

**OLUSEGUN AGAGU UNIVERSITY OF SCIENCE AND TECHNOLOGY, OKITIPUPA,
ONDO STATE, NIGERIA**



**CURRICULUM FOR PROFESSIONAL MASTERS IN BUSINESS ADMINISTRATION
(MBA)**

Introduction

The challenges of modern times in both the business and intellectual world demand adequate professional knowledge that would equip people in managerial position to be able to adequately appreciate and effectively analyze and resolve issues. The Master's degree in Business Administration (MBA) of the Centre for Governance and Business Technology, Olusegun Agagu University of Science and Technology, Okitipupa is designed to provide this much needed intellectual and professional knowledge in a pragmatic and highly disciplined environment.

Vision

OAUSTECH MBA programme shall be an exceptional program in grooming future business leaders, developing students' analytical abilities and students' leadership capabilities.

Mission

To develop competent and world-class business professionals and academics for both public and private sectors of the economy. To produce candidates with strong foundation in core business principles such as marketing, management, production, strategic, finance, ethics and international business.

Justification

The Olusegun Agagu University of Science and Technology MBA programme is designed to produce graduates with extensive professional skills, field experience, and knowledge of business networks and relationships. The program seeks to blend these advanced skills with real-world experience to prepare graduates for advancement in management careers in various fields.

Objectives

The Master's degree in Business Administration objectives include the following:

1. Providing students with the knowledge and skills to enhance their performance and enable them to assume broader responsibility in the rapidly changing environment faced by business and government alike.
2. Imparting the type modern and sophisticated knowledge require for understanding and correctly analyzing problems relating to the management administration of public and private enterprises.
3. Producing managers that are capable of applying appropriate management principles and techniques of problem solving in the Nigerian environment and in the world at large.
4. Producing socially responsible managers who are imbued with ICT driven business ethics.

5. Producing managers having entrepreneurial skills, coupled with management and leadership qualities.
6. Providing interested individuals with the necessary competencies and skills needed to function effectively as academics in Business Administration.

Admission requirements

1. Candidates applying for admission into the MBA programme shall be graduates of the Olusegun Agagu University of Science and Technology or any approved Universities or holders of equivalent qualifications recognized by the Senate.
2. Candidates must possess five O'level credits including English, Mathematics and any other three subjects at one sitting or at two sittings.
3. Candidates with Bachelor degree from an approved university must obtain a minimum of second class lower division from relevant management disciplines.
4. Holders of HND in relevant management disciplines with upper credit from a recognized institution are eligible to apply for the MBA program.
5. Holders of HND in relevant management disciplines with lower credit or pass from a recognized institution must possess postgraduate diploma in business administration or any relevant management and social science fields (with minimum of Upper Credit).
6. Candidates with third class degree in relevant management disciplines must possess postgraduate diploma in business administration or any relevant management and social science courses (with minimum of Upper Credit).
7. Candidates who possess professional qualifications such as ACA, ACMA, AIBACIS, CIBN, ACTS or any other professional qualification approved by the Senate of OAUSTECH at minimum of merit level must possess postgraduate diploma in related area (e.g. Accounting, Financial Management or Banking, insurance, marketing and Finance) from a recognized institution.
8. Holders of Professional Certificate in Accounting (ICAN II) may also be considered for admission.
9. National Youth Service Corps (NYSC) or Exemption Certificate.
10. Academic transcripts addressed to the School of postgraduate studies, OAUSTECH.
11. Three referee reports (reference letters).

Areas of specialization

1. Marketing
2. Production and operations
3. Finance
4. Strategy
5. Human resources
6. Information Technology
7. Entrepreneurship
8. Management

Programme duration

The programme leading to the award of MBA, Master's degree in Business Administration in OAUSTECH shall normally last for a minimum of 3 semesters. Two semesters will be spent on

course work exclusively while the third semester would be spent on course work, Internship and Research Project.

Internship in industry

Each MBA candidate is expected to undergo internship in an industry for a minimum of 12 weeks. Where practicable, students are encouraged to undergo the internship in their respective places of work and submit a report at the end of the exercise. Internship is a period of supervised training which earns 3 units, and it is assessed as either passed or failed. The internship can as well be undergone outside the country. The internship is inclusive of the 3 semesters.

