

QUALIFICATION SPECIFICATION



MASTER OF BUSINESS ADMINISTRATION

Qualification Specification



JUNE 30, 2025

CHINBRIDGE CO.LTD

789, Dingdi Street, Chin Oo Sii, Zaythit Ward, Hakha, Chin State, 03011 Myanmar


QUALIFICATION SPECIFICATION

Table of Contents

| | |
|--|----------|
| Document Record Information | 3 |
| 3. Qualification Overview | 3 |
| 4. Qualification Description, Objective and Learning Outcomes | 3 |
| 4.1. Qualification Description | 3 |
| 4.2. Overall Objectives | 3 |
| 4.3. Overall Learning Outcomes | 3 |
| 5. Qualification Awards | 4 |
| 5.1. Name of Final Award | 4 |
| 5.2. Exit Awards | 4 |
| 6. Length of MBA and Qualification Structure | 0 |
| 7. Course delivery | 0 |
| 8. Qualification Structure | 0 |
| 8.1. Mandatory Taught Modules | 0 |
| 8.1 Social Impact Project | 0 |
| 9. Optional Internship | 1 |
| 10. Application process | 1 |
| 11. Module/Unit Specifications | 0 |

QUALIFICATION SPECIFICATION

Document Record Information

| | | |
|---|--|--------------------|
|  | CHINBRIDGE CO.LTD Upholding Rights Maximizing Impact | Doc Code: PS-ALL-4 |
| Title: PS-ALL-4-MBA Qualification Specification | Version: 01 | |
| Approval: President | Last revision date: | |
| Record Location: chinbridge.box.com/CBT/programs specification | Next revision date: | |
| | Page: 1 of 8 | |

3. Qualification Overview

The MBA program aims to advance learners' understanding of responsible business and what it means to be a purposeful leader. Taught by industry professionals and academic experts who will challenge learners to self-reflect and create their own-business practices for a better world.

| | | |
|---|--|--|
| 1 | Course Title | Master of Business Administration |
| 2 | College/School delivering this qualification | College of Business and Technology of Chinbridge Institute |
| 3 | Partnering involving or potentially involving for this support (including donor and intern host) | Crosswork, Norwegian Students' and Academics' International Assistance Fund (SAIH), Sianghleirun Foundation and its partners |

4. Qualification Description, Objective and Learning Outcomes

4.1. Qualification Description

| | |
|--|---|
| | The business environment in Myanmar and across the world is rapidly changing, and a different market reality is emerging. As a student of today and manager or CEO of the future, learners need to adapt and adopt flexible patterns of thinking and behaviour to succeed as leaders of tomorrow. The Master of Business Administration (MBA) has been designed with this in mind, as it explores in detail the nature and implications of changes in the business environment and provides learners with knowledge, skills and values that will allow them to operate effectively within such an unstable and unpredictable environment. |
|--|---|

4.2. Overall Objectives

| | |
|--|--|
| | To equip students with advanced knowledge, strategic insights, and practical skills in core business disciplines, enabling them to effectively lead, manage, and innovate in dynamic and complex global business environments. |
|--|--|

4.3. Overall Learning Outcomes

| | |
|--|--|
| | Data-Driven Business Analysis: Graduates will possess the ability to utilize advanced data analysis tools (such as Tableau and PowerBI) for financial, HR, and operational insights, supporting strategic decisions with comprehensive, evidence-based reports. |
|--|--|

QUALIFICATION SPECIFICATION

| | |
|--|--|
| | <p>Data-Driven Business Analysis: Graduates will possess the ability to utilize advanced data analysis tools (such as Tableau and PowerBI) for financial, HR, and operational insights, supporting strategic decisions with comprehensive, evidence-based reports.</p> <p>Integrated Project and Practical Skills: Graduates will develop strong project management, research, and entrepreneurial skills through hands-on projects, internships, and research, enabling them to solve complex real-world business problems efficiently.</p> <p>Data-Driven Business Analysis: Graduates will possess the ability to utilize advanced data analysis tools (such as Tableau and PowerBI) for financial, HR, and operational insights, supporting strategic decisions with comprehensive, evidence-based reports.</p> |
|--|--|

5. Qualification Awards

| 5.1. Name of Final Award | Ofqual Level | Credits Awarded |
|--|--------------|-----------------|
| Master of Business Administration (MBA) | 7 | 250 |
| 5.2. Exit Awards | Ofqual Level | Credits Awarded |
| Post Graduate Certificate in Business Administration | 7 | 60 |
| Post Graduate Diploma in Business Administration | 7 | 120 |

Learners should be provided with the opportunities to get certificate through two exit roads such as Post-graduate Certificate in Business Administration and Post Graduate Diploma in Business Administration.

5.2.1. Exit: Award Post Graduate Certificate in Business Administration

For a learner to earn a Post Graduate Certificate in Business Administration, s/he must earned a minimum of 60 credit values by completing the following three modules/units:

1. *Strategic Management (20 credits)*
2. *Marketing Management (20 credits)*
3. *Managerial Accounting (20 credits)*

5.2.2. Exit Award: Post Graduate Diploma in Business Administration

For a learner to earn a Post Graduate Diploma in Business Administration, s/he must earned a minimum of 120 credit values by completing the following six modules/units:

1. *Strategic Management (20 credits)*
2. *Marketing Management (20 credits)*
3. *Managerial Accounting (20 credits)*
4. *Social Entrepreneurship (20 credits)*
5. *Human Capital Management (20 credits)*
6. *Financial and HR Analysis Using Tableau and PowerBI (20 credits)*

6. Length of MBA and Qualification Structure

This is a 12-month long academic program for full-time students. In order to complete this course, a student must successfully complete 10 mandatory units and one Social Impact Project.

| Term 1 | Term 2 | Term 3 | Term 4 |
|--|--|--|---|
| Strategic Management (20 credits) | Social Entrepreneurship (20 credits) | Advanced Project and Logistics Management (20 credits) | Enterprise Resource Planning (10 credits) |
| Marketing Management (20 credits) | Human Capital Management (20 credits) | Managing Business Strategy (10 credits) | Strategic Financial Management (20 credits) |
| Managerial Accounting (20 credits) | Financial and HR Analysis Using Tableau and PowerBI (20 credits) | Doing Business in Myanmar: Opportunities and Challenges (10 credits) | |
| <u>Research, Social Impact Project and Internship Components</u> 1. Social Entrepreneurship Project (40 credits) 2. Business or Company Project (40 credits) 3. Research Project: Dissertation (40 credits) 4. Optional Internship Program (50 credits) 5. Optional Business Research Methods (20 credits) | | | |

7. Course delivery

The Chinbridge MBA includes a mix of learning and teaching methods:

- Social Impact Project - students must choose to complete a Company Project, Social Entrepreneurial Project or a Research Project
- Global immersive modules - optional one-week intensive modules delivered in a country with an economy that is markedly different to Myanmar
- Taught modules – including lectures, workshops, seminars and blended learning support
- Assessments - including group and individual projects, group presentations, individual assignments and class tests

8. Qualification Structure

The Chinbridge MBA totals 300 credits. This includes eleven core modules worth 210 credits, one project worth 40 credits, and one elective/optional internship program.

