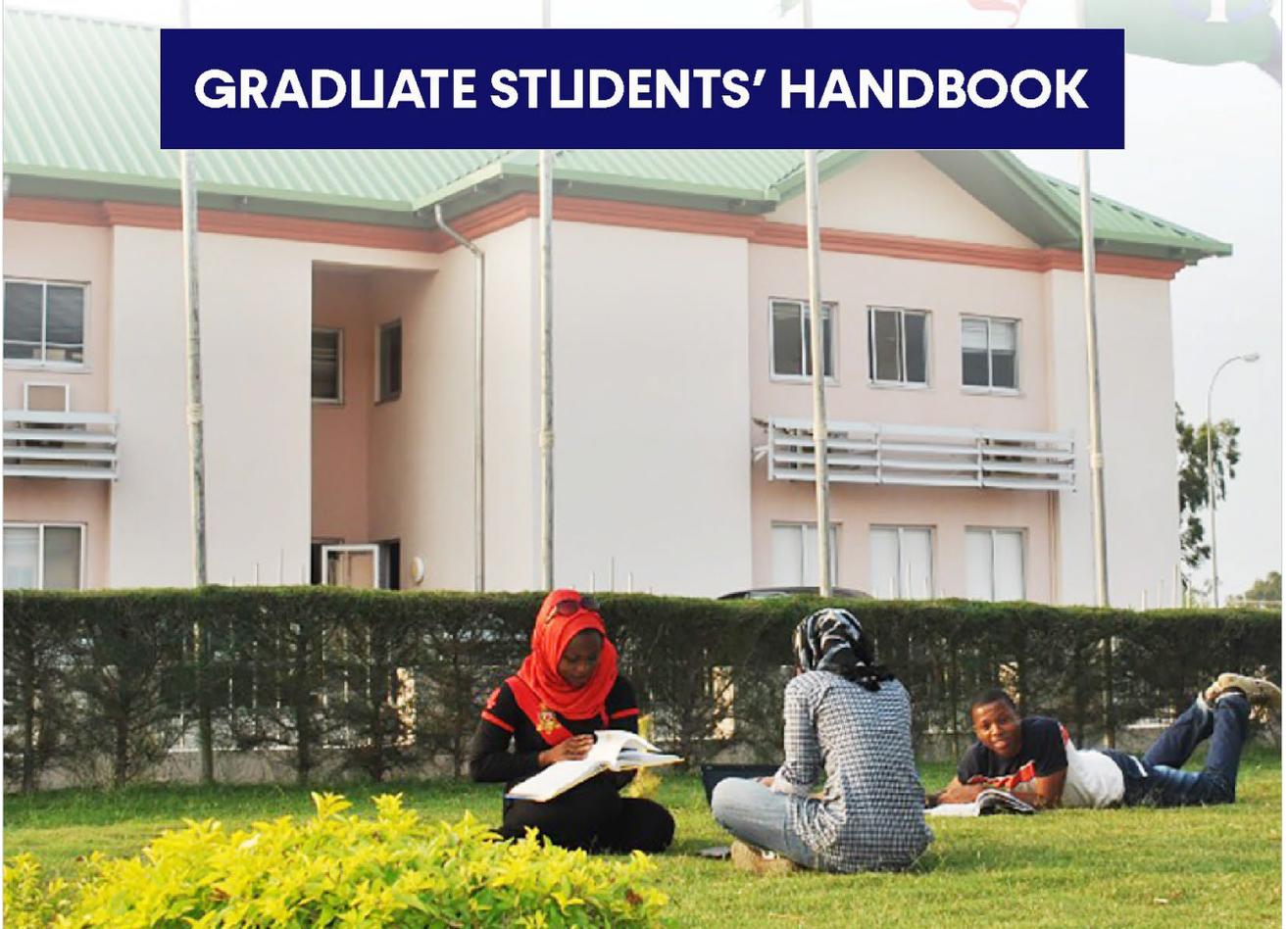




GRADUATE STUDENTS' HANDBOOK



**SCHOOL OF BUSINESS AND
ENTREPRENEURSHIP (SBE)**

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SECTION 1: INTRODUCTION

The School of Business and Entrepreneurship (SBE) offers the following Graduate degree programs and provides each student the opportunity to concentrate/specialize in a specific area:

- Post Graduate Diploma in Management (PGDM)
- Master of Business Administration (MBA)
- Master of Science (MSc) in Business Administration
- M.Phil./Ph.D. in Business Administration
- Doctor of Philosophy (Ph.D.) in Business Administration

1.1 Postgraduate Diploma in Management (PGDM)

The postgraduate diploma in management is designed for individuals with a non-business-related academic background who intend to go into either office administration or general business management. It is also designed for individuals with a Bachelor's Degree below Second Class (Lower) who intend to pursue a Master Degree in business related programme in the future.

1.2 Philosophy

The philosophy of the postgraduate diploma in management program is to provide basic and remedial training in Management for the purpose of preparing students for higher studies as well as for managerial positions in the private and public sectors of the economy.

1.3 Objectives

The objectives of the program are to:

- (i) Develop the competency of students in understanding the basic principles and concepts in Management and utilizing them in practice; and
- (ii) Equip students with basic knowledge and techniques of managerial problem-solving and decision-making relevant to both the private and public sector organizations.

1.4 Course Structure

The PGDM program requires a minimum of 24 credit units made up as follows:

<input type="checkbox"/> Fourteen core courses (2 credits each)	20 units
<input type="checkbox"/> Research Project	4 units
<input type="checkbox"/> Total	24 units

Core Courses	Credit Units
PGD 701 - Business Mathematics	2
PGD 703 - Business Statistics	2
PGD 707 - Computers in Organizations	2
PGD 710 - Principles of Accounting	2
PGD 720 - Principles of Finance	2
PGD 730 - Principles of Management	2
PGD 740 - Fundamentals of Marketing	2
PGD 750 - Human Resource Management	2
PGD 777 - Global Economic Environment	2
PGD 790 - Research Methodology	2
PGD 799 - Research Project	4
(All courses are compulsory)	

1.5 Course Description

1.5.1 PGD 701 Business Mathematics

Topics in this include: Revision of basic algebra; set theory; permutations and combinations; annuity, cash flow; functions and functional relationship; analysis of marginal utility and integral calculus; partial and total derivatives. In discussing these topics, emphasis will be on their specific relevance to business/management contents.

1.5.2 PGD 703 Business Statistics

This course covers basic concepts in descriptive and inferential statistics and their use in empirical research.

1.5.3 PGD 707 Computers in Organizations

This course explains the why and how of computers, the use of computers in business and other organizations, data transmission, nature, speed and error detection. It also examines systems analysis and design, the programming process, problem definition, flow charting and decision table.

1.5.4 PGD 710 Principles of Accounting

This course deals with the underlying theory of double entry bookkeeping. Topics include: the nature, scope and purpose of accounting, theories and mechanics of double entry, bookkeeping statements, fixed accounts, funds flow statements, account of not-for-profit organizations, incomplete records.

1.5.5 PGD 720 Principles of Finance

This provides a systematic and vigorous examination of the theoretical framework of financial/investment management analysis. Main topics include: the economic theory of choice, investment decision and appraisal techniques, financial requirements planning, working capital management, financial ratio, dividend decision, cash budgeting, fixed assets and equity management funds flow statement, and emphasis on financial markets.