Program extension

The maximum numbers of semesters that can be spent on OAUSTECH MBA program is 3 semesters (18 months). A student's registration shall lapse if the student has not fulfilled the requirements for the award of MBA degree within the stipulated duration of the Programme. On application and recommendation of the Postgraduate School, Senate may grant an extension when necessary to such student.

Termination of admission

1. A candidate who had been offered provisional admission but fail to proceed with other necessary steps such as payment of acceptance fee and school fee before the session lapse will have to re-apply.
2. A candidate who had been offered provisional admission and had paid acceptance fee, but failed to pay school fees for two consecutive sessions will have his/her studentship terminated. Such candidate will have to re-apply.

Programme delivery mode

The OAUSTECH MBA programme is designed to meet the needs of students through lectures, tutorials, seminars, workshops, individual and group works, case study and other means as specified by the Center for Governance and Business Technology.

Programme lecture day and time

The OAUSTECH MBA program will be within week days (Mondays to Fridays) and/or weekends.

Requirements for graduation for MBA

Courses shall be examined within the semester they are taught. Candidates shall be credited with the number of course units assigned to the course they have passed. To graduate, students enrolled are required to satisfactorily complete a minimum of 63 course units, including a Dissertation. Candidates are required to enroll for 54 compulsory units and at least 9 elective units as scheduled in the Table below.

Year	Semester	Compulsory Units	Elective Units	Total Minimum Units
1 st Year	First Semester	21	3	24
	Second Semester	21	3	24

2 nd Year	First Semester	12	3	15
	Total	54	9	63

Registration of courses

All courses come with codes which range between MBA 800 and 899. It is mandatory for every student to register for all the courses labeled Compulsory (C) and the minimum number of Elective (E) courses prescribed by the Centre for Governance and Business Technology.

Examination and grading system

1. Every course shall be examined at the end of the semester in which it is offered.
2. There shall be continuous assessment during the semester comprising of test, term papers, seminar presentation and other acceptable methods of assessment.
3. The total score for every course shall be based on maximum of 100% (examination is 60% and the continuous assessment shall be 40%). The minimum pass mark for all courses offered in the Postgraduate Programme is 50%.
4. The marks obtained in every course at the end of the semester shall be graded as shown below;

Score (%)	Letter Grade	Remark	Grade Point
70 – 100	A	Excellent	5
60 – 69	B	Very Good	4
50 – 59	C	Good	3
Below 50	F	Fail	0

External examiners

The external examiner system shall be used for the programme to assess the students' projects, and to certify the overall performance of the graduating students.

COURSE STRUCTURE FOR MBA PROGRAMME

MBA - First Semester

S/N	Course code	Course title	Status	Units
1	MBA 800	Introduction to General Management	C	2
2	MBA 801	Quantitative Techniques for Managers	C	3
3	MBA 803	Research Methodology	C	3
4	MBA 805	Introduction to Accounting	C	3
5	MBA 813	Business Policy and Strategic Management	C	3
6	MBA 815	Organisational Behaviour	C	2
7	MBA 825	Management of Financial Institutions	C	3
8	MBA 847	Business Ethics	C	2
		Elective Course (Choose One)		
9	MBA 809	Information Communication Technology	E	3
10	MBA 817	Applied Operations Research	E	3
11	MBA 827	Entrepreneurship Development	E	3

	Total			24
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MBA Second Semester

S/N	Course Code	Course Title	Status	Units
1	MBA 802	Corporate Finance	C	3
2	MBA 804	Managerial Economics	C	3
3	MBA 806	Human Resources Management	C	3
4	MBA 808	Marketing Management and Strategies	C	3
5	MBA 814	Business and Company Law	C	3
6	MBA 816	International Business	C	3
7	MBA 818	International Economics	C	3
		Elective Course (Choose One)		
8	MBA 810	Production Management	E	3
9	MBA 812	Corporate Strategy	E	3
10	MBA 828	Entrepreneurship and Innovation	E	3
11	MBA 830	Operations Management	E	3
	Total			24

