Full Programme Structure

CD 508 - MBA in IT Enterprise Management (MBA-ITEM)

1. RATIONALE

Information Technology (IT) has captured the imagination of world for the past several years. However, the IT industry has now begun to realize that what is required is a fine blendof technical and analytical skills as well as business acumen to help solve emerging challenges and provide unique and customized business solutions. For that, having a strong grounding in technology combined with a good appreciation of business strategy, issues and competition is very important.

The MBA in IT Enterprise Management (MBA-ITEM) is an executive management programme designed for the specific needs of professionals working in the IT industry. It aims to transform professionals with strong technical knowledge to business leaders with equally strong management knowledge and a global perspective. The course modules have been identified after intensive discussions and feedback from leading professionals in industry, academia and other institutions.

The MBA-ITEM has been designed to help professionals in progressing to roles of significantly greater managerial responsibility, while it has the required impetus for some others to launch their own ventures.The modules of the programme are focused on various disciplines of general and IT management with sharpening of students' entrepreneurial strengths. Students are expected to undertake case discussions which are supplemented with lectures, seminars, role plays and group exercises to enhance contextual analysis skills needed for solving unstructured problems and to aid in decision making under uncertainty.

The programme also benefits organizations that sponsor/nominate participants. They can continue to draw upon the technical and domain skills of their professionals, even as they acquire new managerial knowledge and skills to prepare themselves for the roles of greater impact. It helps organizations better plan the career growth of the professionals in their employment. Finally, industry in general benefits from a unique pool of professionals with strong technical as well as managerial skills.

2. OBJECTIVES

The MBA-ITEM has been conceived, designed and structured to address the specific needs of the IT industry and management professionals. It gives a unique opportunity to working professionals to learn, and apply the learning back to work in diverse business contexts.The programme primarily aims to prepare the students for industry by exposing them to the latest technologies and tools used in current business scenario whereby students learn to configure and map various business processes of the enterprise in an integrated manner so as to drive the enterprise towards improved productivity.

The main objectives of the programme are:

- To provide the most current and up-to-date executive general management education to IT professionals who seek to pursue a career in management.
- To prepare students to manage and lead in international business scenario which is getting increasingly complex and dynamic.
- To enable the students to transform from mere software professionals to software business analysts, leaders or consultants.
- To help the local IT industry grow into a global player providing professionals the bandwidth required to manage the company.
- To help enhance the competitiveness of the IT industry in terms of getting a better awareness and understanding of the concepts, tools and techniques.
- To inculcate knowledge for optimum utilization of IT tools in business.

3. GENERAL ENTRY REQUIREMENTS

Successful completion of an undergraduate degree from a recognised higher education institution, with

- at least a Second Class or 50%, whichever is applicable, or
- a GPA not less than 2.5 out of 4 or equivalent.

OR alternative qualifications acceptable to the University of Mauritius.

Mature Students who are older in terms of age (>30) and do not have the General Entry Requirements for admission at University of Mauritius but have a minimum of ANY ONE of the following criteria may also be considered:

- A recognized undergraduate Diploma in relevant field or any other equivalent qualifications acceptable to the University plus at least 15 years' of relevant work experience.
- A Third Class or Pass Degree in relevant field plus at least 7 years' of relevant work experience.

4. PROGRAMME REQUIREMENTS

- ➢ A Bachelor's Degree with at least Second Class.
- ➢ Preference will be given to candidates with relevant professional work experience.

5. PROGRAMME DURATION& CREDITS

Programme	Normal	Maximum
MBA (Part Time)	**2 years**	**4 years**

The normal duration of the part-time MBA programme is 2 years (4 semesters) with a maximum of 4 years (8 semesters) subject to the approval of the University of Mauritius.

Different exit options of the programme are provided below:

Programme	*Core Modules*	*Electives*	*Workshops*	*Dissertation*	*Total*
Postgraduate Diploma	24 credits	9 credits	3 credits	-	36 credits
MBA	24 credits	9 credits	3 credits	6 credits	42 credits

Credits per semester: Minimum 6 credits, maximum 24 credits subject to regulation 5.

6. ASSESSMENT

Each module of 45-hour classroom lecture carries 3 credits and will be assessed over 100 marks with details as follows (unless otherwise specified):

- A written examination of 3 hours duration carrying a range of 60% to 70% of total marks.
- Continuous assessment carrying a range of 30% to 40% of total marks. Itwill be based on assignments and/or seminar presentations and/or class tests.
- Overall total of 40% is required to pass a module.