1.5.6 PGD 730 Principles of Management

The development of Management thought; theories and models of management; the manager and his environment; organization structure and relationships; leadership and motivation; organization development; the management functions and procedures; planning; organizing; directing; controlling, etc.

1.5.7 PGD 740 Fundamentals of Marketing

This course focuses on the appreciation of functions and channels of marketing and its role in the corporate environment. Major elements of marketing strategy in relation to product development; distribution channels; advertising, sales promotion and pricing are examined in detail.

1.5.8 PGD 750 Human Resource Management

Topics to be addressed in this course include nature and scope of HRM; strategies and management practices in manpower planning; staffing; human resource planning; human resource training and development; performance measurement and management; career planning and employee welfare; compensation designs and reward management.

1.5.9 PGD 777 Global Economic Environment

Topics to be treated include Nigeria and the global economy; the implications of the free market economy on business; governments, consumers, and labor; strategic aspects of international trade, globalization and international institutions; multilateral negotiations; lessons from the Asian tigers.

1.5.10 PGD 790 Research Methodology

The objective of this course is to introduce the students to scientific enquiry through gathering and analysis of relevant data.

1.5.11 PGD 799 Research Project

A research-based study and report on an acceptable management problem area approved by the supervisor and the Head of Department.

SECTION II: MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAM

2.1 INTRODUCTION

The AUN Master of Business Administration (MBA) full-time program is designed to suit the graduate students, working class, public officers and professional managers from any part of Nigeria. It comprises an intensive series of stimulating lectures, periodic seminars and small group assignments. The program will run for 18 calendar months (1 and half years). During the last year of the program, the MBA students are expected to carry out an approved project under thorough supervision.

It prepares professionals and executive managers for the challenging and demanding world of business and as well provides an excellent opportunity to take on a range of roles in management consultancy, banking, corporate finance and financial management. We offer broad training in management. As the program progresses, students have the opportunity to study specialized topics in management to match career interests.

The MBA program will equip students to think logically, laterally and independently, thereby preparing them adequately to tackle the challenges of the industry. Furthermore, it is ideal for people wishing to start their own business while it offers excellent prospects for future employment.

2.2 ADMISSION REQUIREMENTS

Five (5) Credits in English and Mathematics at O'Level

A Bachelor's Degree with Second Class (Lower) Minimum

PGDM with Upper Credit

HND Holders must go through a mandatory 1-year PGDM programme

All candidates must have at least one year Managerial/Administrative Experience

2.3 DEGREE REQUIREMENTS

The MBA program outline			
Year	Semester	Suggested	Program
		Credit Hours Load	
1	1	15	Coursework
	2	15	
2	3	6	
		6	
Total		42	

2.4 Philosophy

The philosophy of the MBA program is anchored on AUN’s value proposition as a Development University. Our MBA seeks to develop highly skilled professional managers and leaders for domestic government and industry, as well as for the global marketplace. Consequently, the AUN MBA degree maintains appropriate benchmarking processes for competitive rigor, and equips the graduate with the capability to become a problem solver.

2.5 Objectives of MBA Program

The Master of Business Administration Degree is aimed at:

- (i) Providing students with the knowledge and skills to enhance their performance and to enable them to assume broader responsibility in the rapidly changing environment faced by private and the public sectors
- (ii) Providing students with the knowledge required for understanding and practical analysis of problems related to management/and administration of public, private and international organizations
- (iii) Producing managers who are capable of applying appropriate management principles and techniques of problem solving in the Nigerian environment and the world at large.
- (iv) Producing socially responsible managers who are mindful of accepted norms and ethics.
- (v) Producing managers who are equipped with relevant ICT knowledge and skills.
- (vi) Producing managers with entrepreneurial skills and leadership qualities.
- (vii) Producing graduates with the necessary competencies and skills to function effectively as academics in Business Administration.

2.6 Delivery Mode: Face-To-Face and Supported Online Learning

With regard to delivery mode, the MBA program is a combination of face-to-face learning and supported online learning. Our MBA program is structured learning that leverages an intensive series of stimulating lectures, case studies, simulations, periodic seminars and small group assignments. The program will run for 2 years (24 months). An academic year of 12 months has three semesters. Each semester is equivalent to 12 weeks of lectures spread over 4 months. Every month, there will be a week of intensive lectures of 27 contact hours. Therefore, the entire workload for a semester will be covered within four weeks of intensive face-to-face lectures. Face-to-face lectures will hold once in a month from Thursday to Saturday, while the supported online lectures (self-study) will complement as independent study (12 credit hours per course).

2.7 MBA Curriculum and Graduation Requirements

The total number of credit units that students must take to meet the minimum requirements for completion of the MBA program is 42 units. The 42 credit units made up as follows:

- | | |
|-----------------------------------|-----------------|
| • Twelve courses (3 credits each) | 36 Credit units |
| • Research Project | 6 Credit units |
| • Total | 42 Credit units |

2.8 Number of Courses to be Taken in MBA

Core courses are taken by all students on the course. These ten (12) core MBA courses (3 credit units each) give students a solid grounding in management and prepare them to explore any topic of interest. Alongside the core courses, students can choose two elective courses (3 credit units each), a research project (6 units) to broaden their horizons in different areas of management. The courses (core and elective) are as listed below.

Core Courses	Credit Units
1. MBA 801 - Introduction to General Management	3
2. MBA 803 - Introduction to Accounting	3
3. MBA 804 - Marketing Management & Strategy	3
4. MBA 805 - Quantitative Methods for Managers	3
5. MBA 806 - Managerial Economics	3
6. MBA 807 - Corporate Finance	3
7. MBA 811 - Corporate Strategy	3
8. MBA 812 - Entrepreneurship	3
9. MBA 813 - Research Methodology	3
10. MBA 821 - Organizational Behavior	3
11. MBA 899 - Research Project	6

2.9 Elective Options:

Students are required to select an additional 2 Elective MBA Courses from the list of elective courses above.

Elective Courses:	Credit units
1. MBA 802 - Environment of Business	3
2. MBA 808 - ICT Management	3
3. MBA 809 - Business Law and Ethics	3
4. MBA 810 - Human Resources Management	3
5. MBA 814 - Operations Management	3
6. MBA 816 - Introduction to International Business	3
7. MBA 818 - Consumer Behavior	3
8. MBA 822 - Public Sector Accounting	3
9. MBA 823 - MBA Seminar	3
10. MBA 890 - MBA Internship	3

2.10 MBA Core and Elective Courses

Below are descriptions of the twenty (20) courses that make up the core and elective requirements.

2.10.1 MBA 801- Introduction to General Management

This course follows the evolution of Management thought; functions and responsibility of general management; understanding global management; managing through processes; managerial values; managerial decision making; planning, organizing, directing and coordination; problems affecting the character and success of the enterprise; and the design and implementation of corporate strategy.

2.10.2 MBA 803 - Introduction to Accounting

This course emphasizes the use of accounting information for internal planning and control purposes. This orientation contrasts with financial accounting where the focus is on accounting disclosures for parties external to the firm. This course is intended as an introduction for individuals who will make business decisions and evaluate the performance of business units using data obtained from the accounting system. The course will cover the basic vocabulary and mechanics of cost accounting, basic issues involved in the design of a cost accounting system, and the role of management accounting in decisions concerning resource allocation and performance evaluation.