MBA Third Semester

S/N	Course Code	Course Title	Status	Units
1	MBA 819	Environment of Business	C	3
2	MBA 813	Internship	C	3
3	MBA 899	Project	C	6
		Elective Course (Choose One)		
7	MBA 821	International Business Finance	E	3
8	MBA 822	Industrial Relation	E	3
9	MBA 823	Consumer Behaviour	E	3
10	MBA 824	Feasibility Study & Marketing Survey	E	3
	Total			15

COURSE DESCRIPTION

MBA 800: Introduction to General Management 2 units (C)

Concepts of management; Evolution of Management thought; Functions and responsibilities of general management; Understanding global management; Managing processes; managerial value, managerial decision making, planning, organizing, directing and coordination, problems affecting the character and success of the enterprises; the design and implementation of the corporate strategy.

MBA 801: Quantitative Techniques for Managers 3 Units (C)

Data classification: data classification by source and classification by use. Data summary: Frequency distribution and Histogram Mode; Stear and loaf displays; Bar charts/Pie Chart;

Cumulative frequency. Measure of the centre: The sigma notation for summation; Arithmetic mean, geometric mean, harmonic mean, median. Measure of Spread: Mean Absolute Deviation; Variance/Standard deviation; Method of assumed mean; Method of assumed mean plus scaling factor; Coefficient of variation; Limiting shape of the frequency polygon as the class intervals to zero. Introduction to Probability: Sampling space, events and probability; Probability of and intersection of sets; Conditional probability and independence; Random variables, means and variances. Common probability distribution: Bernalle distribution; Binomial distribution; Possion distribution; Normal distribution; Approximations. Sampling distribution: Census and surveys; Basic sampling techniques; Concept of unbiasedness; Sampling distribution of the sample mean from a normal distribution. Regression and Correlation: Person's correlation coefficient; Spearman's rank correlation; Simple linear regression. Testing Statistical Hypothesis: Concept - Hypothesis: null and alternate, Sidelines of test, Test statistics, error in hypothesis testing, simple or positive hypothesis; One Sample test - Variance known, Variance unknown; Two sample test - Variance known, Variance unknown; Paired t-test; Analysis of variance. Introduction to research method - Objectives, Preparation for data collection, Questionnaire Design, Piloting, Training and survey logistics, Sampling and sample size, Main survey, Post Enumeration Survey (PES), Data Processing, Reporting.

MBA 802: Corporate Finance 3 Units (C)

Corporate Finance Function: meaning, scope, nature and functions of corporate financial management; Financial objectives and the relationship with corporate strategy; Stakeholders and impact on corporate objectives; Financial and other objectives in not-for-profit organizations. Corporate Finance Environment: The economic environment for business; The nature and role of financial markets and institutions; The nature and role of money markets. Business Finance: Sources of, and raising, business finance; Estimating the cost of capital; Sources of finance and their relative costs; Capital Structure theories and practical considerations; Finance for small and medium sized entities (SMEs). Business Valuations: Nature and purpose of the valuation of business and financial assets, Models for the valuation of shares, The valuation of debt and other fixed-income securities, Efficient Market Hypothesis and Behavioural Finance. Working Capital Management: The nature, elements and importance of working capital; Management of inventories, accounts receivable, accounts payable and cash; Determining working capital needs and funding strategies. Investment Appraisal: Investment appraisal techniques, Allowing for inflation and taxation in DCF, Adjusting for risk and uncertainty in investment appraisal, Specific investment decisions (Lease or buy, asset replacement, capital rationing), Application of option pricing theory in investment decisions, Impact of financing on investment decisions and adjusted present values. Acquisitions and Mergers: Acquisitions and mergers versus other growth strategies, Valuation of acquisitions and mergers, Regulatory frameworks and processes, Financing acquisitions and mergers. Corporate Reconstruction and Re-Organization: Financial reconstruction, Business reorganization. Risk Management: The nature and types of risk and approaches to risk management, Causes of exchange rate differences and interest rate fluctuations, Hedging techniques for foreign currency risk, Hedging techniques for interest rate risk.