The modules listed below are mandatory modules, and may be subject to change. Occasionally, it may be necessary to make changes to modules, for example, to ensure they remain current and relevant. As a pioneering research institute, our teaching is informed by the latest academic thinking and expertise of our staff.

8.1. Mandatory Taught Modules

| Module Ref No. | Module Title | Level | Credit | GLH | TQT |
|--|---|-------|--------|-----|-----|
| Mandatory Modules | | | | | |
| CBT001 | Human Capital Management | 7 | 20 | 100 | 200 |
| CBT002 | Marketing Management | 7 | 20 | 100 | 200 |
| CBT003 | Advanced Project & Logistics Management | 7 | 20 | 100 | 200 |
| CBT004 | Social Entrepreneurship | 7 | 20 | 100 | 200 |
| CBT005 | Strategic Management | 7 | 20 | 100 | 200 |
| CBT006 | Managing Business Strategy | 7 | 10 | 40 | 100 |
| CBT007 | Managerial Accounting | 7 | 20 | 100 | 200 |
| CBT008 | Financial and HR Analysis Using Tableau and PowerBI | 7 | 20 | 100 | 200 |
| CBT009 | Doing Business in Myanmar: Opportunities & Challenges | 7 | 10 | 40 | 100 |
| CBT010 | Enterprise Resource Planning | 7 | 10 | 40 | 100 |
| CBT011 | Strategic Financial Management | 7 | 20 | 100 | 200 |
| Mandatory Practical Application (Student Complete One of the Following Three Projects) | | | | | |
| EXP001 | Social Entrepreneurship Project | | 40 | | 400 |
| EXP002 | Business or Company Project | | 40 | | 400 |
| EXP003 | Research Project: Dissertation | | 40 | | 400 |
| Optional Practical Application (Student Complete 500 Hours of Practical Works through Paid Internship after the Completion of Taught Modules and Mandatory Practical Application) | | | | | |
| EXP004 | Internship (Optional) | | 50 | | 500 |

8.1 Social Impact Project

Students must choose one of the following MBA Project modules. These projects are fully co-funded by the Chinbridge Co.ltd.

1. Social Entrepreneurship Project (40 credits)
2. Business or Company Project (40 credits)
3. Research Project: Dissertation (40 credits)

QUALIFICATION SPECIFICATION

9. Optional Internship

4. MBA students have the opportunity to participate in a 12-week paid internship through in-person or online when they complete their programme. These internships are sourced by our team so students can focus on their programme.

10. Application process

To apply for a postgraduate programme, you will need to submit your application and supporting documents online.

- Before you submit your application, you should have the following supporting documents:
 - *Evidence of your academic and/or professional qualifications*
 - *An up-to-date copy of your resume or CV*
- One academic reference, and one work related reference (if you don't have an academic reference, we will accept two work references)
- Your personal statement, including why you wish to apply to the MBA course, why you have chosen to apply to the Chinbridge MBA in particular, highlights of your career to date, examples of managerial responsibility, and your career aspirations for the future (maximum 2 pages)

11. Module/Unit Specifications

11.1. Human Capital Management

| | |
|----------------------------|-----------------------------------|
| Course Code | CBT001 |
| Course Title | Human Capital Management |
| Program | Master of Business Administration |
| Level | 7 |
| Number of Credits | 20 |
| Last Revision Date | 10 July 2025 |
| Course Trainer Name | |
| Course Trainer Email | |
| Course Trainer Mobile | |
| Course Trainer Office Hour | |

Unit Aims

This unit aims to develop learners' understanding of how effective strategic human resource management supports the achievement of organisational objectives in different contexts. The learner will also learn the process of analysing external and internal factors that affect an organisation and how the contextual factors are used to develop an effective HR strategy. Consideration is given to the contribution of strategic human resource management to competitive advantage and organisational growth.

Learning Outcomes, Assessment Criteria and Indicative Contents

| | | |
|---------------------------------------|--|---------------------|
| Learning Outcomes – the learner will: | Assessment Criteria – the learner can: | Indicative contents |
|---------------------------------------|--|---------------------|

| | | |
|---|---|---|
| <p>1. Understand the role of strategic management of human resources.</p> | <p>1.1 Critically examine the nature and importance of strategic human resource management in organisations.</p> <p>1.2 Assess the role and purpose of strategic human resource management activities in an organisation.</p> <p>1.3 Evaluate how strategic human resource management</p> | <p>Definition; features of HRM and HCM approaches;</p> <ul style="list-style-type: none"> • HRM models vs HCM models • D. Guest, M. Patterson, • best practice model, • contingency model, • Harvard Framework; • personnel management • activities of HRM and HCM <p>HCM strategy benefits for organisations; interrelationships between HRM and organisational strategies; Organisational performance and HRM strategy;</p> <p>Organisational strategy influence on HRM strategy;</p> <ul style="list-style-type: none"> • value creation; • human capital management; <p>HRM strategy business focus;</p> <ul style="list-style-type: none"> • effective HRM; • evaluation of strategic human resource management contribution, e.g. characteristics, <p>importance, techniques; the changing patterns of effective human resource management; the effect of globalisation; and the use of IT</p> |
| <p>2. Understand human resource planning in an organisation.</p> | <p>2.1 Analyse the business factors that should be considered in human resource planning.</p> <p>2.2 Determine human resource requirements in different organisational contexts.</p> | <ul style="list-style-type: none"> • Growth in business; changes in business; labour market competition; labour cost substitution; development of employee; control of labour cost; operations location; work nature changing; productivity increase; efficiency increase; technological impact; competition in business; declination of business; • Personnel prerequisites identification: experiences, skills, qualifications, numbers; personnel matching to organisational prerequisites; basic prerequisite factors: skills, demand and supply of labours, workforce; external factors: policies of |