2.10.3 MBA 804 - Marketing Management & Strategy

This course provides an overview of the role of marketing in organizations by acquainting students with the fundamental issues and decisions involved in planning and managing

marketing activities in order to create value for customers. Further, marketing focuses on the long-run relationship of a company to its customers as well as on short-run sales. Thus, marketing is critical to the revenue and profit streams for a company. Attention is given to topics such as product policy, pricing, advertising and communications, marketing research, competitive analysis, valuation of brand, segmentation and target selection, and channels of distribution. Major emphasis is placed on understanding the underlying forces that influence marketing decisions, including customer behavior, competitive marketing activity, and organizational considerations.

2.10.4 MBA 805 - Quantitative Methods for Managers

This course covers basic tools that are useful in business. Inventory theory, queuing theory, the transportation problem, linear programming, the assignment problem, forecasting and other such quantitative procedures are covered. These will be taught and used with computer program packages as found and employed by the professor.

2.10.5 MBA 806 - Managerial Economics

This course focuses on how to help managers make optimal decisions in different circumstances. This course considers how the actions of business firms, consumers, and the government - operating within a price system in a decentralized market economy - answer such basic resource allocation questions as what will be produced, how it will be produced, who will consume what is produced, and what resources to divert from present consumption to increase future consumption. The impact of various types of market structures (such as perfect competition, monopoly, and oligopoly) on economic efficiency will be discussed. The generality of the frameworks – combined with practical industry applications – will help one think about all the different kinds of markets you will encounter across different careers.

2.10.6 MBA 807 - Corporate Finance

This course focuses on the primary tasks of the corporate treasurer, showing students how to use ratio analysis to assess corporate performance and project financial statements and cash needs for both projects and whole companies. It introduces students to financial asset valuation models – specifically bonds and stocks. The trade-off between risk and returns in asset selection, investment decision, and other financial decision-making is introduced in this course. It devotes substantial time to the question of how much debt is optimal in a firm's capital structure. It then introduces discounted cash flow and shows how to estimate a weighted average cost of capital to use as a discount rate appropriate to a particular company or project. The course examines the sources of corporate finance and pros & cons of each source. By the end of the course, students have all the tools necessary to value a company by projecting its free cash flow and discounting it at an appropriate rate.

2.10.7 MBA 811 - Corporate Strategy

The course presents conceptual frameworks and models for the analysis of competitive situation and strategic dilemmas; insight into strategic management; analyses of external competitive environment, industry structure, value chain dynamics, etc. The course endeavors to craft various strategies using models like SWOT, PESTLE analysis, and Balanced Score Card.

2.10.8 MBA 812 - Entrepreneurship

Business plans, financing a firm, and running a business, all are part of the entrepreneurial function. The course stresses innovation and the social and marketing aspects of business. The student learns from successful ventures which feature growth and philanthropy.

2.10.9 MBA 813 - Research Methodology

This course provides participants with a good understanding of business research, and equips them with the practical tools and skills to conduct business and applied economic research. The course equips students with the skills to identify and formulate research questions, formulate hypotheses, and critically write and evaluate research proposals. It also aims to improve the student's critical approach to gathering data through surveys, and secondary sources, as well as to testing validity, reliability, and accuracy.

2.10.10 MBA 821 - Organizational Behavior

This course introduces students to many of the basic principles of human behavior that effective managers use when managing individuals and groups in organizations. These include theories relating to individual differences in abilities and attitudes, attribution, motivation, group dynamics, employee empowerment, teamwork, power and politics, leadership, negotiation, conflict resolution, organizational culture, and organizational structure and design.

2.11 Elective Courses

2.11.1 MBA 802 - Environment of Business

This is an introductory course which examines the nature and scope of business activities. Topics include: the concept of business administration and its distinction from public administration; functional areas of business – finance, production, marketing, etc.; source of financing business activities; retail outlets and marketing channels; commercial documents; bills of exchange; and entrepreneurial development. The course explores environmental elements that affects business, its impact, SWOT and PESTL analysis, type of business organizations and strategies for sustainable development.

2.11.2 MBA 808 - ICT Management

The objectives of this course are to provide you with a comprehensive coverage of IS management practices and technology trends for advanced students and managers. It prepares you with the frameworks and tools, and develops your skill in the understanding and use of ICT in business. Management Information Systems are based on the use of the computer in business projects - database management, processing of information, data envelopment analysis, and the application of information and computer technology to rural and urban problems are covered.

2.11.3 MBA 809 - Business Law and Ethics

This course provides an overview of fundamental legal concepts and principles that affect business in a variety of functional and regulatory environments. This course is designed to provide students with an overview of various legal concepts and principles impacting business. It introduces students to a broad array of information and develops relevant skills encompassing the dynamic nature of the legal environment and its relationship to the transactional and functional aspects of business by incorporating unique instructional methodologies that combine theory with real life case examples of practical application and significance. Primary topics include the interplay among business, ethics, and law and between legal reasoning and research; the judicial system and conflict resolution, and torts and business crimes. This course relies on relevant case law evolved internationally and in Nigeria. Important global concepts are discussed.

2.11.4 MBA 810 - Human Resource Management

Labor force planning and recruitment, policy, compensation and industrial relations are all at part of this course. Performance appraisal, on the job training and safety are covered. Successful human resource management begins with orientation and continues through the employee's duration of employment at the business.

2.11.5 MBA 814 - Operations Management

Operations management involves the scheduling of production and uses tools like Critical Path Management and materials resource planning. It is an outgrowth of the old productions management course. Computer usage is an important part of the course.

2.11.6 MBA 816 - Introduction to International Business

Students will be introduced to the language and terminology of international business and major international, political and economic international businesses. Special attention is given to fundamental concepts of international finance, accounting, law, management and marketing.

2.11.7 MBA 818 - Consumer Behavior

Basic factors influencing consumer behavior, with emphasis on managerial use of consumer decision-making models; buyers' behavior modeling from both economics and behavioral sciences; consumer information processing, stochastic brand device models; risk taking and market segmentation.

2.11.8 MBA 822 - Public Sector Accounting

This course covers in-depth study of the structure and concepts of government accounting, the treasury, audit department, consolidated revenue fund, capital and development fund, financial accounting and analysis – use of self-accounting system, fund accounting system and standardized uniforms for transactions. It also deals with decision making and planning and control of public funds, application of costing methods, budgeting processes, accounting for local government, educational and health institutions, budgeting systems, the effect of

restructuring sectors and the implication of membership in regional bodies and international organizations.

2.11.9 MBA 823 - MBA Seminar

Examination of current issues in any area of specialization in consultation with the supervisor. Results of such examinations shall be presented at the Departmental or Faculty seminars. The seminar shall be at the recommendation of the supervisor and the approval of the faculty Graduate School committee.

2.11.10 MBA 890 - MBA Internship

An approved internship program experience designed and supervised by faculty of the School of Business and Entrepreneurship.

SECTION III: MASTER OF SCIENCE (MSc.) IN BUSINESS ADMINISTRATION

3.1 INTRODUCTION

Our MSc Business Administration program provides sound academic nurturing for academics, professionals and executive managers planning to pursue a PhD as well as providing an excellent opportunity for graduates to enhance their career progression in academic and research institutes. AUN’s MSc degree will give students the technical training in business administration required to undertake a career in research institutes, government, consulting firms, international organizations and the private sector. The course will provide a broad analysis of management thoughts and will contain a mix of theory, policy and empirical evidence in management. After the coursework, each student is allocated a supervisor for the dissertation. The topic of the dissertation is associated with either a core subject or a specialist subject, and must be formally approved by the faculty.