Specific Regulations: If CPA is <40 at the end of two consecutive semesters, the registration of the student will be terminated.

(i) Business Research Methods module:

The module MGT 6001 Business Research Methods will be assessed as follows:

(a) Continuous assessment of 50% broken down as follows:

    Literature review: 10%

    Statistical analysis: 15%

    Research proposal: 25%

(b) Final written examination of 50%.

(ii) Practitioners' Workshops:

Practitioners' workshops shall be compulsory and will be conducted in seminar style. These workshops will be non-examinable, 1-credit, 15-hour modules. As part of the assessment, students will be required to submit a report of 2000-2500 words. Grade 'S' will be assigned upon satisfactory attendance and performance in these workshops in order to be eligible for the award of the degree.

 (iii) Dissertation:

Dissertation will carry 6 credits. As part of the assessment, the student will be required to submit a project dissertation of 12,000-14,000 words on which a viva-voce will be conducted.The project work is carried out individually, under the supervision of an expert.

7. PROGRAMME STRUCTURE

Code	Module Name	Lecture	Hrs	Credits
SEMESTER 1				
DFA 6127	Business Accounting and Finance		45	3
MGT 6005	Marketing Management		45	3
MGT 6010	Human Resource Management		45	3
DAC 6120	Corporate Laws, Ethics and Governance		45	3
SEMESTER 2				
DAC 6121	Business Analysis and Processes		45	3
MGT 6001	Business Research Methods		45	3
Elective: Students have to opt for **ANY ONE** of the following modules:				
DAC 6122	Quantitative Methods in Decision Making		45	3
DAC 6228	Business Intelligence		45	3
Practitioners' Workshops:				
DAC 6123	Personal Development		15	1
DAC 6124	Working with Teams		15	1
SEMESTER 3				
DAC 6232	IT Operations and Quality Management		45	3
Electives: Students have to opt for **ANY TWO** of the following modules:				
DAC 6202	Software Project Management		45	3
DAC 6209	Information Security Management		45	3
DAC 6233	e-Business Management		45	3
DAC 6234	Enterprise Resource Planning		45	3
CSE 6084	Enterprise Networking		45	3
DAC 6106	IT Strategic Planning and Management		45	3
DAC 6220	E-Business		45	3
DAC 6231	IT Business Applications		45	3
Practitioners' Workshop:				
DAC 6235	Business Communication		15	1
SEMESTER 4				
DAC 6236	Strategic Management of IT Enterprises		45	3
DAC 6200	Dissertation			6

(Modules from Semester 1 may be shifted to Semester 2 or vice versa.
An elective module may not be offered, if a critical mass of students is not attained for
that particular module.)

Seminars & Guest Lectures:

Subject to availability of resources, non–assessed seminars and guest lectures may be organized to guide students in enterprise design, development and management.

8.   OUTLINE SYLLABUS

DFA 6127   Business Accounting and Finance

Nature and Purpose of Accounting including Basic Concepts; Accounting Recording and Systems; Preparation of Financial Statements and Balance Sheets; Reporting Financial Performance; Financial Reporting Issues including Creative Accounting; Role of Management Accounting in a Wide Range of Sectors, Cost Classification and Behaviour – Materials, Labour, Overheads; Costing Methods – Marginal, Absorption and Activity-based Costing; Cost Volume Profit Analysis and Relevant Costing; Introduction to Budgeting and Budgetary Control; Financial Performance in the Private Sector; Non-Financial Performance Indicators of Business; Basis of Financial Decision Making v/s Role of Accounting Profit; Basic Valuation of Equities and Bonds; Time Value of Money (Present Values and Wealth); Concept of FCFs and the Cost of Capital; Traditional Methods of Investment Appraisal (NPV, IRR, Payback, ARR).

MGT 6005   Marketing Management

The module introduces the foundation of marketing management and its key concepts: Marketing Concept, Customer Satisfaction and Customer Value. Topics covered include: Evolution in marketing management philosophy; Marketing environment (internal and external environment); Marketing research process; Consumer and Business buying behaviour; Market segmentation, positioning and targeting; The marketing mix: product, price, promotion and distribution strategy of firms; Stock markets, Social responsibility and green marketing.

