk and expected return of various investment tools and the investment portfolio
* distinguish concepts of portfolio theory and apply its’ principals in the process of investment portfolio formation
* analyze and to evaluate relevance of stocks, bonds, options for the investments

**Course Title: Research Methods for Management**

**Course Code: MBA 651**

**Credit Hours: 3**

**ECTS: 3.5**

**Course Description:**

This course is a survey course intended to develop the students’ ability in scientific analysis and to provide opportunity for application of concepts and tools in the study of economic and social problems. It also gives students advanced knowledge with the art of using different research methods, techniques in solving research problems. Specifically, it covers scientific inquiry; experimentation; survey; fact finding, design of questionnaire and interpretation of data; and formulation of management research project by students.

**Course Objective:**

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

* Understand the role of business research
* Differentiate the different types of research
* Identify and define research problem
* Design appropriate research design
* Know sampling design
* Differentiate types of data and instrument of data gathering methods
* Analyze and interpret data
* Prepare standard research project and problem solving research

**Course Title: Organization Behavior**

**Course Code: MBA 711**

**Credit Hours: 2**

**ECTS: 3.5**

**Course Description:**

Organizational Behavior (OB) is designed to enrich students’ understanding and managing of individual behavior; the person to person relationship and group behavior; the motivational theory; and the organizational culture and climate. It will deal also with the study of group development in an organization and will focus on the personalities of individual and its match with the organizations requirement. Also included are the type of norms, model of small group behavior, team building, and managerial grid, meeting employee needs, managing power relationships and revealing meaning in contemporary organizations. This course focuses on the practical application of behavioral science theories to solving management problems.

**Course Objective:**

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

* Understand individual and group behavior in an organization
* Identify how individual (e.g., personality, culture, motivation, job attitudes, moods, demographic characteristics), group (e.g., diversity, size) and organizational (e.g., structure, culture) characteristics interact to influence work behavior in organizations.
* Identify and solve problems that occur in the communication processes between individuals and within organizations.
* Evaluate the various leadership and motivational models that may be used to improve individual and organizational performance.
* Describe one’s personal leadership style and determine its effectiveness in various organizational contexts.
* Explain the concept of an organization’s corporate culture and its effects on the behavior of individuals and groups in organizations.

**Course Title: Strategic Marketing Management**

**Course Code: MBA 631**

**Credit Hours: 2**

**ECTS: 3.5**

**Course Description:**

This course provides a survey of the various environmental factors that affect marketing strategy decisions as well as the variety of strategic marketing decisions themselves. It focuses in strategic marketing analysis and marketing planning. Students will study the components and construction of a strategic marketing plan, and they will learn to analyze complex marketing situations/ decisions. Also, this course reviews trends in marketing including the integration of marketing communications, customer relationship management; global markets the impact of e- commerce and the expanding organizational role of marketing.

**Course objective:**

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

* Identify the components of a marketing strategy and assess market segments to select the appropriate opportunity.
* Correctly assess firms’ internal and external marketing environments to identify the crucial factors impacting the marketing strategy.
* Utilize market differentiation and positioning to improve decision making.
* Identify the major channel of distribution options and the key channel members.
* Identify the major pricing strategies and price setting methods.
* Develop the appropriate integrated marketing communications program for marketing strategy plans.

**Course Title: project Management**

**Course Code: MBA 731**

**Credit Hours: 2**

**ECTS: 3.5**

**Course Description:**

Project management is an important component of many today’s most rewarding professions. This course will provide students with a deep understanding of project management by raising processes and behavioral and technical tools to effectively, plan manage and implement projects. Topics in this course includes the concept and practice of resource management, project manager responsibilities, team building, risk management, cost management, change management and quality management related with project management. The course also presents tools and techniques for project estimating and scheduling. In this course students will be exposed to a range of applications and will have the opportunity to develop a project through several stage of implementation.

**Course Objective:**

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

* Know basic concepts of project analysis and planning,
* Understand sources of project ideas and project identification,
* Explain feasibility study from different analyses perspective,
* Know mechanisms of project financing,
* Prepare project documentation & project appraisal,
* Appreciate project implementation, controlling & evaluation techniques

**Course Title: Strategy Management**

**Course Code: MBA 741**

**Credit Hours: 3**

**ECTS: 5**

**Course Description:**

There is a difference in strategic thinking, strategic management and strategic planning.  This course is to expose the students to the relative differences and establish a strategic framework that will facilitate integration of all other MBA study.  This course is devoted to identifying and describing the various strategies a company can pursue to achieve superior performance. Many of these strategies are generic – that is, they apply to all organizations, large or small, manufacturing or service, and profit seeking or not for profit. The central aim of this course is to give a thorough understanding of the analytical techniques and skills necessary to identify and exploit strategies successfully. Specifically, the course covers; the meaning & role of strategic management, nature of strategic management, strategy formulation & implementation, environmental scanning, understanding of corporate, competitive functional and operating level strategies, strategy implementation, evaluation and control and also social and ethical responsibilities of corporate management.

**Course objective:**

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

* Understand meaning of strategy, levels at which strategy operates & strategic management process.
* Know how to incorporate the claims of stakeholders in strategy formation, implementation evaluation and control.
* Explain environment factors that affect strategy formation, implementation evaluation & control.
* Know their responsibilities and ethical requirements in corporate management etc.
* Have exposure to various strategic management models
* Obtain skills in the management of corporate and enterprise strategy.
* Apply theories of strategic management to practice to improve organizational efficiency and effectiveness.
* Be able to apply a framework of strategic thinking.
* Generate and assess strategic options under conditions of imperfect knowledge.
* Select the most appropriate strategy or course of action.
* Summarize complex strategic analysis or strategies and communicate that information in a format and level that is appropriate for the intended audience.
* Design policy and strategy in light of the poverty alleviation in Ethiopia