MSc Business Administration Program Outline			
Year	Semester	Suggested	Program
		Credit Hours Load	
1	1	12	Coursework
	2	12	
2	3	10	Coursework and Research Project
		34	

3.2 Admission Requirements

- i. Five (5) Credits in English and Mathematics at O’Level
- ii. (a) A Bachelor’s Degree with Second Class (Lower) Minimum in business related program,
Or (b) A Bachelor’s Degree with Second Class (Lower) Minimum in a non-business-related program plus a Postgraduate Diploma in Management (PGDM) (Upper Credit)
Or (c) HND in Business related program plus a Postgraduate Diploma in Management (PGDM) (Upper Credit)
- iii. All candidates must have at least one year Managerial/Administrative Experience

3.3 Philosophy

The philosophy of the MSc program is to provide graduate education and training in business administration, which broadens the intellectual exposure of students in the discipline, develops their capacity to undertake rigorous and quality research in the core areas of the discipline and to apply theoretical understanding and research results to practical management situations and problems.

3.4 Objectives

The objectives of the program are to:

- (i) Develop the students' skills in critical thinking and analysis, logical reasoning and research methodologies to improve their capacity in undertaking rigorous and quality research, and formulating business management policies and strategies at the organizational and national levels;
- (ii) Develop the students' expertise in the functional areas of business administration so that they may advance the frontiers of management theory and practice and enhance the contributions that management could make to the larger society; and
- (iii) Provide critical manpower in the area of Management needed for national development.

3.5 Delivery Mode: Face-To-Face and Supported Online Learning

With regard to delivery mode, the MSc program is a combination of face-to-face learning and supported online learning. It is a structured learning that leverages an intensive series of stimulating lectures, case studies, simulations, periodic seminars and small group assignments. The program will run for one and half years (18 months). An academic year of 12 months has two semesters. Each semester is equivalent to 12 weeks of lectures spread over 4 months. Therefore, the entire workloads for a semester will be covered within twelve weeks of intensive face-to-face lectures. Face-to-face lectures will hold every week from Friday to Saturday, while the supported online lectures (self-study) will complement as independent study (12 credit hours per course).

3.6 MSc Business Administration Curriculum and Graduation Requirements

The MSc Business Administration program requires a minimum of 34 credit units made up as follows:

Twelve core courses (2 Credit Units)	24 Credit units
Two courses from area of concentration (2 Credit Units)	4 Credit units
Thesis (done over two semesters)	6 Credit units
Total	34 Credit units

3.7 Number of Courses to be Taken in MSc Business Administration

Core course are taken by all students on the course. These twelve (12) core MSc. Business Administration courses (2 credit units each) give students a solid grounding in management and prepare them to explore any topic of interest. Alongside the core courses, students can choose two (2) elective courses (2 credit units each) and a research project (6 units) to broaden their horizons in different areas of management. In all 15 courses must be taken and passed to merit graduation. The courses are as listed below.

Core Courses	Credit Units
1. MGT 801 Management Principles & Theory	2
2. MGT 802 Research Methodology	2
3. MGT 803 Quantitative Analysis	2
4. MGT 804 Diversity and Conflict Management	2
5. MGT 805 Rewards and Compensation Management	2
6. MGT 806 Strategic Management	2
7. MGT 807 Global Economic Environment	2
8. MGT 808 Economic Analysis & Theory	2
9. MGT 810 Comparative Management	2
10. MGT 811 Organization Behavior	2
11. MGT 812 Management Information System	2
12. MGT 818 MSc Seminars	2
13. MGT 899 Research Project	6

3.8 Electives

Choose any two (2) courses from the list below:

1. MGT 813 Business Policy	2
2. MGT 814 Industry & Competitive Analysis	2
3. MGT 8XX Supply Chain & Logistics Management	2
4. MGT 815 Operations Management	2
5. MGT 816 Business Law	2
6. MGT 817 Corporate Finance	2
7. MGT 819 International Business Management	2
8. MGT 820 Marketing Principles & Theory	2
9. MGT 8XX Principles of Accounting	2
10. MGT 8XX Principles of Finance	2

3.9 Course Description: Core Courses

3.9.1 MGT 801 - Management Theory

The intent of this course is to expose the students to basic issues and theories with regards to the practice of management in contemporary organizations. It examines the introduction and integration of the evolution and the development of theories and concepts, and their application in the field of management. Students are expected to critically analyze the different perspectives within the field of Management. Development of Management models (Rational goals, internal process, human relations and open systems models): organizational effectiveness, environments, technology design and performance; images of organizations and implications for research and practice; organizational ecology; institutional theories; organizational culture and climate; organizational learning and globalization of organization theory. The intent is to build a theoretical foundation for the understanding of Management issues, and provide guidance for research activities in the program.

3.9.2 MGT 802 - Research Methodology

This course is designed to sharpen the students' skills and appreciation of organized enquiry. Topics to be covered include the following: Meaning and nature of research; comparison between research, common sense and science; Types of research; the research cycle; selecting research topics, problem and hypotheses formulation, Research design; research instruments and Data collection, Data Analysis and interpretation; research report, Research and the issue of relevance; ethical issues in research.

3.9.2 MGT 803 - Quantitative Analysis

Analytical tool is very vital to acquisition and development of managerial skill. Hence, there is the need to expose students to basic quantitative analysis and reasoning, and its application to management decision making. Topics to be covered shall include set theory; basic concepts in probability; probability distributions; decision theory; forecasting models and techniques, linear programming (graphic and simplex methods); introduction to operation research; network models and simulation.

3.9.3 MGT - 804 Diversity and Conflict Management

This course deals with managing and resolving workplace conflicts and examines dispute resolution and conflict management in both various and non-various settings. The course covers two related topics: (1) third-party dispute resolution, including alternative dispute resolution (ADR). It focuses primarily on the use of mediation and arbitration but also deals with other dispute resolution techniques, such as fact –finding, facilitation, mini-trials, early neutral evaluation peer review, and the ombuds function; (2) conflict management in organizations, including the recent development of conflict management systems. The course reviews the factors that have caused the growth reviews the factors that have caused the growth of ADR and conflict management systems, and it provides instruction on the design, implementation and evaluation of such systems.

3.9.4 MGT 805 - Rewards and Compensation Management

The course introduces students to the theoretical and practical dimensions of wage and salary administration; industry compensation policy; compensation structure; incentive schemes and payment-by-results (PBR); performance linked compensation; benefits and services; managerial remuneration; tax planning; voluntary retirement schemes; international compensation and compensation strategies.

3.9.5 MGT 806 - Strategic Management

This course deals with theoretical and practical aspects of strategy formulation and implementation. Attention is placed on the art of strategic thinking leading to creativity and innovation as well as the rational strategic planning process. Among the topics covered are the following: Analyzing industry structures and dynamics; assessing positions, actions and reactions of competitors; processes of strategic planning, technology strategy and e-business,

process reengineering and corporate turnaround. Case writing and analysis are fundamental to this course.

3.9.6 MGT 807 - Global Economic Environment

This situates Nigerian Economy within the broader global economy. It examines the implementation of the movement towards free market economy on stakeholders including business, government, consumers, labor and public. The course takes a multidisciplinary approach drawing from international politics, economy, finance, cross-cultural and business management. Topics to be covered include Strategic aspects of international trade, globalization / international institutions, industrialization strategies, determinants of economic growth and poverty reduction in Africa; global power and wealth distribution; lessons from Asian and Mexican financial crises; multilateral negotiations, global culture and information technology, exchange rates / inflation/interest rates.