| | | |
|--|---|---|
| | 2.3 Develop a human resource plan for an organisation. | governments, education, employment, regional or industrial training; competitions in labour market; human resource planning e.g. features and requirements; functionalities e.g. selection and recruitment, retention, skill development, up-skilling, re-skilling, succession planning; outputs; resource demand; success factors; planning length e.g. short, medium and long; and costs and benefits of the business |
| 3. Understand how contemporary issues in external business environment impact organisations and the management of Human Resources. | <p>3.1 Apply the tools for analysing the organisational environment.</p> <p>3.2 Critically evaluate how contemporary issues in external business environment impact organisations and the management of Human Resources.</p> <p>3.3 Critically evaluate legal and regulatory frameworks that impact on Human Resource strategy.</p> | <ul style="list-style-type: none"> Models of analysis an organisational and its environment e.g.: SWOT, PEST, Mckinsey7S, natural system model, cognitive model, meta models. HR Metrics, employee surveys, audits and workforce analytics. Demographic trends, multi-generational and diverse workforce; legislation, environmental (green) impacts, technology developments and virtual workforce, chronic health issues of workforce, career development, organisational development and change, employee benefits and remuneration, diversity, global mobility and work/life issues. Legislative frameworks of Myanmar: Labour Rights and Related Laws, Employment Policies and Laws, Wages and Salaries, and so on. |
| 4. Be able to plan effective human resource strategies. | <p>4.1 Analyse the impact of organisational strategy, structure, and culture on HR strategy and human resource managements.</p> <p>4.2 Plan an effective HR strategy.</p> <p>4.3 Critically monitor the effectiveness of human resources management.</p> | <ul style="list-style-type: none"> Relationship of organisational strategy with HR strategy. Ethics in human resource management e.g. discrimination, harassment, racism, gender preference, nepotism, favouritism; employee satisfaction; compliance and grievance; culture and structure; <ul style="list-style-type: none"> culture led theoretical models: Schein, Hofstede, Handy; culture of organisation; interrelationships between HRM activities and culture; the requirement for effective human resource strategies; SMART objective target settings (specific, measurable, achievable, realistic, timebased); |

| | | |
|--|--|---|
| | | <ul style="list-style-type: none"> - importance of monitoring effective human resource management; policies, strategies, operations; HRM contributions; benefits; costs; use of resources; effectiveness; ineffectiveness; information collection on HRM performance; performance indicator development; - evaluation of HRM performance indicators; quantitative measurement: person output, productivity, retention of employee, turnover of staff, cost saving; - qualitative measurement: stakeholder - perspectives, employee attitude surveys, HRM performance benchmarking, service level standards and agreements of HRM; costs and benefits utility analysis; and HRM improvement proposals and activities |
|--|--|---|

Assessment

To achieve a 'pass' for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

| Learning Outcomes to be met | Assessment criteria to be covered | Type of assessment | Word count |
|-----------------------------|-----------------------------------|--------------------|------------|
| All 1 to 4 | All Acs under LO 1 to 4 | Essay Assignment | 3500-4000 |

Indicative Reading List

Adair, J. and Allen, M. (2003). *The Concise Time Management and Personal Development*. London: Thorogood.

Megginson, D. (2007). *Continuing Professional Development*. London: Chartered Institute of Personnel & Development.

Truss, C., Mankin, D. and Kelliher, C., (2012). *Strategic Human Resource Management*. Oxford: University Press.

Boselie, P., & van der Heijden, B. (2024). *Strategic human resource management: A balanced approach*. McGraw Hill.

11.2. Marketing Management

| | |
|----------------------------|---|
| Course Code | CBT002 |
| Course Title | Marketing Management |
| Program | Master of Business Administration (MBA) |
| Level | 7 |
| Number of Credits | 20 |
| Last Revision Date | 10 July 2025 |
| Course Trainer Name | |
| Course Trainer Email | |
| Course Trainer Mobile | |
| Course Trainer Office Hour | |

Unit Aims

The aim of this unit is to develop learners' understanding of to evaluate the potential impact of emerging contemporary marketing challenges and apply strategic thinking to develop future marketing using marketing principles in different contexts. The learner will also learn marketing concepts and theory in a range of contemporary settings from entrepreneurial start-ups, industrial manufacturers and global brands, to develop an actionable marketing plan.

Learning Outcomes, Assessment Criteria and Indicative Contents

| Learning Outcomes – the learner will: | Assessment Criteria – the learner can: | Indicative contents |
|--|--|---|
| 1. Understand the role of the marketing function, leaders and entrepreneurial marketing in the success of an organisation. | 1.1 Analyse different concepts and orientations of marketing. 1.2 Analyse and evaluate the key elements of the marketing function | <ul style="list-style-type: none"> Definitions of marketing and the nature of marketing. Concepts of customer Needs, wants, desires, value creation, customer satisfaction customer trust, customer retentions and customer loyalty, The development of the marketing concept, including current and future trends in |

| | | |
|---|--|---|
| | <p>and how they interrelate with other functional units of an organisation.</p> <p>1.3 Analyse the role of leaders and managers in an effective marketing strategy.</p> <p>1.4 Evaluate the main dimension of entrepreneurial marketing.</p> | <p>marketing concepts, orientations and philosophies. Process of marketing planning, Basic marketing mix and extended marketing mix – 4Ps and 7 Ps The interrelationships of functional units: the interrelationships between organisational functional areas such as IT, production, quality, HRM, finance, etc. and marketing. The structure and operations of marketing departments.</p> <ul style="list-style-type: none"> ● the role of marketing leaders and marketing managers. Trait, behaviour and transformational theory of leadership and effectiveness of marketing leaders and managers. ● Definitions/explanations of entrepreneurial marketing. ● Differences between traditional marketing and entrepreneurial marketing. The concepts of entrepreneurial marketing consist of six elements; Customer intensity, Continuous innovation, Calculated risk-taking, Strategic flexibility, Proactiveness and Resource leverage |
| <p>2. Understand external and internal environmental audits for designing marketing planning.</p> | <p>2.1 Analyse the macro marketing environment and the competitive environment of an organisation.</p> <p>2.2 Analyse the internal organisational environment of an organisation.</p> <p>2.3 Evaluate the determinants of strategic options for an organisation.</p> <p>2.4 Evaluate the role of customer relationship management in developing an effective marketing approach.</p> | <ul style="list-style-type: none"> ● Marketing is a dynamic discipline constantly innovating and adapting to changes at both global and local levels, Macro environment and PESTEL analysis, stakeholder analysis, corporate social responsibility and suitable development, Microenvironment and Porter's five forces, consumer behaviour and associated factors. internal environment, organisational culture and Value chain analysis, McKinsey 7S model, SWOT and TOWS matrix. BCG matrix. ● Alignment options to the customers' and stakeholders' needs and competitive differentiation. Link of marketing strategies with organisational culture and leadership. Functional strategies and suitability, new product development and innovations, Customer relationship management (CRM) and customer loyalty. Marketing objectives and SMART objectives. Evaluating and monitoring marketing plans using appropriate control and evaluation techniques such as sales analysis, market share analysis, efficiency ratios and cost-profitability analysis |

