

Full Programme Structure

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

1. Context and Objectives

The MBA in Enterprise IT Management (MBA- EITM) is an executive management programme designed for the specific needs of IT professionals working in enterprises. It aims at transforming professionals with strong technical knowledge into business leaders with equally strong management skills 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- EITM 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 and also sharpening of students' entrepreneurial strengths. Students are expected to participate in 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 higher roles and greater responsibilities. It helps organizations to 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. Learning Outcomes

Students are expected to:

- 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 professionals to manage and lead in international business scenario which is getting increasingly complex and dynamic.
- To enable the learners 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 Mauritian enterprises in terms of getting a better awareness and understanding of the IT concepts, tools and techniques for enterprises.
- To inculcate knowledge for optimum utilization of IT tools in business.

3. Teaching and Learning Methods

The Programme consists of a combination of teaching, self -study and other learning activities which altogether promote independent learning, critical thinking and above all nurtures student-centric learning across semester modules. Teaching methods may include face to face lectures, online delivery, tutorials or practical sessions. Other learning activities can be wide-ranging and may include, amongst others, assignments, class tests, group work, presentations, guest lectures and fieldwork.

A typical semester module will carry 6 learner-centred credits (LCCS) which represent 180 notional learning hours broken down as follows: 30 hours of teaching, 60 hours of self-study and 90 hours of other learning activities. Except for the dissertation module, the programme of study contains only semester modules.

4. ENTRY REQUIREMENTS

General Entry Requirement:

Successful completion of an undergraduate degree with

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

OR alternative qualifications acceptable to the University of Mauritius.

- Programme Requirements:

In accordance with General Entry Requirements.

- SPECIAL CASES

The following may be deemed to have satisfied the General and Programme requirements for admission:

- (i) Applicants who do not satisfy any of the requirements as per UOM Regulations, Sections 1.4 and/or 1.5 but who submit satisfactory evidence of having passed examinations which are deemed by the Senate to be equivalent to any of those listed.
- (ii) Applicants who do not satisfy any of the requirements as per UOM Regulations, Sections 1.4 and/or 1.5 but who in the opinion of Senate submit satisfactory evidence of the capacity and attainments requisite to enable them to pursue the programme proposed.

- (iii) Applicants who hold a full practicing professional qualification obtained by examination.

5. PROGRAMME DURATION

	Normal (Years)	Maximum (Years)
Master's Degree:	2	4
Postgraduate Diploma:	2	4

6. Minimum LCCS credits required:

- (i) **Masters Degree Award***

Core Structure	LCCS Credits
CORE MODULES	
Finance & Accounting	6
Law	6
IT & Management	48
Workshops	6
Dissertation	12
TOTAL	78

*For the degree award all core modules (amounting to 78 LCCS credits) must be completed.

A post graduate diploma award is granted if the student earns 66 LCCS credits (without dissertation).

- (ii) Completion of each year of the programme

Core Structure	LCCS Credits to complete year 1	LCCS Credits to complete year 2
CORE MODULES		
Finance & Accounting	6	-
Law	6	-
IT & Management	30	18
Workshops	4	2
Dissertation	-	12
TOTAL	46	32

Credits per Year: Minimum 12 LCCS credits, Maximum 48 LCCS credits, subject to Section 5.

7. Assessment and Deadlines

Examinable Modules

Examinable modules will carry 100 marks and will be assessed as follows (unless otherwise specified): Assessment will be based on a written examination of 3-hour duration and continuous assessment carrying a range of 40%-50% of total marks. Continuous assessment for an examinable semester module will comprise at least 1 assignment and 1 class test and other learning activities.

For a student to pass a module an overall total of 40% for combined continuous assessment and written examination components would be required without minimum threshold within the individual continuous assessment and written examination.

Practitioners' workshops shall be compulsory and will be conducted in seminar style. These workshops will be non-examinable, carry 2 credits, last for 15-hours, however they are mandatory. 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.

Dissertation will carry 12 LCCS credits and it is crucial that students attend all lectures on Business Research Methods Module to be properly equipped to produce a good dissertation. Assessment will also include performance at *viva-voce*.

Submission Deadlines for Dissertation

First Draft: End of July in the Final Year.

Final Copy: Last working day of August in the Final Year.