3.9.7 MGT 808 - Economic Theory

This course provides students with an overview of such economic theories as national income determination, national income accounting, fiscal and monetary policies and investment function, products, money market, and their general equilibrium, consumer behavior, theory of the firm, welfare economics, and market organization. Upon completion of this course, the students will understand: international income transmission, balance of payments, national growth and development, inflation, employment, and macroeconomic policies including the theories of capital, interest, and production.

3.9.8 MGT 810 - Comparative Management

The course focuses on the international dimension of business, including trade, financial and foreign investment patterns, and problems and policies at the corporate and national levels. It covers theoretical, institutional and case analyses of major issues, including the impact of international codes and organizations on corporate policies in home and host countries, the effect of changing governmental policies on strategies for managing international operations. Using a wide range of data sources, cases, and other empirical studies, each student will prepare an individual study of a specific company and country.

3.9.9 MGT 811 - Organizational Behavior

This course is designed to aid students in understanding organizations both at the Micro and Macro levels. Specifically, this course examines rigorously the structure, function, and people in organizations and society. Topics include organizational dynamics – micro and macro perspectives; organizations and the systems concept; organizational entry, motivation and job satisfaction; bases of individual attitudes and behaviors in organizational settings; individual and their relationships in organizations; group and inter-group behaviors; organizational structures; typology/taxonomy of organizations; organizational efficiency and effectiveness; organizational politics; organizational change and development; technology and organizational structure; organizations and environment; and organizational design.

3.9.10 MGT 812 - Management Information System (MIS)

This course is designed to expose students to the practical application of computers to management information processing. The course provides the steps followed in the utilization of electronic data processing (EDP) system in producing financial and management information, in feasibility studies, system analysis, system design and system implementation for computerized accounting system. Among other things, the course will examine the following issues: Elements of computing mechanical and electronic, types of computers and their applications, computer programming using either COBOL or FORTRAN, data processing manual and mechanized systems, system analysis and design, evaluation and administration of MIS with emphases on computer based systems, meaning of information technology and its application in business finance and management.

3.9.11 MGT 818 - MSc Seminars

This seminar introduces students to the most recent research in the area of business administration, management and organizational analysis, examining current issues and trends. Students have an opportunity to present and discuss their own research and actively engage in the analysis and discussion of the work of others. Each student is expected to make at least one presentation during the course, focusing on the formulation, design, execution, and results of his or her research.

3.9.12 MGT 899 - Thesis/ Research Project

The research project is designed to provide students with the opportunity to undertake independent research of an industrial and labour relation issue and to develop the ability to express their ideas in an organized form. This is normally done over two semesters.

3.10 Elective Courses

3.10.1 MGT 813 - Business Policy

This course deals with the corporate management of the business enterprise. The first part of this course focuses on the nature and dynamics of business policy, the strategy concept, missions and objectives. The rest of the course covers the strategic planning process, stakeholder or management, techniques for strategic appraisal, SWOT, industry and competitive analysis, portfolio analysis, development of strategic options, turn over and recovery strategies, mergers, acquisitions and divestment.

3.10.2 MGT 814 - Economy and Industry Analysis

The basis of formulating strategy is the assessment of the environment in all its dimensions. The course will focus on the study use of concepts and techniques used in environmental and industry analysis and in identifying trends and changes in the environment. These will include, economic, social and technological forecasting, Delphi methods, Scenario.

3.10.3 MGT 815 - Operations Management

Topics include aggregate planning methods with emphasis on the mathematical model; seasonal production planning and work force planning. Integration of planning and scheduling levels in hierarchical systems. Determination of capacity in services systems; services design and services mix problems. Concepts, models and theories relevant to the management of the processes involved to provide goods and/or services to consumers in both the public and private sectors; production, inventory and distribution functions, scheduling of services or manufacturing activities; facilities planning and device of technology.

3.10.4 MGT 816 - Business Law

This course provides an overview of various laws – Nigerian as well as other international laws; the hierarchy of laws and courts; as well as contracts, negotiable instruments and Uniform Commercial Code. This course reviews the different types of business associations; as well as such other doctrines and business legal terminologies like doctrine of ultra vires, piercing of corporate veil; corporate dissolution, mergers and takeovers, as well as memorandum and articles of associations, prospectus, shares, share capital, debenture.

3.10.5 MGT 817- Corporate Finance

This course is designed to introduce students to an advanced treatment of theories and its three decision areas of financing, investment and dividend. The course therefore examines the effects of various corporate financial policy decisions (e.g. capital structure, working capital, and capital budgeting and dividend policies) on the values of the firm. Issues to be thus examined include:- Financial structure, capital structure, market valuation of risky assets under uncertainty, risk and uncertainty management strategies, capital budgeting, operation of capital market and money market, analysis for investment in securities, portfolio theories and the concept of diversification, efficient market theory, cost of capital, dividend policy, corporate financial problems e.g. leasing, mergers, and of new securities, the institution of Zakat, the insurance debate and the non-interest banking and financial system.

3.10.6 MGT 819 - International Business Management

The course focuses on the international dimension of business, including trade, financial and foreign investment patterns, and problems and policies at the corporate and national levels. It covers theoretical, institutional and case analyses of major issues, including the impact of international codes and organizations on corporate policies in home and host countries, the effect of changing governmental policies on strategies for managing international operations. Using a wide range of data sources, cases, and other empirical studies, each student will prepare an individual study of a specific company and country.

3.10.7 MGT 820 - Marketing Theory

The course seeks to expose MSc students to traditional and contemporary marketing thoughts, in addition to their associated controversies. Specifically, students are to be exposed to relatively advanced theories and controversies in marketing thoughts in such major marketing areas as definitions and meaning of marketing, scope of marketing, science and art in marketing, qualitative and quantitative methods in marketing research, marketing-mix

elements, relationship marketing environment, the service domain controversy, strategic marketing management, and market orientation, marketing & information Technology, and Big Data & marketing, and Marketing & social responsibility, among others. Students are to be exposed (via reading, replications and presentations) to scholarly works in journals and textbooks utilizing relatively advanced marketing theories and methods of investigation.

SECTION IV: MASTER OF PHILOSOPHY (M. Phil/PhD)

4.1 Philosophy

The M. Phil/PhD Programme in Business Administration is to develop highly skilled and research-oriented managers who are ready to apply the art and sciences of managerial knowledge in solving situations in the public, private and international organizations. The courses are structured to enable students to acquire mastery of theoretical reasoning for solutions to business and managerial problems in their further studies and in pursuance of their careers with proficiency in managerial approaches to problems.

The M. Phil/PhD Business Administration program will consist of lectures, seminars and thesis presentation that would equip students to be able to design, evaluate and appraise any phenomena.

4.2 Objectives

The programme has been designed to accomplish the following objectives:

- (i) To train graduates to acquire mastery of theoretical reasoning for solutions to real-life Business Administration/business problems in their further studies and in pursuance of their careers.
- (ii) To serve as a bridge for candidates whose master's CGPA could not meet the Direct PhD requirement of 3.5 (on 5 points scale) or 3.0 (on 4 points scale)

4.3 Learning Outcomes

a) Regime of Subject Knowledge

Graduates of M.Phil./PhD Business Administration programme are expected to develop cognitive skills necessary to solve computational problems.

b) Competencies and Skills

Graduates should be able to demonstrate practical skills required for solving real world problems using managerial theories, techniques and tools.

c) Behavioural Attitudes

Graduates of M.Phil./PhD Business Administration programme should be able to demonstrate skills relating to strategic reasoning, communication skills, team work, leadership and entrepreneurial skills.

