

DEPARTMENT OF MANAGEMENT

POSTGRADUATE DIPLOMA (PGD), MASTERS IN BUSINESS ADMINISTRATION (MBA), MASTER OF SCIENCE (M.Sc.) AND DOCTOR OF PHILOSOPHY (Ph.D.) PROGRAMMES IN MANAGEMENT

PHILOSOPHY

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

This professional programme equips leaders in the corporate world to deal with challenges and vagaries of the business world. It will enable candidates to critically analyze business problems using appropriate operations research techniques and creatively arrive at solutions. It gives students a thorough understanding of the components, structure, characteristics and dynamics of the business environment and provides them with effective strategies for managing the environment; to analyse the environment and craft and implement strategies that will ensure the survival and profitability of organizations.

The programme seeks to provide education and training in Management, so as to broaden the intellectual base of students in the discipline, develop their capacity to undertake rigorous and quality research in the core areas of the discipline, and apply theoretical understanding and research results to practical management situations and problems.

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

OBJECTIVE

The objectives of the programme are to:

- i. Develop the competency of students in understanding the basic principles and concepts in Management and utilizing them in practice; and
- ii. Equip students with basic knowledge and techniques of managerial problem-solving and decision-making relevant to both private and public sector organisations.
- iii. To imbue students with critical skills that are required for meaningful participation in business management and effective leadership roles in other spheres of life such as analytical skills, interpersonal skills, problem solving skills and leadership skills.
- iv. Develop the students' skills in critical thinking and analysis, logical reasoning and research methodologies to improve their capacity in undertaking rigorous and quality research, and formulating management policies and strategies at the organisational and national levels.
- v. To provide training for those in management research whose future careers lie in teaching and research at the university and other tertiary institutions and those who may operate in research and development environments in core and specialized areas of management.

SCOPE

The postgraduate diploma programme consist of course work and a project report. It covers courses in basic aspects of business administration such as accounting, finance, management and marketing as well economics and statistics. It introduces the students to quantitative approach to decision making in business as well as research in business related topics. Students are required to present empirical project report written under the supervision of qualified academic staff of the department.

The Ph.D of the Department of Management is awarded on the basis of in-depth empirical work embodied in a thesis. However, a student must have passed three courses and also present seminars on two topics to be qualified to present his/her thesis and therefore the programme consists of course work, seminars and thesis.

ENTRY REQUIREMENTS

PGD

- a. Five credit passes including English Language and Mathematics at the 'O' level.
- b. Relevant Bachelor's Degrees not lower than third class from recognized Universities.
- c. Bachelor's Degree with at least second class lower Division in areas not related to Business Administration.
- d. Higher National Diploma at upper credit level.
- e. Relevant professional qualifications.
- f. Candidate may be required to take a screening test before admission.

MBA

- i. Degree in Economics and Business related courses from a recognized University with a minimum of second class lower division (3.0CGPA on 5point scale or 2.5CGPA on 4point scale) may be admitted or a Postgraduate Diploma with a 3.50CGPA on a 5point scale or 3.00CGPA on a 4point scale.
- ii. Candidate may be required to take a screening test before admission.

MSC

- i. Degree in Economics and Business related courses from a recognized University with a minimum of second class lower division (3.0CGPA on 5point scale or 2.5CGPA on 4point scale).
- ii. A Postgraduate Diploma with a 3.50CGPA on a 5point scale or 3.00CGPA on a 4point scale.
- iii. Masters in Business Administration (MBA) with a 3.00CGPA on a 5point scale or 2.50CGPA on a 4point scale.
- iv. Candidate may be required to take a screening test before admission.

PHD

- A. M.Sc./Ph.D.

- i. First Class Degree from a recognized University
- iii. MBA with 4.00CGPA on 5point scale
- ii. M.Sc. with less than 4.00CGPA on 5point scale and less than 3.00CGPA on 4 point scale

B. Ph.D.

- i. M.Sc. with minimum of 4.00CGPA on 5point scale or 3.50CGPA on 4point scale

MODE OF STUDY

- a. Course
- b. Graduate Seminar
- c. Thesis

DURATION FOR POSTGRADUATE DIPLOMA

PGD:

- a. Full-time Diploma: Minimum of two (2) semesters and a maximum of four (4) semesters.
- b. Part-time Diploma: Minimum of four (4) semesters and a maximum of six (6) semesters.