| | | |
|--|---|---|
| <p>3. Understand the impact of strategic marketing options for marketing planning.</p> | <p>3.1 Develop SMART objectives and key performance metrics for effective marketing planning.</p> <p>3.2 Develop a marketing strategy for business growth at an organisation.</p> <p>3.3 Develop segments, targeting and brand positioning for a product or services.</p> <p>3.4 Develop marketing strategies to build and enhance customer relations and customer retention.</p> | <ul style="list-style-type: none"> ● Past and current organisational strategies. Marketing strategies for growth of the organisation. ● Product market opportunities and Ansoff's matrix, Product and services marketing. E-commerce and digital marketing strategies, ● Concept of market segmentation, targeting and positioning, the different basis of market segmentation, developing effective segments and targets, develop brand positions, positioning, Points of Party (POP) and Points of difference (POD), |
| <p>4. Understand the impact of marketing mix and extended marketing mix options for products and services.</p> | <p>4.1 Analyse the process of a new product or service development.</p> <p>4.2 Design a distribution strategy for a product or service development.</p> <p>4.3 Evaluate pricing strategies and methods for product or service development.</p> <p>4.4 Develop an integrated marketing communication campaign for a product or service development.</p> <p>4.5 Evaluate the role of the extended marketing mix in the marketing of services.</p> | <ul style="list-style-type: none"> ● Creating a marketing strategy and allocation of resources and monitoring and control. ● Marketing planning: The importance and value of marketing plans. The links between marketing plans, marketing objectives and marketing strategies. ● The Marketing Mix Original 4Ps <ul style="list-style-type: none"> - Product: Differences between products and services, the importance of brands, product development and product lifestyle. - Price: Pricing context, pricing strategies, methods and tactics. - Place: Channel management, supply chain management and logistics, channel design width vs depth - Promotion: promotional mix (advertisement, publicity and PR, sales promotion, personal selling, direct marketing and online promotions etc.), Integrated communication mix and promotional tools, message and media choice. ● The extended 7Ps to include: |

| | | |
|--|--|---|
| | | <ul style="list-style-type: none"> - People: The different roles of ‘people’ in marketing, including customer interfacing - and support personnel. The different skills, attitudes and behaviour of people delivering the product or service to customers. - Physical evidence: The tangible aspects of service delivery – visual, aural and olfactory elements. - Process: Systems and processes involved in delivering a consistent service. Different - types of processes used to expedite the marketing function. ● The 4Ps vs 7Ps and the significance of the extended marketing mix and service marketing. |
|--|--|---|

Assessment

To achieve a ‘pass’ for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

| Learning Outcomes to be met | Assessment criteria to be covered | Type of assessment | Word count |
|-----------------------------|-----------------------------------|--------------------|------------|
| All 1 to 4 | All Acs under LO 1 to 4 | Essay Assignment | 3500-4000 |

Indicative Reading list

Aaker, D. A. and McLoughlin, D., 2007. *Strategic Market Management: European Edition*. Chichester: John Wiley & Sons.

Brassington, F. and Pettitt, S. (2012) *Essentials of Marketing*. 3 rd Ed. Harlow: Pearson.

Doyle, P. and Stern, P., 2006. *Marketing Management and Strategy*, 4 th Ed. Harlow: Financial Times Prentice Hall.

Groucutt, J. And Hopkins, C. (2015) *Marketing (Business Briefings)*. London: Palgrave Macmillan.

Hollensen, S., 2010. *Marketing Planning: A Global Perspective*, 2nd Ed. Maidenhead: McGraw-Hill.

Jobber, D. And Chadwick, F. (2012) *Principles and Practice of Marketing*. 7th Ed. Maidenhead: McGraw-Hill.

Kotler, P. And Armstrong, G. (2013) *Principles of Marketing*. London: Prentice Hall.

Mcdonald, M. And Wilson, H. (2011) *Marketing Plans: How to Prepare Them, How to Use Them*. 7th Ed. Chichester: John Riley and Sons.

Nijssen E (2017). *Entrepreneurial marketing: an effectual approach*. Routledge; 2 nd edition. ISBN-10: 1138712914

11.3. Advanced Project & Logistics Management

| | |
|----------------------------|---|
| Course Code | CBT003 |
| Course Title | Advanced Project & Logistics Management |
| Program | Master of Business Administration |
| Level | 7 |
| Number of Credits | 20 |
| Last Revision Date | 10 July 2025 |
| Course Trainer Name | |
| Course Trainer Email | |
| Course Trainer Mobile | |
| Course Trainer Office Hour | |

Unit Aims

The aim of this unit is to allow the learner to understand concepts of portfolio management and the associated features. The value of having a Project Management Office will also be examined and the stages of establishing and effective project management office will be considered. Learners will also examine the supply chain ecosystem and review IT frameworks appropriate for logistics and supply chain complexities.

Learning Outcomes, Assessment Criteria and Indicative Contents

| Learning Outcomes – the learner will: | Assessment Criteria – the learner can: | Indicative contents |
|---|--|---|
| 1. Understand the features and aims of project, program and portfolio management. | <p>1.1 Compare the features and aims of programme management with project management.</p> <p>1.2 Define the principles of portfolio management.</p> <p>1.3 Examine the differences between programmes and portfolios.</p> <p>1.4 Evaluate the relation between portfolio management and organisational strategy.</p> <p>1.5 Evaluate the efficacy of various portfolio</p> | <ul style="list-style-type: none"> ● Cross-project and Multi-disciplined ● Focal Point for Ownership and Accountability ● Horizontal Collaboration ● Strategic in Nature ● Strategic vs. Tactical ● Scope of Responsibility ● Management of Risk ● Life Cycle Involvement ● Process Orientation ● Skills and Capabilities ● Process vs. Function ● Portfolio Management and Organisational Strategy ● A Portfolio Roadmap ● Enterprise portfolio management ● Single-Criterion Prioritization Model ● Multiple-Criteria Weighted Ranking Model ● Multiple-Criteria Scoring Model |
| 2. Understand the requirements for implementing a Project Management Office. | <p>2.1 Critically assess the benefits of the Project Management Office.</p> <p>2.2 Assess the implementation of a levelled Project Management Office structure.</p> <p>2.3 Critically evaluate the stages involved in planning and implementing the Project management Office.</p> | <p>Benefits of the Project Management Office. (PMO)</p> <ul style="list-style-type: none"> o Executive management o Functional managers o Customer and sponsor o Project/Program managers o Consistent framework for stakeholders ● Structure of PMO o Level 1 PMO – The Project (Process) Control Office |