4.4 Admission Requirements

To be eligible for admission into the M. Phil/PhD Business Administration program, an applicant must possess any of the following qualifications.

- (i) M.Sc. in Business Administration or related disciplines

- (ii) B.Sc. in Business Administration or related disciplines with a minimum of Second-class lower division
- (iii) In addition, the candidates must satisfy the ordinary level (O'level) credit passes requirement in five subjects including English Language and Mathematics.

4.5 Duration of the Course and requirement for MPhil graduation

- a. The duration of the MPhil program is One year (i.e., Two Semesters)
- b. MPhil students are expected to pass the 18 credit units in the first year. Pass all registered courses with a **minimum score of 70%**.

4.6 Criteria for Moving from MPhil to PhD Business Administration

A student that scores a CGPA of 3.0 CGPA from the a 4-point scale may proceed to PhD Business Administration upon completion of the MPhil program.

4.7 Course Distribution

	Course Title	Status (core course/ elective)	Unit	L	T	P
FIRST SEMESTER						
A. CORE COURSES						
BUS 801	Advanced Research methods	C	3	30	15	0
BUS 803	Industrial Relations	C	2	30	0	0
BUS 805	Personnel Evaluation	C	2	30	0	0
BUS 807	Consumer Behavior	C	2	30	0	0
SECOND SEMESTER						
B. CORE COURSES						
BUS 802	Advanced Business Administration Theories	C	3	30	15	0
BUS 804	Project Management	C	2	30	0	0
BUS 806	Business policy and Strategy	C	2	30	0	0
BUS 808	Small Business Administration	C	2	30	0	0

PhD Phase

The PhD Phase of the M. Phil/PhD has the same course requirements as the PhD in Business Administration program. Thus, refer to the PhD in Business Administration for the course requirements.

4.8 Course Description

4.8.1 BUS 801 Advanced Research Methods (3 Units)

This course is designed to sharpen the students' skills and appreciation of organized enquiry. Topics to be covered include the following: Meaning and nature of research; comparison between research, common sense and science; Types of research; the research cycle; selecting research

topics, problem and hypotheses formulation, Research design; research instruments and Data collection, Data Analysis and interpretation; research report, Research and the issue of relevance; ethical issues in research.

4.8.2 BUS 803 Industrial Relations (2units)

Theories of industrial relations and the industrial relations system. Trade unionism and employers' associations. Labour-Business Administration relations at the organizational and industry level. The role of government in industrial relations. Strikes and trade dispute settlement procedures and collective bargaining in the public and private sectors of the Nigerian economy. The Nigerian Labour Law.

4.8.3 BUS 805 Personnel Evaluation (2units)

Elements of manpower planning and internal labour markets; validation procedures for determining the potential job effectiveness and individuals, description and validity of selection instruments such as tests, interviews and biographical data, measuring performance, turnover and absenteeism and the process of performance appraisal.

4.8.4 BUS 807 Consumer Behavior (2 Units)

Basic factors influencing consumer behaviour, with emphasis on managerial use of consumer decision making models; Buyer-behaviour modelling from both economics and behavioural sciences; Consumer information processing, stochastic brand device models; Risk taking and market segmentation.

4.8.5 BUS 802 Advanced Business Administration Theories (3units)

The intent of this course is to expose the students to basic issues and theories with regards to the practice of Business Administration in contemporary organizations. It examines the introduction and integration of the evolution and the development of theories and concepts, and their application in the field of Business Administration. Students are expected to critically analyse the different perspectives within the field of Business Administration. Development of Business Administration models (Rational goals, internal process, human relations and open systems models): organizational effectiveness, environments, technology design and performance; images of organizations and implications for research and practice; organizational ecology; institutional theories; organizational culture and climate; organizational learning and globalization of organization theory. The intent is to build a theoretical foundation for the understanding of Business Administration issues, and provide guidance for research activities in the programme.

4.8.6 BUS 806 Business Policy and Strategy (2units)

Conceptual frameworks and models for the analysis of competitive solution and strategic dilemmas; insight into strategic Business Administration; analysis of external competitive environment; industry structure; value chain dynamics, strategy formulation; strategic decision making; strategy implementation and control

4.8.7 BUS 808 Small Business Administration (2units)

Objective of course is to encourage effective and successful Business Administration of small business or training for future managers who will have contact in one way or the other with small firms either as bankers, consultants, investors and government officials. Small firm characteristics and trend. Start-up situations and development of business plans. Venture and expansion capital, cost and benefits of different sources of finance; problems and prospects of small business generally and of small-scale industries in particular. Case Studies of entrepreneurs and small businessmen (Owners/Managers). Students' actual proposals made to panel of venture capital firms, banks and other financial institutions.

SECTION V: PHD BUSINESS ADMINISTRATION

5.1 Philosophy

The philosophy of the program is to provide graduate education and training in business administration, which develop and deepen the spirit of enquiry and responsibility in the students, to take on teaching, research in higher institutions, as well as management responsibilities in public and private sectors of the national and global economies.

5.2 Objectives

The objectives of the program are to provide training in business administration research for those whose future careers lie in teaching and research at the University and other tertiary institutions and for those who may have to operate in research and development environments; in core and specialized areas of business administration that would equip graduates to provide quality consultancy services to both local and international clientele; and aimed at providing critical manpower in the area of business administration needed for national development.

5.3 Course Structure

The PhD Business Administration program requires a minimum of 60 credit units made up as follows:

Five (5) Research Methodology courses (3 credits each)	15 Credit hours
Three (3) Core requirement Courses (3 credits each)	9 Credit hours
Two (2) Specialized elective courses	6 Credit hours
Comprehensive Examination	0 Credit hours
Thesis done over four semesters (two year)	30 Credit hours
Total	57 Credit hours

5.4 Doctoral Research Methodology Requirements

BUS 905 – Advanced Quantitative Techniques

BUS 906 – Probability & Statistics Theory I

BUS 909 – Regression & Multivariate Data Analysis

BUS 908 – Advanced Qualitative Research Design & Methods

BUS 902 – Advanced Research Methodology

5.5 Core Course Requirements

Semester 1 (15 Credit hours)

BUS 902 – Advanced Research Methodology (Program Requirement)

MGT 901 - Management Thoughts and Philosophy (Core Requirement)

BUS 907 - PhD Seminar

BUS 909 – Regression & Multivariate Data Analysis

BUS 903 – Globalization and Development (Core Requirement)

Semester 2 (15 Credit hours)

BUS 906 – Probability and Statistics Theory 1 (Program Requirement)

BUS 905 – Advanced Quantitative Techniques (Program Requirement)

BUS 908 – Advanced Qualitative Research Design & Methods (Program Requirement)

BUS XXX – Elective course

BUS XXX – Elective course

BUS PhD Core Course Requirements (9 Credit Hours)

MGT 901 – Management Thoughts and Philosophy

BUS 907 -- PhD Seminar

BUS 903 – Globalization & Development

BUS Elective Requirements (6 Credit Hours)

BUS 910 – Consumer Behavior: Judgment and Decision-making (Marketing)

BUS 911 – Marketing Strategy (Marketing)

BUS 912 – Accounting Theory Research (Accounting)

BUS 913 – Advanced Corporate Finance (Finance)

BUS 914 – Empirical Asset Pricing (Finance)

BUS 915 – Entrepreneurship: Managing Creativity and Innovation (Entrepreneurship)

BUS 916 – Social Enterprises and Entrepreneurship (Entrepreneurship)

MGT 902 – Seminars in Strategic Management and Entrepreneurship

MGT 917 – Corporate Strategy (Management)

MGT 918 – Personnel Management (Management)

MGT 919 – Global Business Strategy (International Business)

5.6 COURSE DESCRIPTIONS

5.6.1 BUS 906: Probability & Statistics Theory I

Modern Data Mining: Statistics or Data Science has been evolving rapidly to keep up with the modern world. While classical multiple regression and logistic regression technique continue to be the major tools we go beyond to include methods built on top of linear models such as LASSO and Ridge regression. Contemporary methods such as KNN (K nearest neighbor), Random Forest, Support Vector Machines, Principal Component Analyses (PCA), the bootstrap and others are also covered. Text mining especially through PCA is another topic of the course. While learning all the techniques, we keep in mind that our goal is to tackle real problems. Not only do we go through a large collection of interesting, challenging real-life data sets but we also learn

how to use the free, powerful software "R" in connection with each of the methods exposed in the class.