MBA/MSC:

- a. Full-time: A Minimum of four (4) semesters and a maximum of six (6) semesters.
- b. Part-time: A Minimum of six (6) semesters and a maximum of eight (8) semesters.

Ph.D.

- a. Full-time: A Minimum of six (6) semesters, a maximum of (10) semesters.
- b. Part-time: A Minimum of eight (8) semesters and a maximum of twelve (12) semesters.

For extension beyond the specified maximum period, a special permission from the Postgraduate Board shall be required.

EMPLOYMENT OPPORTUNITIES

The programme prepares students for a wide range of opportunities for employment in the private and public sectors and international organizations.

AREA OF SPECIALIZATION

PGD Students do not specialize at this level.

MBA, MSC & PHD

- 1. Human Resource management
- 2. Project Management

3. Entrepreneurship
4. Production and Operations Management

STRESS AREAS

Management Thought and Philosophy	0
Operations Research	1
Research Methods	2
Public Administration	3
Human Resource Management	4
Information and Computer Technology	5
Statistics	6
General Management	7
Strategy	8
Project	9

LIST OF COURSES PGD

FIRST SEMESTER

Course Code	Course Title (Core courses)	Credit Units
MAN 701	Principles of Management	3
BAF 723	Principles of Micro Economics	3
MAN 712	Research Methodology	3
MAN 721	Introduction to Public administration	3

SECOND SEMESTER

Course Code	Course Title (Core courses)	Credit Units
MAN 725	Computers in Organizations	3
MAN 742	Human Resource Management	3
MAN 728	Research Project	6

COURSE CONTENTS AND CREDIT UNITS FOR EACH COURSE

Principles of Management

Principles of organisation; classical organisation theory human relations school, informal organisation; bureaucracy, politics and administration relations; personnel administration,

administrative decision-making, control and accountability; organisation of job design analysis and staffing.

MAN 721: The course focuses on the emergence of public administration: problems of organization, the bureaucratic phenomenon and social change. The basics of public policy formulation and implementation processes by bureaucracies: accountability and efficiency in public administration.

MAN 712 Research Methodology

- Introduction to Research Methodology
- Research in social Sciences
- Research in Physical and Natural Sciences
- Problems of Research in Developing countries
- Common errors in research
- Research in Practice:
 - a. Problem identification
 - b. Literature review
 - c. Material and Methods (Methodology)
 - d. Results (Data analysis)
 - e. Discussions
 - f. Summary, Conclusions and Recommendations
- Report Writing :
- Students shall be given assignments and surveys to be conducted using ICT applications & tool i.e, Survey monkey etc , in order to Create Surveys; event planning, sharing surveys and making use of available templates

BAF 723 Principles of Micro Economics

Economic system and organization, demand and supply, individual consumer behaviour, the utility and indifference curve approaches. Market classification, the principles of production, the firm and perfect competition, pure monopoly, monopolistic and oligopolistic competitions, pricing and employment of resources.

MAN 742 Human Resource Management

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

MAN 725 Computers in Business Organisations

This course explains the why and how of computers, the use of computers in business and other organisations; Data transmission, nature, speed and error detection. It also examines systems

analysis and design, the programming process; problem definition, flow charting and decision table.

MAN 728 Research Project

A research based study and report in an acceptable management problem area approved by the supervisor and the Postgraduate committee. The projects must be on topical issues that have national relevance and must in the area of organisational management. This project work introduces the student to the procedure for conducting empirical research and deepens his knowledge and understanding in the process.