| | | |
|--|---|--|
| | 2.4 Create a Project Management Office charter for an organisation. | <ul style="list-style-type: none"> o Level 2 PMO – The Business Unit Project Office o Level 3 PMO – The Enterprise Project Office ● Functions o Project Management Competency o Project Management Services o Project Operations Support ● PMO staffing, PMO Charter, Assign the PMO Manager, Integrate Applicable Organisational Policies, Establish Project Manager Qualifications, Establish PMO Processes and Procedures, Create a Change Management Plan Create the PMO Charter o Formalizes establishment of the PMO o Specifies executive-level support and access to executive management o Indicates PMO and project manager authority o Designates program manager/director as PMO head o Identifies resources and budgets o Identifies assigned programs/projects o Establishes roles and responsibilities o Provides internal consulting to project managers |
| 3. Understand the global supply chain ecosystem. | <p>3.1 Define what global supply chain ecosystem is.</p> <p>3.2 Explain how to map global supply chain ecosystem.</p> <p>3.3 Explain the use of the ecosystem framework in supply chain analysis.</p> <p>3.4 Examine how modern manufacturing and services are intertwined.</p> | <ul style="list-style-type: none"> ● Supply Chain Ecosystem ● The Ecosystem Elements as Enablers of Globalization ● Supply Chain De-Verticalization, Modularization, and Outsourcing ● Organisational modularity ● Supply chain trends: Modularity and outsourcing ● De-verticalization of electronics firms, De-verticalization of apparel firms ● Role of Institutions ● Economic, regulatory and trade-related innovations, Institutions and supply chains, Resources and Management, Clusters ● Delivery Infrastructure: Logistics, Communication, IT, and ITeS ● Logistics Ecosystem Framework |

| | | |
|---|--|--|
| | | <ul style="list-style-type: none"> ● Mapping the ecosystem of a supply chain: Auto vertical ● Mapping the ecosystem of a service chain: Inbound logistics ● GRIP analysis ● Smartening the players in the industry vertical ● Ecosystem-based analysis of CEMEX |
| 4. Understand the role of information technology in logistics and supply chain. | <p>4.1 Critically assess the relationship between logistics and information systems.</p> <p>4.2 Define Critical Success Factors (CSF) for IT integration in logistics.</p> <p>4.3 Design a framework to integrate IT into the Total Logistic System.</p> | <ul style="list-style-type: none"> ● Information Logistics (IL), information element (IE), Data logistics ● (1) Pre-transaction elements: <ul style="list-style-type: none"> o Inventory availability o Target delivery dates. ● (2) Transaction elements: <ul style="list-style-type: none"> o Order status o Order tracing o Back-order status o Shipment shortages o Product substitutions. ● (3) Post-transaction elements: <ul style="list-style-type: none"> o Actual delivery dates o Returns/adjustments. ● Examples of CSF may include the following: <ul style="list-style-type: none"> For inventory availability: <ul style="list-style-type: none"> o Accurate inventory records o Effective and accurate decision rules for the replenishment decision o Well-functioning order-placing and follow-up system o Effective and loyal supplier base. For order status and order tracking: <ul style="list-style-type: none"> o Accurate on-time updating and reporting information o Effective well-planned documentation procedures o Traceability via sound operating and flow procedures. |

| | | |
|--|--|---|
| | | <ul style="list-style-type: none"> Frameworks: The Project Integrate Framework, Enterprise application integration, ELPIF: E-Logistics Processes Integration Framework Based on Web Services, Resource Integration Framework of Logistics Resource Grid (LRG). |
|--|--|---|

Assessment

To achieve a 'pass' for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

| Learning Outcomes to be met | Assessment criteria to be covered | Type of assessment | Word count |
|-----------------------------|-----------------------------------|--------------------|------------|
| All 1 to 4 | All Acs under LO 1 to 4 | Essay Assignment | 3500-4000 |

Indicative reading list

Ayers, J.B. (2010). *Supply chain project management: a structured collaborative and measurable approach*. Boca Raton: Crc Press.

Christopher, M. (2011). *Logistics & Supply Chain Management*. Harlow: Financial Times Prentice Hall.

Cousins, P. (2008). *Strategic Supply Management: Principles, Theories and Practice*. Harlow: Financial Times Prentice Hall.

Coyle, J.J., Langley Jr., C.J., Gibson, B.J., Novack, R.A. and Bardi, E.J. (2013). *Supply Chain Management: A Logistics Perspective*. 9th Edition., South-Western Aus.: Cengage Learning.

Mangan, J. and Lalwani, C. (2016). *Global logistics and supply chain management*. Chichester: John Wiley & Sons, Inc.

11.4. Social Entrepreneurship

| | |
|----------------------------|-----------------------------------|
| Course Code | CBT004 |
| Course Title | Social Entrepreneurship |
| Program | Master of Business Administration |
| Level | 7 |
| Number of Credits | 20 |
| Last Revision Date | 10 July 2025 |
| Course Trainer Name | |
| Course Trainer Email | |
| Course Trainer Mobile | |
| Course Trainer Office Hour | |

Unit Aims

This course introduces the theory and practice of the fast-growing field of social entrepreneurship. The course will focus on guiding students through the process of creating a social enterprise. Students will be challenged to identify solutions to social issues and then develop a business idea that both delivers social impact as well as financial returns. Students will learn how to screen solutions, develop value propositions, analyze their beneficiaries expected experience, identify required activities and capabilities necessary for delivering the promised solution, evaluate stakeholder impacts, frame and scope their venture as well as develop financial success indicators.

The approach to developing, testing, planning and launching a new social business utilized in this course is based on the work of Professors Ian McMillan and James Thompson from the Wharton Social Entrepreneurship Program as well as the Social Business Model Canvas developed by the Asia-based innovation company, Tandemic.

Throughout the course, students will be challenged to look beyond traditional boundaries and critically assess alternative ways of doing business that develop innovative approaches to some of today's major social problems.