MBA 803: Research Methodology 3 Units (C)

Introduction, presenting an overview of the research methodology. Problems of research in developing countries, common errors in research, research in practice technique of defining a research problem and literature reviews. Materials and methods (methodology), results (data analysis), discussions, summary, conclusions; recommendations; and report writing. Various research and sampling designs, highlighting their main characteristics. Different measurement and scaling techniques, along with multidimensional scaling. Comparative study of the different methods of data collection. Processing and analysis of data, theory of estimation and several parametric tests of hypotheses. Chi-square test, ANOVA and ANOCOVA techniques. Important non-parametric tests, various multivariate techniques, factor analysis. Interpretation and the art of writing research reports.

MBA 804: Managerial Economics (ME) 3 Units (C)

Application of principles from various fields in economics and business to management decision making; price mechanism, allocation of resources, profit drivers of the firm, revenue and cost drivers, interactions, among market players, firms' strategy, understanding market forces, the meaning of competition, pricing and profits, market power-good or evil, playing games I – competition versus cooperation, playing games II – Entry and Exit, Firms versus Markets; Make or buy, auctions and market design, economics of information.

MBA 805: Introduction to Accounting 3 units

The Nature and Scope of Accounting: The Functions of Accountants. The Accounting Function and Relationship with the Information System of Organizations. Accounting Procedure and Systems: Double Entry Bookkeeping Systems, the Trial Balance, Accruals, Prepayment and Adjustments: Classification of Expenditure between Capital and Revenue. Methods of recording accounting Data: Manual and Mechanical. Trading and Profit and Loss Accounts and Balance Sheets of a sole trader; Accounting Treatment of control Accounts and Bank Reconciliations. Partnership accounting, Accounting Errors and suspense accounts, manufacturing accounts, Royalties; Company Accounts: Formation, issue and redemption of Shares and debentures, final accounts, merging, amalgamation, absorption, etc. including statutory requirements of company accounts in respect of each area. Advanced Partnership accounts: admission of new partner, retirement, dissolution, change of interest, including the treatment of goodwill on admission/retirement. Conversion of partnerships to limited companies, amalgamation of partnerships. Departmental and Branch Accounts. Accounting Concepts, Construction of Financial statements - Balance sheet, Income Statements, Cash-flow Statements, Analysis and Interpretations of financial statements, Elements of Costing and Auditing.

MBA 806: Human Resource Management 3 Units (C)

The scope, nature, methods, and principles of organizational human resources management. The course could provide an overview of strategies and management practices in manpower planning, techniques; staffing; human resource training and development, performance management and systems designs; compensation designs and reward management; career planning and employee welfare; line and staff functions as well as the relationship between personnel department and other

departments. Review of current principles and practices of human resources management in the Nigeria and global context.

MBA 808: Marketing Management and Strategies 3 Units (C)

Marketing/Marketing Management. Perspectives and problems of marketing management in a multi-product firm. The concept and application of strategic planning to business units and functional areas of marketing, utilization of current marketing strategy models as aids in strategy formulation, decision processes for product planning, pricing, promotion, distribution and competitive strategy. The Basics of Marketing Strategy. Developing Marketing Strategies and Plans. Collecting Information and Forecasting Demand/Conducting Marketing Research. Connecting with the Customer. Building Strong Brand. Competitive Dynamics/ Product Life-Cycle Marketing strategies. Products: Building customer value. New Product Development and Product Life-Cycle Strategies. Pricing: Understanding and Capturing Customer Value. Marketing Channels: Delivering Customer Value. Communicating Customer Value: Integrated Marketing Communications Strategy. Advertising and Public Relations.