LIST OF COURSES MBA

FIRST SEMESTER

Course Code	Course Title (Core courses)	Credit Units
PGC 601	ICT and Research Methodology	3
MAN 811	Quantitative Methods for Management	3
MAN 876	Project Management	3
MAN 812	Operations Management	3

SECOND SEMESTER

Course Code	Course Title (Core courses)	Credit Units
FBA 892	On – the- Job Project	3
BAF 831	Environment of Business	3
MAN 874	Organizational Behaviour	3
MAN 852	Business and Company Law	3

THIRD SEMESTER

Course Code	Course Title (Core courses)	Credit Units
MAN 884	Corporate Strategy	3
MAN 875	Entrepreneurship	3
FBA 893	Graduate Seminar	3
MAN 843	Human Resource Management	3

FOURTH SEMESTER

Course Code	Course Title	Credit Units
MAN 896	Project	6

(COURSE SYNOPSIS OF THE MBA PROGRAMME)

PGC 601 ICT and Research Methodology

In – depth research work, aimed at acquiring full knowledge and presentations in scholarly writing of the concepts, issues, trends in the definition and development of statistics. Major steps in research: selection of problem, literature review, design, data collection, analysis and interpretation, conclusions. Study of various research designs, historical, case studies, surveys, descriptive, cross sectional, experimental, e.t.c. Analysis, surveys and synthesis of conceptual and philosophical foundations of statistics. Identification of research problems and development of research objectives and hypotheses. Method of project/dissertation writing. Application of appropriate advanced ICT tools relevant for data gathering, analysis and result presentation. Essentials of spreadsheets. Internet technology, Internet search engines, Statistical packages. Principles of Scientific Research. All registered Masters' Degree students must attend a solution-based interactive workshop to be organized by the School of Postgraduate Studies for a practical demonstration and application of the knowledge acquired from the course, conducted by selected experts.

Quantitative Methods for Management (QMM)

Basic elements of decision making under conditions of uncertainty, set theory; probability theory; classical statistics and statistical decision theory; Linear programming, Primal and dual simplex algorithm, Transportation and network analysis, Concept of queuing theory, games, Statistical Inference and Hypothesis testing, Time series.

Operations Management (OM)

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.

Research Methodology

The course is designed to improve the ability of students to carry out empirical research and to evaluate published research. Topics covered include the nature of scientific research, theory building, and concept definition, hypothesis formulation; sampling methods; nature and sources of data; concept and problems in data collection and sampling; Data analytical techniques; Analysing research reports and referencing style; validity and reliability, measurement and scaling methods, criteria for casual inferences, studies and control groups, considerable time will be devoted to report writing including editing foot noting etc.

The On-the Job Project

The on-the-job project is a twelve-week programme spent observing a manager in challenging situation and reporting on what students observed and learned.

Environment of Business

The basic objective of the course is to examine the legal, social, political and economic framework which business organization must operate in the Nigerian environment. Because of the pervasive influence of globalization and reduction of distance between nations, there value systems, language etc. International business environments will be explored.

Topic covered include: The concept, scope and nature of the business environment and environmental scanning, characteristics of the business environment, the concept of environmental scanning, strategies for managing the business environment, complexity theories. . Legislations related to business. Ethical theories of business decision, social and cultural issues in business. Theoretical and practical issues of the Nigerian Political economy which dictates the basis of fiscal and monetary policies, macroeconomics management and business practices.

Organisational Behaviour (OB)

Exposure to essential theories and concepts for anglicizing managerial problems, individual and group analysis of cases and experimental exercises, Exchange of ideas and experiences in the classroom, intensive field-based project work in groups.

Corporate Strategy (CS)

Conceptual frameworks and models for the analysis of competitive situations and strategic dilemmas; Insight into strategic management; Analyses of external competitive environment, industry structure, value chain dynamics, etc

Human Resources Management

Topics to be covered include the scope, nature, methods and principles of organizational human resources management. The course will provide an overview of strategies and management practices in manpower planning techniques, staffing, human resources training and development, performances management and system design, 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 Nigerian and global context.

Entrepreneurship

The basics associated with innovation and building a new venture or initiative from scratch either inside an existing organization or as a new company startup. The course assumes no prior knowledge of business or entrepreneurship. The broad mission of the course is:

- To develop and understand the entrepreneurial frame of mind that drives innovation (think entrepreneurially)
- To understand the basic skill set required to start or champion something new
- To stimulate self-evaluation for career direction

This course explores the ability to think creatively with a business frame of mind. The course focuses on bringing new innovations to market. It will instill an appreciation of the characteristics and motivations of entrepreneurs and entrepreneurs. The course also addresses the importance of acting as a responsible and ethical individual while pursuing a business opportunity.