Termination of Registration

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

8. List of Modules

Code	Module Name	Contact Hours	Self-Study Hrs	Other Learning Hours	LCCS Credits
SEMESTER 1					
DFA 6127	Business Accounting and Finance	30	60	90	6
MGT 6005	Marketing Management	30	60	90	6
MGT 6010	Human Resource Management	30	60	90	6
DAC 6120	Corporate Laws, Ethics and Governance	30	60	90	6
SEMESTER 2					
DAC 6121	Business Analysis and Processes	30	60	90	6
MGT 6001	Business Research Methods	30	60	90	6
<i>Elective: Students have to opt for ANY ONE of the following modules:</i>					
DAC 6122	Quantitative Methods in Decision Making	30	60	90	6
DAC 6228	Business Intelligence	30	60	90	6
<u>Practitioners' Workshops</u>					
DAC 6123	Personal Development	15	30	15	2
DAC 6124	Working with Teams	15	30	15	2

SEMESTER 3

DAC 6232	IT Operations and Quality Management	30	60	90	6
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Electives: Students have to opt for ANY ONE of the following modules:

DAC 6202	Enterprise IT Project Management	30	60	90	6
DAC 6209	Information Security Management	30	60	90	6
DAC 6233	e-Business Management	30	60	90	6
DAC 6234	Enterprise Resource Planning	30	60	90	6
CSE 6084	Enterprise Networking	30	60	90	6
DAC 6106	IT Strategic Planning and Management	30	60	90	6
DAC 6220	E-Business	30	60	90	6
DAC 6231	IT Business Applications	30	60	90	6

Practitioners' Workshop:

DAC 6235	Business Communication	15	30	15	2
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Semester 4

DAC 6236	Strategic Management of IT Enterprises	30	60	90	6
DAC 6200	Dissertation	N/A	-	-	12

(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.)

9. PROGRAMME PLAN – MBA in Enterprise IT Management

<u>YEAR 1</u>				
Code	Module Name	Hrs Work L/T/P	Contact hours	LCCS Credits
<u>CORE</u>				
DFA 6127	Business Accounting and Finance	2+1	30	6
MGT 6005	Marketing Management	2+1	30	6
MGT 6010	Human Resource Management	2+1	30	6
DAC 6120	Corporate Laws, Ethics and Governance	2+1	30	6
DAC 6121	Business Analysis and Processes	2+1	30	6
MGT 6001	Business Research Methods	2+1	30	6

<u>ELECTIVE</u>				
DAC 6122	Quantitative Methods in Decision Making	2+1	30	6
DAC 6228	Business Intelligence	2+1	30	6
PRACTITIONERS WORKSHOPS				
DAC 6123	Personal Development	2+1	15	2
DAC 6124	Working with Teams	2+1	15	2
<u>YEAR 2</u>				
Code	Module Name	Hrs Work L/T/P	Contact hours	LCCS Credits
<u>CORE</u>				
DAC 6232	IT Operations and Quality Management	2+1	30	6
DAC 6236	Strategic Management of IT Enterprises	2+1	30	6
DAC 6200	Dissertation	2+1	N/A	12
<u>ELECTIVES</u>				
DAC 6202	Enterprise IT Project Management	2+1	30	6
DAC 6209	Information Security Management	2+1	30	6
DAC 6233	e-Business Management	2+1	30	6
DAC 6234	Enterprise Resource Planning	2+1	30	6
CSE 6084	Enterprise Networking	2+1	30	6
DAC 6106	IT Strategic Planning and Management	2+1	30	6
DAC 6220	E-Business	2+1	30	6
DAC 6231	IT Business Applications	2+1	30	6
PRACTITIONERS WORKSHOPS				
DAC 6235	Business Communication	2+1	15	2

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.

10. 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 HRM and Personnel Management; HRM models: D. Guest, Harvard Model, etc; Culture and Change Management in HRM; Strategic Human Resource Management; Human Resource Strategy; Human Resource Planning; Recruitment and Selection; Human Resource Development; Training and Development; Management Development; Employee Development; Career Development; Employee Relations (ER); Perspectives in ER; ER practices; Performance and Reward Management; International HRM and Comparative HRM; HRM and 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. IT Governance.

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 IT Operations and Quality Management

IT Operations, Procurement Practices, Management Control and Coordination, Product and Service Management, Inventory Control and Management, Supply Chain Management, Facilities 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 Enterprise IT Project Management

Introduction to IT 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, CoBIT and ISO 27001.

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-Business Development, 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 Centers, 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.