MBA 809: Information Communication Technology 3 Units (E)

Data and Information; concept of data information; Information needs of Management, Design of Business information system; Management Information System (MIS). Concepts of System; Definition Interrelationship and classification; Deterministic, Probability cybernetics etc.; Feed backs and feed forward, open-loop and close-loop systems, coupling and de-coupling systems. Methods of processing business data: Manual punched card data processing, Processing of punched cards: Tabulators, sorters, collections etc., Electron mechanical; Electronic: Basic Concept of EDP, Centralized data processing decentralized data processing, distributed data processing. Digital computer: Computer definition, historical development, Types of computer: digital, analog, hybrid. Classes of computer: Mainframe, Minicomputer, and Microcomputer. Basic Components of a computer and their functions. Computer software: Definition, types of software, system software and application software. Operation system: definition, types, modes of operation, single program, multiprocessing, multiprogramming. Functions of an Operator - Computer Language: Low level and high level; Language characteristics of low and high levels; Language, compilers and interprets, computer virus. Computer programming: Algorithm: definition, characteristics and uses, Flow chart; definition symbols, uses, problem solving. data representation and number system: Representation of integers, mixed numbers and characters. Binary number system. Binary arithmetic: addition, subtraction, multiplication and division. Conversion of number systems. Concept of complement in binary subtraction and multiplication. Binary Coded Decimal (BCD). processing modes/ techniques: Batch processing: concept, configuration online interactive, real time, time sharing, concept of internet, electronic purse: smartcard technology.

MBA 810: Production Management 3 Units (E)

Classification of Production of Systems i.e. men, machine, material and money. Objectives of production and operations, management i.e. functionality or utility objective, value objectives, etc. Criteria of process selection i.e. cost factors, quality of the end product, etc. Choosing material flow, process i.e. flow-shop manufacturing situation, Job-shop manufacturing situation, and Fixed

position flow, Line balancing, Line balancing solution techniques i.e. Exact solution method technique, such as linear programming. Aggregate Planning: aggregate planning strategies, Aggregate planning models, mathematical aggregate planning techniques, such as linear programming, transportation model, linear decision rule, management coefficient model. Inventory control and management: Inventory costs, Inventory ordering systems, Inventory modeling such as Deterministic Inventory Models, the EOQ Model. The Quantity Discount Model, The EPQ Model. Stochastic or Probabilistic Inventory Model.

MBA 812: Corporate Strategy 3 Units (E)

The concept and theory of planning, Strategic planning, Environmental study and analysis, Technological Forecasting, Socio-Political Forecasting, Industry analysis, Planning tasks and techniques. Operational planning and the resource allocation processes; organization for planning, organizational and behavioural planner, Managing and Corporate planning process. Corporate governance and social responsibility.

MBA 813: Business Policy and Strategic Management 3 Units (C)

Concepts of strategy in relation to business, corporations, and management. Linkage between organization and their environments. Concepts of policies, decision making, business objectives performance criteria, structure and managerial behaviours. Practice in calculating simple financial and economic indices from business data and other accounting information. Learning the behavior implication of courses of action. Analysing a firm's opportunities and threats, strengths and weakness. Selecting strategies and structures of public liability companies from their published annual reports. Developing clear business objectives, setting clear strategies and policies, and presenting structures that are capable of being used on implementing chosen strategies. Organic business functions of marketing, production, finance and personnel in Nigeria. Management process of corporate planning, budgeting and control, business performance appraisal, managing by objectives, motivating group and individual efforts, and generally relating an organization to the changes taking place in its environment. Predicting the dynamic environment. Impact of environmental changes on the strategies and performance of a firm. Analysis of the role of employee and managerial behaviour in success or failure of strategy implementation. Integrated analysis. Recent developments affecting the strategy formulation and implementation processes of firms in Nigeria.

MBA 814: Business and Company Law 3 Units (C)

Company Law: The concept, process and effect of incorporation; The principles of corporate personality; Types of Companies recognized under the companies and Allied Masters Decree 1990. Comparison between incorporated companies and other forms of Business (Organisation, such as Sole Trader, Partnership Ventures, Public Corporations and Voluntary Agencies, Local Authorities and Senate Department. Promoters-duties-responsibilities and liabilities; Legal aspect of Corporate Account/Auditing; Winding up of Company; Liquidation and role of liquidator. Law of agency: meaning of agency; classification of agents; scope of agent's authority; the issue of ratification; rights and duties as between agents and principal; relationship of principal and agent to third parties. Agent's warranty of Authority: Liability of Principal for agents torts; Exception to the rule "Delegatus non protest Delegare"; Meaning that the agent who had authority delegated to