Project Management

The Project Management Course is an instructor-led programme that prepares individuals for the rigors of project management. The participants receive the Institute's faculty's unparalleled expertise and knowledge, combined with practical instruction on the processes, organizational structures and tools to ensure their project work yields the desired business results, Application of concepts is key and participants enjoy an enthusiastic, interactive environment while sharpening their project management skills and abilities. The programme curriculum educates by involvement and provides participants with immediate skills that will enable them to:

- Review and validate project objectives
- Establish a multi-functional project team
- Define the framework by which team members will work together
- Develop the work breakdown structure (WBS) and assign ownership to each task
- Produce a schedule that can be managed by critical path and float
- Refine estimates and finalize resource requirements
- Develop risk management plans
- Track, assess and communicate project status
- Manage issues, changes and additional risks
- Conduct close-out reviews and communicate key learning

Project

A research based study and report in an acceptable management problem area approved by the supervisor and the postgraduate committee. It expands and consolidates students knowledge of empirical research.

LIST OF COURSES MSC

FIRST SEMESTER

Course Code	Course Title	Credit Units
MAN 871	Management Theory	3
MAN 822	Research Methodology	3
MAN 881	Global Economic Environment	3
MAN 883	Strategic Management	3

SECOND SEMESTER

Course Code	Course Title	Credit Units
MAN 829	M.Sc Research Seminar	3
MAN 872	Organization Behaviour	3
MAN 846	Diversity and Conflict Management	3

THIRD SEMESTER

Course Code	Course Title	Credit Units
MAN 851	Management Information System	3
MAN 813	Quantitative Analysis	3
MAN 847	Rewards and Compensation Management	3

FOURTH SEMESTER

MAN 894	Research Project	6
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Elective Courses (1)

Course Code	Course Title	Credit Units
MAN 878	Environment and Industry Analysis	3
MAN 836	Operations Management	3

COURSE DESCRIPTION

Management Theory

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

Global Economic Environment

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

Strategic Management

This course deals with theoretical and practical aspects of strategy formulation and implementation. Attention is focused on the art of strategic thinking leading to creativity and innovation as well as the rational strategic planning process. Among the topics covered are the

following: Analyzing industry structures and dynamics; assessing positions, actions and reactions of competitors; processes of strategic planning; technology strategy and e-business, process re-engineering and corporate turnaround. Case writing and analysis are fundamental to this course.

Organisational Behaviour

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

Management Information System (MIS)

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

Research Methodology

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

Quantitative Analysis

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

Corporate Finance

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

Diversity and Conflict Management

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

Economic Theory (see department of economics)

Environment and Industrial Analysis

The basis of formulating strategy is the assessment of the environment in all its dimensions. The course will focus on the concepts and techniques used in environmental and industry analysis and in identification of trends and changes in the environment. These will include, economic, social and technological forecasting, Delphi methods, Scenario, statistical approach to environmental forecasting and environmental scanning, BCG model, and competitor profiling.

Strategy and Structure

The course will build on a base of the study of organisations and focus on the ways organisations are structured to suit the evolving strategies and the mutual impact of strategy and structure.

Operations Management

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

Business Policy & Strategic Management

The course deals with the corporate Management of the business enterprise. The first part focuses on the nature and dynamics of business policy, the strategy concept and objectives. The rest of the course will cover the strategic Planning process, stakeholders management, techniques for strategic appraisal, SWOT, industry and competitive portfolio analysis, development of strategic options, turn over and recovery strategy, mergers, acquisitions and divestment.

International Business Management

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

Research Project

The M.Sc Research Project is an in-depth empirical research project on a management related topic approved by students' supervisor and postgraduate committee. The research proposal of the Research Project is subject to modification and approval by the department. The completed work is presented and defended by the student before a panel of experts including an external examiner, an internal examiner, the head of department, and professors.