5.6.2 BUS 909: Regression & Multivariate Data Analysis

This course will equip you to be able to choose an appropriate multivariate analysis to address research questions of interest; interpret the results of multivariate analysis and present the results as they would be presented in a scholarly journal; be an informed consumer of research reports in which the results of multivariate analyses have been presented. Also the student will be exposed to the basic techniques of multivariate analysis, emphasizing the rationale and applications to psychological research. Includes multiple regression, principal component analysis, and factor analysis

5.6.3 BUS 908: Advanced Qualitative Research Design & Methods

The objective of this course is to equip students with advanced knowledge and skills to understand, conceptualize, design, conduct and critically appraise qualitative health research. It is suitable for students wishing to develop their knowledge of qualitative research methods in preparation for their own research at master's or doctoral level. The emphasis is on:

- a) Exploring the relationships between a set of techniques designed to gather particular kinds of data and the broader epistemological and theoretical questions underpinning qualitative health research.
- b) Developing key qualitative research skills (qualitative interviewing, data analysis and writing up) and to reflect on the ethical, theoretical and practical issues that arise in conducting qualitative research in health settings.

5.6.4 BUS 902 Advanced Research Methodology

This course aims to equip research students with the necessary foundations and skills to evaluate and perform qualitative research at a postgraduate level. Course Description: Three semester hours. This course offers "An overview of research methodology including basic concepts employed in quantitative and qualitative research methods. Includes computer applications for research.

5.6.5 MGT 901 Management Thought and Philosophy

This course examines the idea and evolution of management as a field of endeavor.

5.6.6 BUS 907 PhD Seminar

This seminar introduces students to the most recent research in the area of business administration, management and organizational analysis, examining current issues and trends. Students have an opportunity to present and discuss their own research and actively engage in the analysis and discussion of the work of others. Each student is expected to make at least one presentation during the course, focusing on the formulation, design, execution, and results of his or her research.

5.6.7 BUS 903 Globalization & Development

Globalization Overview: Why has the global economy grown so rapidly? How is it affecting the environment, local economics, and social and cultural customs throughout the world? Questioning Free Trade: What are the positive and negative impacts of free trade? Economic globalization and technological changes: these processes are examined in relation to the national development or under-development. It also examines multinational companies, their histories, the reasons for these companies' spatial mobility and the impact on developing world; Globalization and the Environment; Social Equity. Is social equity relevant to trade issues? What is gained and lost through the gradual homogenization and distortion of cultures as a result of globalization? The course examines impact of globalization on Nigeria, particularly using various relevant global socio-economic indices.

5.7 PhD Business Administration Elective Requirements

5.7.1 BUS 910 Consumer Behavior: Judgment and Decision-making (Marketing)

The course explores and explains the behavioral tendencies of consumers, customers, clients and relevant audience using relevant and advanced concepts, principles, theories and methodologies. The general purpose of the course is to study and understand, using advanced tools and techniques, relevant consumer behavior issues relating to the process of consumer buying decisions, determinants of consumer behavior, models of consumer behavior, consumer behavior research and some psychological concepts and theories relating to consumer behavior, among others. Such behavioral understanding of relevant consumer behavior issues will assist marketing decision makers in designing efficient and effective marketing policies and strategies for their target markets of interest, in addition to expanding the frontiers of knowledge in marketing, in general, and consumer psychology, in particular.

5.7.2 BUS 911 Marketing Strategy (Marketing)

An in-depth view of strategic marketing tools and how they are deployed to identify, analyze and resolve today's marketing problems, including ethical considerations moderating these decisions. Emphasis is on case analysis, concepts applications based on identifiable controllable and uncontrollable forces, the integration and synergy of marketing programs.

5.7.3 BUS 912 Accounting Theory Research (Accounting)

This course aims to introduce you to accounting research. At the end of this course you should have (1) an understanding of how to critically review research in accounting; (2) an understanding of the basic steps to design a study for testing specific hypotheses; (3) an overview of different accounting research streams in the areas of financial accounting, management accounting, taxation, and auditing. Topics to be covered in this course include: audit quality, earnings management, market efficiency, Positive Accounting Theory, Signaling and Market Failures, agency theory, voluntary disclosure, analysts' behavior and behavioral research in financial accounting.

5.7.3 BUS 913 Advanced Corporate Finance (Finance)

This course provides a theoretical, conceptual and empirical introduction to Corporate Finance at a research-oriented level. The objective of this course is to provide a detailed framework of conceptual and practical knowledge of finance. At the end of this course you should have an understanding of (1) the concept of time value of money; (2) market efficiency; (3) Modigliani-Miller irrelevance theorems; (4) signaling and agency theory. Topics to be covered in this course include performance, executive compensation and incentive design, corporate valuation, capital structure and cost of capital, corporate governance, corporate restructuring, and financial distress. This course primarily focuses on finance for corporations.

5.7.4 BUS 914 Empirical Asset Pricing (Finance)

One of the basic questions in finance is how investors should select portfolios. This course examines how individuals make choices among risky alternatives. This course reviews how the optimizing actions of individuals have implications for how securities are priced in the market. The course examines the relations between expected return and risk and provide insights into how assets are priced. Basic finance and economic intuition and related concepts will be used to discuss practical real-world examples. Topics to be covered in this course include: Expected Utility, Risk aversion, Demand for risky assets, Portfolio selection and Mean Variance Analysis, Capital Asset Pricing Model, Single period and Multi-period consumption investment models, and No arbitrage and contingent claims pricing.

5.8 BUS 915 Entrepreneurship: Managing Creativity and Innovation (Entrepreneurship)

The course provides experiential learning and exposure to learners about individual and group creativity and innovation through creative scenarios. It educates students on the barriers to creativity and innovation, recommends pragmatic approaches for overcoming the barriers; it discusses methods for generating or recognizing ideas; alternatives or possibilities to solve commercial or operational problems; turning creativity into innovation that benefits the customer and the business venture and the society at large; bringing creativity and innovation into the commercial and social enterprises and building an environment that support creative cum innovative activities.

5.8.1 BUS 916 Social Enterprises and Entrepreneurship (Entrepreneurship)

The course is designed to impact the ideals and best practices in social entrepreneurship to learners in order to provide them with innovative models and tools for finding new ways to tackle the world's greatest socio-economic challenges of poverty, illiteracy, unemployment, chronic diseases, climate change, communal conflicts, waste/environmental degradation and host of others that cut across public, private, non-profit sectors. The course enhances learners' knowledge on how to conceptualize social problems, develop innovative social enterprise model and sustainable management of social enterprises, appointment and serving on a board of social enterprises, and new ways of supporting social entrepreneurs for sustainable development.