him may not subsequently further delegate his authority to someone else. Law of partnership: meaning and concept of partnership; Creation of partnership; Types of partner-business firms, Rights and duties of partners in relation to partnership property in relations to each other (intense); Legal relationship between partners and third parties, Differences between partnership and limited liability company; Dissolution of Partnership; Consequences of Dissolution; Limited Partnership. Law of contract: the primary function of contract, formation of contract - offer, acceptance, consideration, terms of contract; terms of contract; capacity of enter into contract; void, voidable, and unenforceable contracts: nullity and rescission distinguished from termination; privity rule and its consequences; variation and novation; waiver and estopped; remedies for mis-representation; performance of contract; remedies for breach of contract; termination for breach; illegality, frustration; contract in restraint of trade. Sales of goods: brief history of sales law, contract of sale - its nature and function; Ambit of the sale of Goods Act 1893: The contracts of sales defined; Contracts of sales of Goods-Contract of Sale – goods, service, seller and buyer, property, money consideration. Documentary and non-documentary sales; The passing of the property; Risk and Frustration: Delivery; Statutory implies terms in favour of the buyer; Rejection and its consequences; Acceptance, The buyer's remedies for mis-representation or breach by the seller; Duties of the buyer and Remedies of the seller for mis-representation or breach: Title conflict between seller and buyer and third parties. Employment/Labour Law - Labour law; Employee contract of employment statutory requirements. Employment rights.

MBA 815: Organisational Behaviour 2 Units (C)

Nature and functioning of organizations. Development of organization theory. Concepts for analysing managerial problems. Management roles and interactions between the product market and organizational variable. Modern approaches to the diagnosis of organization of change program.

MBA 816: International Business 3 Units (C)

Nature of International Business. The impact of the flows of trade and investment on the house and project economics, Institutional restraints in the legal, information, financial and commercial areas. Sources of information on foreign markets. Evaluation of foreign environments, conflicts of law regarding property and rights of alliances. Taxation of international income, regulation of monopolies, settlement of international business disputes, trade agreements and trading areas, investment guarantees, international monetary system, foreign exchange control system, sources of international finance.

MBA 817: Applied Operations Research 3 Units (C)

Nature and role of mathematics for quantitative analysis, nature (approach; feature and methodology) of operational research, linear programming, General nature of allocation problems and mathematical programming techniques. Linear programming model formulation and solution techniques graphical. Algebraic and simplex methods. Primal and dual problems and shadow prices. Transportation and assignment, problems. Formulation and solution techniques – North west corner, least cost, Vogel approximation, stepping stone, modified distribution and the Hungarian method, Dynamic programming General formulation, Bellan Principle of optimality, Solution by the recursion method, non-linear programming appreciation, integer programming –

general nature and solution by the economic order quantity model, conflicts and Game theory. Appreciation dominance, saddle point pure and mixed strategies solution by the inspection method, statistical method, statistical and probability tools. Applications in general decision analysis and production control. Computer Appreciation general native and use in quantitative analysis, Hardware and software, operating systems and machine and language

MBA 818: International Economics 3 Units (C)

Theories of trade and international finance, foreign trade protection, economic integration, balance of payment, foreign and capital flows, exchange rate determination and factors affecting it. The use of international economics in explaining contemporary international relations and diplomacy. International financial institutions.

MBA 819: Environment of Business 3 Units (C)

Legal, social, political and economic framework within which business organization must operate in the Nigerian environment. The pervasive influence of globalization and the reduction of distances between nations, their value systems, language etc international business environments. The concept, scope and nature of the business environments and environmental scanning, legislations related to business. Ethical theories of business decision, social and cultural issues in business. Theoretical and practical issues of Nigerian political economy which dictates the basis of fiscal and monetary policies, macro-economic management, regulation and deregulation. The concept of globalization and business practices.

MBA 821: International Business Finance 3 Units (E)

Course content focuses on the environment in which the international financial manager operates. The risks of doing business overseas and the tools available to minimize those risks. Foreign exchange risks, political risk, working capital and management, long term investments and financing and accounting and control are examined within this context.