LIST OF COURSES PHD

FIRST SEMESTER

Course Code	Course Title	Credit Units
MAN 901	Management Thought and Philosophy	3
MAN 981	Seminar in Strategic Management and Entrepreneurship	3
MAN 983	Imperatives of Globalization	3
MAN 911	Advanced Quantitative Techniques	3
MAN 921	Advanced Research Methodology	3

SECOND SEMESTER

Course Code	Course Title	Credit Units
PGC 701	Synopsis and Grant Writing	3
MAN 902	Management Thoughts and Philosophy	3

Electives (2 Courses)

MAN 983	Seminar in Public Environment	3
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MAN 984	Management of Change	3
MAN 985	Government Business and Society	3
MAN 932	Seminar in Public Enterprises Management	3
MAN 942	Advanced Conflict Management	3
MAN 972	Multinational Enterprises	3
THIRD SEMESTER		
MAN 993	Thesis	12

(DESCRIPTION OF COURSES)

PGC 701 Synopsis and Grant Writing

Identification of types and nature of grants and grant writing; mining of grants application calls on the internet. Determining appropriate strategy for each grant application. Study of various grant application structures and contents and Writing of concept notes, detailed project description, budgeting and budget defense. Study of sample grant writings in various forms and writing of mock research and other grants. Identification of University of Nigeria synopsis structure and requirements (Introduction, Methodology and Results). Determining the content of each sub-unit of the synopsis. Steps in writing the synopsis from the Thesis document. Structural and Language issues. Common errors in synopsis writing and strategies for avoiding them. The roles of the students and supervisor in the production of a synopsis. Writing of mock synopsis. All registered Ph.D students must attend a solution-based interactive workshop to be organized by the School of Postgraduate Studies for a practical demonstration and application of the knowledge acquired from the course, conducted by selected experts.

Management Thought and Philosophy

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

Seminar in Strategic Management and Entrepreneurship

Students will gain a proper 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 organisations of varying sizes. An integral component, failures 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 competencies (at the company level) and key success factors at the industry level shall be examined.

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 their impact on team-building, ethics, conflict resolution and creative problem-solving. Students will also study their own culturally-based perceptions,

patterns of thinking and behaviour, 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 organisational level to the extent that 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. **Organisational and Community Conflict** - An exploration of the dynamics of conflict in organisations 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, behavioural mapping, and non-intrusive measures, as well as a review of relevant research literature in the field.

Advanced Research Methodology

The objective of this course is to deepen the students' understanding of the traditional scientific research methods. Topics to be discussed include Research in Social, Physical and natural sciences; problems of research in developing countries; common errors in research; types of research; and research in practice: selecting a topic, problem and hypotheses formulation, research design, instruments and data collection, data analysis and interpretation, research report etc. Qualitative research methods and approaches will also be discussed. Topics to be discussed include: Phenomenography, activity theory and ethnography, data collection methods such as interviews, field studies and rapid rural appraisal, and observations and evaluation of data collected through qualitative approaches.

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 organisation'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 organisational renewal, etc. By the end of the course, participants will understand the techniques for creating a change, managing resistance, and applying change models to various industries and situations.

PhD Seminar

This seminar introduces students to the most recent research in the area of Management and organisational 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.

Imperatives of Globalization

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' special mobility and the impact on the 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?

Multinational Enterprises

This course covers World Trade Organisation (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 into 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 lay more emphasis 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.

Seminars in Human Resource Management

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.

Industrial Relations

Considers whether recent developments such as concession bargaining, worker participation programme and the growth of non-union firms represent a fundamental transformation in industrial relations practice, reviews recent research and new theories arguing that such a transformation is occurring, also reviews the counter arguments and evidence put forth by those who believe no such transformation is under way.

Advanced Qualitative Analysis

It is designed to provide students with the opportunity to explore more advanced quantitative techniques for decision-making in general and research in particular. Emphasis will be on multivariate statistical methods, advanced topics in optimization techniques and stochastic models.

Government Business and Society

The course will examine 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 general manager, the skills needed and ethical and philosophical issues will be discussed.

Thesis

The M.Sc Research Project is an in-depth empirical research project on a management related topic approved by students' supervisor and postgraduate committee. The research proposal of the Research Project is subject to modification and approval by the department. The completed work is presented and defended by the student before a panel of experts including an external examiner, an internal examiner, the head of department, and professors. The only difference between the M.Sc Research Project and Ph.D thesis is the scope; Ph.D thesis has a wider scope.