Learning Outcomes, Assessment Criteria and Indicative Contents

| Learning Outcomes – the learner will: | Assessment Criteria – the learner can: | Indicative contents |
|--|--|--|
| 1. Explore change as an opportunity through Social Business Model Canvas | 1.1. Critical explore how change can be viewed as an opportunity and be able to identify gaps in the market 1.2. Critically evaluate new venture ideas and understand a Business Canva Model, and why is it useful. | Introducction to Social Entrepenuership Social Business Model Canvas: Introduction and Type of Intervention |
| 2. Understand value proposition | 2.1. Understand the important to measure social impact and can use the theory of change 2.2. Understand how a social enterprise measure its blended-value creation 2.3. Create value for intended beneficiaries and/or customers | Social Business Model Canvas: Value Proposition |
| 3. Understand segments and beneficiary experience | 3.1. Be able to identify beneficiaries and differentiate between customers and beneficiaries. 3.2. Know key steps are required of beneficiaries and their the capability to take them | Social Business Model Canvas: Segments and Benefiary Experience |
| 4. Understand macro-economic environment and competitative analysis | 4.1. Identify potential impacts of the economic, social and tehcnological changes on current market and in the future 4.2. Analyze competitors and unique selling points (USPs). | Social Business Model Canvas: Marco-Economic Environment and Competitator |
| 5. Understand key activities and resources | 5.1. Undrstand capabilities and resources needed for a venture to succeed 5.2. Understand effective allocation of resources and capabilities | Social Business Model Canvas: Key acdtivities and Resources |
| 6. Understand sales and marketing strategies | 6.1. Able to write marketing plan and strategies to reach the beneficiaries 6.2. Understand type of relationship each customer segment need/expect | Social Business Model Canvas: Marketing |
| 7. Understand patners and key stakeholders | 7.1. Able to identify potential partners and stakeholders to make business model work | Social Business Model Canvas: Partners and Key stakehoders |

| | | |
|--|--|--|
| | 7.2. Identify key stakeholders that can either support or disrupt program 7.3. Able to identify how to leverage or mitigate their influence. | |
| 8. Understand financing and revenue stream | 8.1. Understand basic functions of financial management 8.2. Identify potential sources of financing available 8.3. Able to plan decision-making plan on how business will make money | Financing and Revenue Generation |
| 9. Understand cost structure | 9.1. Understand and identify the major cost drivers of operating a company and delivering a solution 9.2. Able to determine the financial viability of a business (comparing projected revenue to costs) 9.3. Identify major asset costs requiring significant up-front investment 9.4. Understand how can Frugal Innovation help a business reduce these cost. | Cost Structure and Frugal Innovation |
| 10. Understand assumptions and checkpoints | 10.1. Understand why is it important to identify major assumptions being made in the business plan. 10.2. Understand how can conducting a sensitivity analysis to identify the effect of optimistic assumptions help 10.3. Understand Checkpoints will you use to update the assumptions you made | Establishing Assumptions and Checkpoints |

Assessment

To achieve a 'pass' for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

| Learning Outcomes to be met | Assessment criteria to be covered | Type of assessment | Word count |
|-----------------------------|-----------------------------------|----------------------------------|--------------------------------------|
| All 1 to p | All Acs under LO 1 to 9 | Business Idea Pitch Presentation | 5 minutes per slide (Upto 12 slides) |

Indicative reading list

- Bornstein, D. and Davis, S. (2010) *Social Entrepreneurship: What Everyone Needs to Know*. New York: Oxford University Press (ISBN-13: 9780195396331)
- Eggers, W. and MacMillan, P. (2013) *The Solution Revolution: How Business, Government and Social Enterprises Are teaming Up to Solve Society's Toughest Problems*. Boston, MA: Harvard Business Review Press. (ISBN-13: 9781422192191)
- Elkington, J. and Hartigan, P. (2008) *The Power of Unreasonable People: How Entrepreneurs Create Markets That Change the World*. Boston, MA: Harvard Business Review Press. (ISBN-13: 9781422104064)
- Epstein, M. and Yuthas, K. (2014) *Measuring and Improving Social Impacts: A Guide for Nonprofits, Companies and Impact Investors*. San Francisco CA: BK Publications (ISBN-13: 9781609949778)
- Johnson, S. (2010) *Where Good Ideas Come From: The Natural History of Innovation*. New York, NY: Penguin Random House. (ISBN-13: 9781594485381)
- Martin, R. and Osberg, S. (2015) *Getting Beyond Better: How Social Entrepreneurship Works*. Boston, MA: Harvard Business Review Press. (ISBN-13: 9781633690684)
- MacMillan, I. and Thompson, J. (2013) *The Social Entrepreneur's Playbook: Pressure test, Plan, Launch and Scale Your Enterprise*. Expanded Edition, Philadelphia, PA Wharton Digital Press. (ISBN-13: 9781613630303)
- Parekh, N. (2015) *51 Questions on Social Entrepreneurship*. Mountain View, CA. Quad Press (ISBN-13: 9780990748205)
- Radjou, N. Prabhu, J. Ahuja, S. (2012) *Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth*. San Francisco, CA: Wiley (ISBN-13: 9781118249741)

11.5. Strategic Management

Unit Aims

The aim of this unit is to develop learners' understanding of strategic and change management models, as well as the ability to review strategic plans, to propose strategic options, to create implementation plans and to lead organisational changes.

Learning Outcomes, Assessment Criteria and Indicative Content

| Learning Outcomes – the learner will: | Assessment Criteria – the learner can: | Indicative contents |
|--|--|---|
| 1. Be able to analyse key external influences on an organisation's strategy. | 1.1. Critically evaluate the position of an organisation in its current market. 1.2. Critically analyse the effects of existing plans on an organisation. | <ul style="list-style-type: none"> Explaining the importance of scanning business environments in making strategic decisions of organisation: business environment e.g. definition, features, characteristics, types; distinctions between culture and organisational environment; key components of organisational environment; organisational environment basics; internal environment e.g. working capacities, employment relations, job satisfaction; external factors e.g. beneficiaries identification, consumer group demands; ways to meet those demands; contractors; stakeholders; shareholders; suppliers; general workforce; competitor success directions; links of influential factors e.g. social, political, technological; organisational commitment e.g. short term, medium and long term; competitor analysis; designing of products or services; influence measurement; organisational environment improvement. Using a variety of tools to critically analyse external business environment: business environment dynamics e.g. definition, characteristics, changes; basics of business environment; organisational environment e.g. benchmark, liability, elasticity, intelligibility, commitment of team, management practices impact; effectiveness and efficiency effects; tools of analysis; threats and opportunities analysis; SWOT (strengths, weaknesses, opportunities, threats) analysis; market |
| 2. Be able to appraise strategic options for an organisation. | 2.1. Critically explore the relationship between, corporate, business and operational strategies. 2.2 Apply strategic models and tools to develop strategic options for an organisation. 2.3 Evaluate strategic options for an organisation. | |
| 3. Be able to evaluate various tools and approaches to a strategy implementation plan. | 3.1 Create a relevant vision, mission and strategic goals for an organisation. | |

