AMERICAN UNIVERSITY OF NIGERIA
SCHOOL OF BUSINESS AND ENTERPRENEURSHIP

CURRICULUM FOR MASTERS OF PHILOSOPHY (M.Phil/PhD) DEGREE IN BUSINESS ADMINISTRATION

INTRODUCTION

The programme shall be called Master of Philosophy (M. Phil/PhD) degree in Business Adminstration.

1.0 Vision of the Programme

To be a world class provider of Business Administration experts that will fit into future of Business Administration needs particularly in Nigeria and the World at large.

2.0 Mission of the Programme

To train and produce world Business Managers in Nigeria and the world at large.

3.0 Philosophy of the Programme

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

4.0 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 Adminstration/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).

5.0 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.

6.0 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
(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.

7.0 Duration of the Course and requirement for MPhil graduation.

The duration of the course is 4 years. One year for M.Phil. and three years for PhD. M.Phil. students are expected to pass the 18 credit units in the first year.

8.0 Attainment Levels

Graduates are expected to possess the capacity to apply acquired knowledge and skills to solve theoretical and practical problems in Business Administration and associated fields.

9.0 COURSE DISTRIBUTION

Course Code	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						
C. CORE COURSES						
BUS 802	Advanced Business Adminstration 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 Adminstration	C	2	30	0	0

10 COURSE DISTRIBUTION

Course Code	Course Title	Status (core course/ elective)	Unit	L	T	P
THIRD SEMESTER						
B. CORE COURSES						
BUS 901	Advanced Research methods	C	3	30	15	0
BUS 903	Management Thoughts and Philosophy	C	3	30	0	0
FOURTH SEMESTER						
BUS 902	Seminars in Strategic Management and Entrepreneurship	C	3	30	15	0
BUS904	Advanced Quantitative Techniques	C	3	30	0	0

Semester 5 (9 Credit hours)
9XX – Regression & Multivariate Data Analysis
9XX – Advanced Qualitative Research Design & Methods (Program Requirement)
9XX – Globalization and Development (Core Requirement)
Semester 6 (9 Credit hours)
9XX –
9XX –
9XX –
(Core Requirement)
(Elective)
(Elective)

Electives
BUS Elective Requirements (6 Credit Hours)
9XX – Consumer Behavior: Judgment and Decision-making (Marketing)
9XX – Marketing Strategy (Marketing)
9XX – Accounting Theory Research (Accounting)
9XX – Advanced Corporate Finance (Finance)
9XX – Empirical Asset Pricing (Finance)
9XX – Entrepreneurship: Managing Creativity and Innovation (Entrepreneurship)
9XX – Social Enterprises and Entrepreneurship (Entrepreneurship)
9XX – Corporate Strategy (Management)
9XX – Personnel Management (Management**)**
9XX – Global Business Strategy (International Business)

11.0 COURSE CONTENT

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.

BUS 803 INDUSTRIAL RELATIONS (2UNITS)
Theories of industrial relations and the industrial relations system. Trade unionism and employers' associations. Labour-Business Adminstration 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.

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.

BUS 807 CONSUMER BEHVIOR (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.

BUS 802 ADVANCED BUSINESS ADMINSTRATION THEORIES (3UNITS)
The intent of this course is to expose the students to basic issues and theories with regards to the practice of Business Adminstration 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 Adminstration. Students are expected to critically analyze the different perspectives within the field of Business Adminstration. Development of Business Adminstration 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 Adminstration issues, and provide guidance for research activities in the programme.

BUS 806 BUSINESS POLICY AND STRATEGY (2UNITS)

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

BUS 808 SMALL BUSINESS ADMINSTRATION (2UNITS)

Objective of course is to encourage effective and successful Business Adminstration 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.

Course Outline: 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.

BUS 901 Management Thought and Philosophy

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

BUS 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.

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.

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.

MPhil PhD Business Administration Elective Requirements

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.

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.

Accounting 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.

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 miller; (2) market efficiency; (3) Modigliani-Miller irrelevance theorems; (4) signaling and agency theory. Topics to be covered in this course includes 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.

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 Multiperiod consumption investment models, and No arbitrage and contingent claims pricing.

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.

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.

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.

Personnel Management (Management)

This courses 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.

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.

Elective Courses

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

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.

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.

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.

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.

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 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.

MGT 912 - Advanced Marketing Theory

The course seeks to expose PhD, students to traditional and contemporary marketing thoughts, in additional 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 marking, 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.