MBA 822: Industrial Relations 3 Units (E)

Theories of Industrial relations and the industrial relations system. Trade unionism and employers associations. Labour-management 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.

MBA 823: Consumer Behaviour 3 Units (E)

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

MBA 824: Feasibility Study and Marketing Survey 3 Units (E)

The role of marketing information in decision making; cost and value of gathering information; design of measuring instruments; a type of marketing research problems; data analysis of both a univariate and multivariate nature (hypothesis testing, cross classification, regression analysis.

MBA 825: Management of Financial Institutions 3 units (C)

Issues relevant to the management of commercial banks and other financial institutions and how do changes and innovations in the banking environment impact upon the structure of financial institutions and the manner in which policy formulation and implementation takes place within and between such organisations. This subject through an analysis of the application of modern banking and finance theory to the process of the management of financial institutions adopts a strategic approach to areas of financial management, valuation, performance and cost analysis, innovations and technology, asset-liability management and strategic planning. An understanding of the application of modern banking and finance theory to the process of management of commercial banking organisations is fundamental to the development of a strategic approach to banking operations management and hence central to any study of banking, finance and risk management.

MBA 827: Entrepreneurship Development 3 units (C)

Entrepreneurship theory and the Nigerian experience. Environmental factors affecting the growth of entrepreneurship. Approaches to entrepreneurship: Psychological approach, Sociological approach, Distinctive competence. Ethics and entrepreneurship, Entrepreneurship and the new world order.

MBA 828: Entrepreneurship and Innovation 3 units (E)

Fundamentals of business innovation and the practical aspects of identifying, evaluating and growing business ideas. Analysis of Personal Efficacy and Self Awareness. Personal Characteristics of Entrepreneurs. Identification of Ideas and Venture Capital Opportunities. Business Models and Business Plan. Start-up Creation and Business Innovation including Innovation. Social entrepreneurship and Social innovation. Business Model Synthesis methods and Methodologies; Sources and Availability of Resources; Finance; Technology; Manpower Appropriate Technology; Government Regulations; National and International Regulatory and Support Environment; Marketing Plan, Policy and strategy; Accounting and keeping Accounts; Financial Statements; Feasibility studies and Project Evaluation; Students' Business Plan. Entrepreneurship and New Venture Creation in Context, Managing Innovation in Context, Exploiting Networks. The Entrepreneurship and Innovation Landscape, Innovation Management in Practice, Technology Entrepreneurship and Commercialization. Developing Businesses and Talent through Corporate Venturing.

MBA 830: Operations Management 3 units (E)

Issues in operations strategy, process analysis and the use of data and managerial opinion in making effective propositions to address the questions in the cases. Major economic decision problems of production and operations management; aggregate production and work - force scheduling; multi-plant allocation of product; large scale project control (CPM and PERT); production and inventory control; demand forecasting; quality control; and short run job - shop scheduling; the interaction of production problems with those of other functional areas, queuing theory, dynamic programming, multiple regression and correlation.

MBA 847 Business Ethics 2 Units (C)

Business in a dynamic Society: framework of interconnectivity between society and business, role of business enterprise in economic Society, the socio-philosophical foundation of business.

Evolution of business philosophies: various philosophies that underline business such as competition, social groups, acquisitiveness and private property. Ethical foundation of business: ethical approaches to business; relativism, universalism, egoism, rights, contemporary ethics, virtues ethics, feminism, post-modernism, utilitarianism, consequentialism, ethics of duties. Ethical practices in business: dimension of ethical problems in business, core ethical-grey areas in business functional areas: production, marketing, finance, personnel etc. Corporate social responsibility: meaning and nature of corporate social responsibility, the concept of corporate citizenship either through the limited view (corporate philanthropy) equivalent view (CSR) extended view (pro-active social roles), why business has corporate responsibilities. Ethical problems in business: problem of conflict of interest, discuss value moral judgements in business decisions. Business ethics management, ethical values, business ethical training, auditing, reporting and accounting. Case study analysis.