| | | |
|--|---|--|
| | <p>3.2 Propose a suitable structure for an organisation that fits a strategic plan.</p> <p>3.3 Create a resourced strategy implementation plan.</p> | <p>analysis, consumer survey; competitor identification; market research; data and information analysis</p> <ul style="list-style-type: none"> • Using a variety of tools to critically analyse internal business environment: internal organisational environment e.g. definition, types, features and changes; internal management analysis; employee and management review; efficient communication rationale; strength analysis; weaknesses analysis; resource analysis; pricing strategies; strategic drift; product analysis; product life cycle analysis. |
| 4. Be able to develop and implement a strategic organisational change management plan. | <p>4.1 Apply force field analysis to effectively distinguish forces of change.</p> <p>4.2 Critically evaluate various change management models.</p> <p>4.3 Identify relevant leadership and change agent skills to implement a strategic change in an organisation.</p> | <ul style="list-style-type: none"> • To review the position of an organisation in its current market: market situation analysis; organisational position measurement; strategic business planning tools; e.g. SWOT (strength, weakness, opportunity and threats) analysis; Porter's Five Forces Analysis; value chain analysis; Boston growth-share (BCG) matrix; market equilibrium; market share; sustainable competitive advantage. • To analyse the effects of exiting plans on organisation: organisational planning effects; organisational agreement between several organisations; communication with stakeholders; organisational planning development; objectives led management; guidelines; action planning; strategic and structure fit; Business Process Re-engineering; performance appraisal; policy development; systems of communication; realignment and focus. |
| 5. Be able to monitor and control the implementation of strategic plans. | <p>5.1 Develop a monitoring and control system for the implementation of strategic plans.</p> <p>5.2 Design key success indicators in order to monitor the implementation of the strategic plan.</p> <p>5.3 Distinguish potential risks during implementation.</p> <p>5.4 Review the effectiveness of the strategic plan.</p> | <ul style="list-style-type: none"> • Identify and analyse mandatory competency and competitive advances of an organisation: competitive advantage identification; economies of scope and scale; product or service life measurement; internal statistics and surveys; measures for monitoring and evaluating; emergent and unrealised strategy; globalisation effects; resources analysis; mandatory skills and competences; experience curves; comparative analysis. • Discussing relationship between, corporate, business and operational strategies: strategic relationships e.g. concepts, application and changing trends; corporate strategies; business strategies; operational strategies; effective communication; strategy formulation; strategic drift; strategic options review; benchmarking; competitor analysis; benefit-cost analysis; information review; organisational value consistency; position in markets; |

| | | |
|--|--|--|
| | | <p>market share; globalisation effect; impacts of technological advancements.</p> <ul style="list-style-type: none"> • Use various models and tools to develop strategic options for an organisation: strategic models, e.g. identification, uses and effectiveness; Mintzberg's strategies e.g. emergent and deliberate; Ansoff matrix strategies; balanced mandatory card analysis; sensitivity analysis; organisational integration; merger and acquisition; gap analysis; product portfolio. • Analyse and decide strategic and business strategic options: strategic options e.g. basics and organisation led applications; potential option review; business ethics; good practices; effective participation of stakeholders; diversity management; organisational environment consideration; awareness raising; objectives settings; strategic alliance; benchmarking; leadership. • Developing appropriate vision, mission and strategic goals for an organisation: situational analysis; setting vision and mission targets; understanding organisational values; business environment outlining; conceptualising stakeholders. • Proposing a suitable structure: stakeholders: identification, role analysis; comprehensive target setting for a business organisation; motivation to participate in strategic planning; strategy formulation; strategy implementation; monitoring and evaluation of stakeholders' performance. • Developing an agreed strategy plan that addresses all resource implications due to new action plan: organisational culture analysis; understanding basic values of a business organisation e.g. cultural, ethical, social, economic, business; SMART (specific, measurable, achievable, realistic, time-based) target selection; resource audit; risk analysis. • Carrying out force field analysis: organisational changes e.g. definitions, processes, patterns; the identification of change forces; roles of change forces; factor identification; impact of globalisation. • Using various change management models: change management models e.g. identification, selection and use; in order to implement any change in an organisation; Lewin's Change Management Model; McKinsey 7-S Model; Kotter's 8 Step Change Model. • Acquiring leadership and change agent skills: change agent skills e.g., |
|--|--|--|

| | | |
|--|--|--|
| | | <p>identification, appropriate selection and application; implementing a strategic change in an organisation; right attitude; appropriate knowledge; leadership and skills.</p> <ul style="list-style-type: none"> • To develop a time schedule for implementation of the plans: time requirement for planning implementation; time allocation for planning; time management; time scheduling; planning implementation timetable. • To develop key success factors in order to monitor the implementation of the strategic plan: success factors definition; success factors identification; successful strategic plan monitoring; planning implementation; evaluation and monitoring of control system; cascading and dissemination process. • To analyse potential risk: risks e.g. definitions, features, identification and relevancies in diverse circumstances; implementation risks; implementation risks avoidance; contingency planning; contingency corrective development; risk preventive actions. |
|--|--|--|

Assessment

To achieve a pass for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

| Learning Outcomes to be met | Assessment Criteria to be covered | Assessment type | Word count (approx. length) |
|-----------------------------|-----------------------------------|------------------|-----------------------------|
| All 1 to 5 | All ACs under LO 1 to 5 | Essay Assignment | 4500 words |

Indicative reading list

Core texts:

Johnson, G. and Scholes, K. (2017) *Fundamentals of Strategy*. Pearson Ltd.

Gupta, S. and Starr, M. (2014) *Productions and Operations Management Systems*. Boca Raton, FL: CRC Press.

Additional reading:

- Barney, J. (2010) *Gaining and Sustaining Competitive Advantage*. New York: Pearson Education.
- Cusumano, M. A. and Markides, C. (2001) *Strategic Thinking for the Next Economy*. Mason, OH: Cengage Learning EMEA.