5.8.2 MGT 917 Corporate Strategy (Management)

Corporate Strategy focuses on offering insights on the nature of management efforts required to manage various types of business entities owned by one parent organization. It entails proactively managing expectations and purposes of business firms operating in diverse industries such that they all achieve and sustain competitive advantages respectively. In addition, it involves deployment of corporate resources among different businesses as corporate strategies are crafted. Suitable analytical tools are explored in order to determine the appropriate goals/objectives the business units that make up the corporate portfolio should strive towards, the likely strategies to pursue, and the quantum of corporate resources each deserves in the face of the competitive realities of their industries. Directions for development, management of strategic change, international strategy, etcetera, are considered, among other topics. It equips students with insight into strategic management, analyses of external competitive environment, industry structure, value chain dynamics, etc.

5.8.3 MGT 918 Personnel Management (Management)

This course introduces students to thematic issues in personnel management, the transition from personnel management to human resources management, functions/roles, activities and responsibilities of personnel management/human resources management, different areas of personnel management, the important duties that HR/personnel management managers and industrial relations, theories of personnel management and the challenges imposed by globalization on personnel management.

5.8.4 BUS 919 Global Business Strategy (International Business)

The global management models' course is designed to provide graduate business students with advanced understanding of contemporary global business environment issues, and how businesses can formulate global and context-specific strategies and solutions to fit. It discusses all major topics of strategic management within varying multinational contexts. Students are expected to leverage their previous course experiences in International Business while addressing variety of strategic options and directions relevant to organizations performance and competitiveness.

5.9 Elective Courses

5.91 MGT 902 Seminar in Strategic Management and Entrepreneurship

Students will gain a well-developed understanding of business enterprises and the entrepreneurial and strategic thinking that drives them in a dynamic, competitive regional, national, and global economy. Students will learn to apply entrepreneurial and strategic management practices (e.g., using case analysis) to organizations of varying sizes. An integral component, futures studies, shall involve an introduction into thinking about the future, the foundation of the field, its methodologies, link to planning, decision-making, strategy and public policy. The relationship between core competences (at the company level) and key success factors at the industry shall be examined. The students are expected to present seminar work on sector, industry and company strategies.

5.9.2 MGT 906 - Seminar in Business Environment

This seminar introduces students to the most recent research in the area of HRM, examining current issues and trends. Students have an opportunity to present and discuss their own research and actively engage in the analysis and discussion of the work of others. Each student is expected to make at least one presentation during the course, focusing on the formulation, design, execution, and results of his/her research

5.9.3 MGT 907 - Management of Change

Management of change is designed to acquaint participants with the issues, techniques, and strategies for the management of change. The first part of the course concentrates on developing expertise in predicting relevant changes in the organization's task environment and making sure that change initiatives are in harmony with environment. Techniques for environmental scanning and task forecasting will be explored and useful models analyzed. Students will also discuss and make presentations on current issues such as employee ownership, team-based management, mergers and acquisitions, and organizational renewal, etc. By course end, participants will understand the techniques for creating a change, managing resistance, and applying change models to various industries and situations.

5.9.4 MGT 908 - Government Business & Society

This course examines the area of government business and business-society relations as one of the critical areas where the general manager spends a considerable amount of time. The responsibilities of the firm in these areas, the role of the general manager, the skills needed and ethical and philosophical issues will be discussed.

5.9.5 MGT 909 - Seminar in Public Enterprise Management

Students will gain a well-developed understanding of business enterprises and the entrepreneurial and strategic thinking that drives them in a dynamic, competitive regional, national, and global economy. Students will learn to apply entrepreneurial and strategic management practices (e.g., using case analysis) to organizations of varying sizes. An integral component, futures studies, shall involve an introduction into thinking about the future, the foundation of the field, its methodologies, link to planning, decision-making, strategy and public policy. The relationship between core competences (at the company level) and key success factors at the industry shall be examined. The students are expected to present seminar work on Nigerian public sector companies.

5.9.6 MGT 910 - Multinational Enterprises

This course covers Strategies adopted by multinational enterprises to exploit opportunities created by globalization, technological advancement and the World Trade Organization (WTO) and multilateral trade agreements. The course will present an overview of the WTO and then focus on multilateral trade negotiations. Multilateral trade agreements shall be studied in four parts: trade in goods, trade in services, trade-related aspects of intellectual property rights and institutional issues. Agreements on trade in goods are further divided in to three subcategories: market access, customs-related issues and trade rules. Lastly, this course will look at the future challenges facing the current multilateral trading system. Although this course deals with trade agreements, it will put more emphases on economic interpretation rather than the legal aspects. For this course, outside scholars and experts from policy, academic, and private sectors may be invited as special guest lecturers.

5.9.7 MGT 911 - Advanced Conflict Management

This course is designed to provide an understanding of intercultural management useful for international management and trade negotiations. Participants are expected to study the different ways various cultures think, communicate and behave, particularly within business contexts, in order to develop a necessary level of cross-cultural competency. Today's global business implies co-operating, coordinating, negotiating and supervising, using management processes appropriate to the cultural context. The student will explore cultural implications in those management processes, as well as its impact on teambuilding, ethics, conflict resolution and creative problem-solving. Students will also study their own culturally-based perceptions, patterns of thinking and behavior, communication styles, values and how they can be adapted to an intercultural context. Although the course will primarily deal with cultural differences in national culture context, it will also address cultural differences in gender and in organizational level as long as they affect the global business environment. Foundations and Theories of Conflict: Theories of Conflict Resolution - An interdisciplinary approach to examination of conflict and conflict resolution theory;

Responses to Conflict - An examination of the different approaches to conflict resolution represented by two party negotiation, facilitative processes such as mediation, the various evaluative processes, adjudicative processes such as litigation and binding arbitration, and the

various hybrid processes; Negotiation; Mediation Skills Clinic - A basic introduction to mediation skills, theory, and ethics; Interpersonal and Intergroup Conflict - An in depth study of the dynamics of interpersonal and intergroup conflict.

Organizational and Community Conflict - An exploration of the dynamics of conflict in organizations and the community; International and Cross-Cultural Conflict - an examination of the practical negotiation skills central to the resolution of situation-specific international and intercultural conflict.

Methodology of Conflict Resolution Research - an introduction to a range of qualitative data collection methods with particular focus on techniques used in research on conflict and conflict resolution, including participant observation, content analysis, behavioral mapping, and nonintrusive measures, as well as a review of relevant research literature in the field.

5.9.8 MGT 912 - Advanced Marketing Theory

The course seeks to expose PhD, students to traditional and contemporary marketing thoughts, in addition to their associated controversies. Specifically, students are to be exposed to advanced theories and controversies in traditional and modern marketing thoughts in such major marketing areas as scope of marketing, definitions and meaning of marketing, science and art in marketing, qualitative and quantitative methods in marketing research, marketing-mix elements, relationship marketing environment, the service domain controversy, strategic marketing management, and market orientation, Marketing & Information Technology, and Big Data & marketing, and Marketing & social responsibility, among others. Students are to be exposed (via reading, replications and presentations) to scholarly works in journals and textbooks focusing on advanced marketing theories and methods of investigation.

Approved by SBE Graduate School Board & Graduate School Council