MGT 6010   Human Resource Management

History, Evolution and Developments; Comparison between HRMand Personnel Management; HRM models: D. Guest, Harvard Model, etc; Culture and Change Managementin HRM; Strategic Human Resource Management; Human Resource Strategy; HumanResource Planning; Recruitment and Selection; Human Resource Development; Trainingand Development; Management Development; Employee Development; Career Development; Employee Relations (ER); Perspectives in ER;ER practices; Performance and Reward Management; International HRM and Comparative HRM; HRMand IT.

DAC 6120   Corporate Laws, Ethics and Governance

Legal Environment of Business; Domestic and International Business Laws in Agencies, Partnerships and Corporations; Business and Product Liability; IPR; Contracts; MoU; SLA; Mergers and Takeovers; Business Ethics; Moral Leadership; Ethical and Unethical Behavior in Corporations; Corruption in Companies; Organizational Integrity; Corporate Ethical Strategies and Practices; Corporate Social Responsibility;Stakeholder and Stockholder Principles; Corporate Governance Framework;Regulatory Compliance and Enforcement; Roles and Functions of Board of Directors and Board Committees; Accountability and Responsibility;Integrated Reporting, Communication and Disclosure.

DAC 6121   Business Analysis and Processes

Business Analysis, Enterprise Analysis, Requirements Analysis and Management, Business Analysis Techniques (SWOT, PESTLE, MOST, etc.), Business Continuity Planning, Management Processes, Operational Processes, Supporting Processes, Financial Business Processes (Banking, Insurance, etc.), Logistics Business Processes, Human Business Processes, Business Process Improvement, Business Process Management, Business Process Mapping, Business Process Modeling, Business Process Outsourcing (BPO), Business Process Reengineering.

MGT 6001   Business Research Methods

Introduction to Business Research – Research in Business, Scientific Thinking, Research Process, Research Proposal; Ethics in Business Research; Design of Research – Design Strategies, Measurement, Scaling Design, Sampling Design; Sources and Collection of Data – Secondary Data Sources, Survey Methods: Communicating with Respondents, Instruments for Respondent Communication, Observational Studies, Experimentation, Introduction to Qualitative Research: Protection of Human Subjects; Interviews; Ethnography and Participant Observation; Participatory Action Research; Participatory Design; Focus Groups and Visual Methods, Analysis and Presentation of Data – Data Preparation and Preliminary Analysis, Hypothesis Testing, Measures of Association, Multivariate Analysis: An Overview and Presenting Results: Written and Oral Reports.

DAC 6122   Quantitative Methods in Decision Making

Introduction, Decision Analysis, Decision Trees, Models and Modeling, Linear Programming (LP), Formulation, and Graphical Method for Solving LP Problems, LP Applications and Model Formulations, Simplex Method, Duality and Sensitivity & Parametric Analysis, LP Network Models (Transportation and Transshipment Models), Transportation Models and Solution Algorithm: Duality and Modified Simplex Method, Integer Programming: Applications and Formulation Possibilities, Branch & Bound Method, Network Models for Project Scheduling (PERT/CPM), Robust Statistics Tools like Stem & Leaf Diagrams. The module includes modeling/ forecasting software demonstrations and exercises.

DAC 6228   Business Intelligence

Historical, current and predictive views of business operations,Business data capturing, querying and reporting, Data warehouse, Data mart, Data mining, Online analytical processing (OLAP), Business analytics, Business performance management, Benchmarking, Text mining, Predictive analytics, Business decision making, Decision support systems.

DAC 6232   ITOperations and Quality Management

IT Operations, Procurement Practices, Management Control and Coordination, Product and Service Management (Product Evaluation, Development, Production, Distribution and Sales), Inventory Control and Management including Just-in-Time, Supply Chain Management, Logistics and Transportation Management, Facilities Management, Configuration Management, Quality Management: Continuous Improvement, Benchmarking, Failure Mode and Effects Analysis, Performance Measurement and Production of Dashboards, Quality Management Systems, ISO 9000, Total Quality Management and Six Sigma.

DAC 6202   Software Project Management

Introduction to Software Project Management; Project Life Cycle; Role of Project Manager;Project Planning; Project Evaluation; Software Project Management Approaches; Software Effort Estimation; Activity Planning; Resource Allocation; Project Execution, Monitoring & Controlling and Closing;Project Management Processes; Project Scope, Time, Cost, Quality, Human Resources, Communications, Risk, Procurement and Contract Management.

DAC 6209   Information Security Management

IT Systems Architectures and Technologies (thin client, thick client, host based, networking, distributed computing, etc), Overview of Information Security Planning and Management, Planning for Contingencies, Information Security Policy, Security Programmes, Models and Practices, Risk Management: Identifying, Assessing and Controlling Risk, Protection Mechanisms and Personnel, Cyber Crime and Laws, Information Security Project Management.

DAC 6233   e-Business Management

Types of e-Business, The Internet: Law, Privacy, Trust, Security, Opportunities and Challenges, e-Business Technology, e-Business Environment, Markets and Models, e-Business Economics, e-Marketing, Customer Relationship Management, Management of e-Business, Managing Knowledge and Risk, e-Business Strategy: Formulation, Implementation and Evaluation, Organizational Culture, Structure and Control, Strategic and Operational Issues in e-Business, e-BusinessDevelopment, Future of e-Business, Case Studies.

DAC 6234   Enterprise Resource Planning

Introduction to ERP, Integrated Management Information, Business Modelling, ERP and Related Technologies, Business Process Reengineering, Management Information Systems, Executive Information Systems, Decision Support Systems, Supply Chain Management, Customer Relationship Management, ERP Modules, ERP Market, ERP Implementation Lifecycle, Vendors, Consultants and Users, Future Directions in ERP, New Markets and Channels, Overview of Popular ERP Systems: SAP,Oracle, PeopleSoft, Siebel, JD Edwards.

CSE 6084   Enterprise Networking

Enterprise networking concepts; Understanding enterprise network architecture; Plan, design, implement, administer, maintain, and troubleshoot enterprise networks; Enterprise network management; Issues related to enterprise networks; Applications using enterprise networks; Security in enterprise networks.

DAC 6106   IT Strategic Planning and Management

Evolving role of IT in organizations: a strategic perspective, IT strategy implications, Developing an IT strategy: establishing effective process, IT strategic analysis: assessing and understanding current situation, determining future potential, determining business information system strategy, Managing applications portfolio, Strategic management of IT:

organizing and resourcing, Managing investments in IT, Strategies for information management: knowledge management, mapping IT services supply, applications and infrastructure.

DAC 6220   E-Business

Introduction to e-Business; e-Business applications; Soft systems methodology: an organisational approach to systems analysis and specification; e-Benefits management; Managing the customer interface: customer decision support systems; Implications of technological change for people in the organisation; e-Business transformation: business process and network redesign; Outsourcing; Knowledge management; Networked organisations and industrial networks; Next generation e-Business.

DAC 6231   IT Business Applications

Business Information Systems, Business IT Infrastructure (VPN, Intranet, Extranet, LAN), Cloud Computing and Data Centres, Business Communication Systems, Collaborative Business Applications, Applications of IT in Financial Services and Stocks, Accounting & Payroll & HR Systems, Google Applications for Businesses, Innovative IT Business Applications.

DAC 6236   Strategic Management of IT Enterprises

Strategic Management, Business and Corporate Strategy, Vision and Mission, Corporate Strategic Processes, Competitive and Functional Strategies, Gaining and Sustaining Competitive Advantage, IT Enterprise Design, Internal and External Analysis, Aligning Strategy and Organization, IT Industry Analysis, Competition and Niche Markets in IT, Product Differentiation and Positioning, Elements of Strategic Interaction, Incumbency Advantage, Value Chain, Capturing and Creating Value, Managing Strategic Change, IT Industry Life Cycle, Globalization and Strategic Challenges, Impact of Globalization Forces, Global Leader.

DAC 6200   Dissertation

The dissertation will allow the student to explore in depth an area or an issue related to particular interests. It will draw upon relevant concepts and techniques introduced during the taught part of the course and will seek to combine the theory and practice of management through the completion of a substantial piece of original work pertinent in the IT industry. In the 3rdSemester,

students are expected to define and analyze the problem, prepare project plan and business blue print. Students will implement the project in the 4th Semester.

Practitioners' Workshops

DAC 6123   Personal Development

Etiquettes; Self development; Emotional intelligence; Leadership; Decision making; Problem solving; Time management;Stress management; Work-life balance.

DAC 6124   Working with Teams

Interpersonal skills; Participating in teams; Building winning teams; Goal setting; Motivation; Active listening; Mentoring, Grooming& Counseling; Influencing; Conflict management; Political and cultural awareness.

DAC 6235   Business Communication

Oral communication; Business writing; Business messages, Report writing; Graphics; Making presentations; Public speaking; Technology-enabled communication; Group discussions and debates; Persuasion;Negotiation.