- De Wit, B. and Meyer, R. (2004). *Strategy: Process, Content, Context*. Stamford, CT: Cengage Learning EMEA.
- Finlay, P. N. (2000). *Strategic Management: An Introduction to Business and Corporate Strategy*. Harlow: Prentice Hall.
- Goold, M., Campbell, A. and Alexander, M. (1994) *Corporate-level Strategy: Creating Value in the Multibusiness Company*. New York: John Wiley and Sons Ltd.
- Grant, R. (2010) *Contemporary Strategy Analysis*. Hampshire: John Wiley and Sons.
- Gratton, L. (2000) *Living Strategy: Putting People at the Heart of Corporate Purpose*. Harlow: Financial Times/Prentice Hall.
- Harrison, J. S. (2002) *Strategic Management of Resources and Relationships: Concepts and Cases*. Hampshire: John Wiley and Sons.
- Hill, C., Jones, G. and Schilling, M. (2013) *Strategic Management: Theory: An Integrated Approach*. Stamford, CT: Cengage Learning.
- Johnson, G., Scholes, K. and Whittington, R. (2008) *Exploring Corporate Strategy*. Harlow: Financial Times/Prentice Hall.
- Johnson, G. & Scholes, K. (2000) *Exploring Public Sector Strategy*. Harlow: Financial Times/Prentice Hall.
- Kaplan, R. & Norton, D. (2000) *The Strategy-focused Organization: How Balanced Mandatory Card Companies Thrive in the New Business Environment*. Massachusetts: Harvard Business School Press.
- Lynch, R. (2005) *Corporate Strategy*. Harlow: Financial Times/Prentice Hall.
- McGee, J., Thomas, H. and Wilson, D. (2005) *Strategy: Analysis and Practice*. New York: McGraw-Hill Higher Education.
- Mintzberg, H. (2000) *The Rise and Fall of Strategic Planning*. Harlow: Financial Times/Prentice Hall.
- Mintzberg, H., Ahlstrand, B. and Lampel, J. (2008). *Strategy Safari: Your Complete Guide Through the Wilds of Strategic Management*. Harlow: Financial Times/Prentice Hall.
- Pettigrew, A. M., Thomas, H. and Whittington, R. (eds.) (2006) *The Handbook of Strategy and Management*. London: Sage.
- Stacey, R. D. (2010) *Strategic Management and Organisational Dynamics*. Harlow: Financial Times/Prentice Hall.

11.6. Managing Business Strategy

| | |
|--------------|----------------------------|
| Course Code | CBT006 |
| Course Title | Managing Business Strategy |

| | |
|----------------------------|-----------------------------------|
| Program | Master of Business Administration |
| Level | 7 |
| Number of Credits | 20 |
| Last Revision Date | 10 July 2025 |
| Course Trainer Name | |
| Course Trainer Email | |
| Course Trainer Mobile | |
| Course Trainer Office Hour | |

Unit Aims

Learning Outcomes, Assessment Criteria and Indicative Contents

| Learning Outcomes – the learner will: | Assessment Criteria – the learner can: | Indicative contents |
|--|---|---|
| 1. Understand the fundamental concepts and frameworks of business strategy. | 1.1. Explain the purpose and scope of strategic management. 1.2. Identify key strategic theories and models. | <ul style="list-style-type: none"> • Definitions and importance of business strategy • Overview of strategic management process • Theories and frameworks: SWOT analysis, PESTEL, Porter’s Five Forces • Vision, mission, and values in strategic planning • Levels of strategy: corporate, business, and functional |
| 2. Analyze the external environment and industry dynamics to inform strategic decision-making. | 2.1. Conduct external environmental analysis effectively. 2.2. Assess industry attractiveness and competitive positioning. | <ul style="list-style-type: none"> • Environmental scanning techniques • Industry analysis tools: PESTEL, Porter’s Five Forces • Market segmentation and competitive positioning • Competitor analysis and benchmarking • Impact of global trends and technological changes |
| 3. Develop and evaluate strategic options and | 3.1. Generate strategic alternatives. | <ul style="list-style-type: none"> • Corporate-level strategies: growth, stability, retrenchment • Business-level strategies: cost leadership, differentiation, focus |

| | | |
|---|--|--|
| formulate effective business strategies. | 3.2.Evaluate options based on organizational goals and external factors. | <ul style="list-style-type: none"> • Strategic choice criteria and decision matrices • Scenario planning and risk assessment • Strategy formulation and alignment with organizational resources |
| 4. Implement strategic plans and manage change in organizations. | 4.1.Plan and coordinate strategic implementation processes. 4.2.Manage organizational change effectively. | <ul style="list-style-type: none"> • Strategy implementation frameworks • Resource allocation and organizational structuring • Leadership and communication for change management • Monitoring and controlling strategic initiatives • Overcoming resistance and embedding strategic change |
| 5. Evaluate organizational performance and adapt strategies to dynamic business environments. | 5.1.Measure the effectiveness of strategic initiatives. 5.2.Adjust strategies based on performance data. | <ul style="list-style-type: none"> • Key performance indicators (KPIs) for strategic success • Balanced Scorecard and strategy mapping • Feedback systems and continuous improvement • Strategic agility and resilience • Case studies on strategic adaptation in changing environments |

Assessment

To achieve a 'pass' for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

| Learning Outcomes to be met | Assessment criteria to be covered | Type of assessment | Word count |
|-----------------------------|-----------------------------------|--------------------|------------|
| All 1 to 4 | All Acs under LO 1 to 4 | Essay Assignment | 3500-4000 |

11.7. Managerial Accounting

| | |
|----------------------------|-----------------------------------|
| Course Code | CBT007 |
| Course Title | Managerial Accounting |
| Program | Master of Business Administration |
| Level | 7 |
| Number of Credits | 20 |
| Last Revision Date | 10 July 2025 |
| Course Trainer Name | |
| Course Trainer Email | |
| Course Trainer Mobile | |
| Course Trainer Office Hour | |

Unit Aims

Learning Outcomes, Assessment Criteria and Indicative Contents

| Learning Outcomes – the learner will: | Assessment Criteria – the learner can: | Indicative contents |
|---|---|---|
| 1. Understand the role and importance of managerial accounting in decision-making and strategic planning. | 1.1 Explain the purpose and scope of managerial accounting. 1.2 Identify how managerial accounting information supports internal decision-making and strategic planning. | <ul style="list-style-type: none"> • Introduction to managerial accounting • Differences between financial and managerial accounting • Role of managerial accounting in planning, controlling, and decision making • Types of managerial reports and their uses |
| 2. Analyze cost behavior and cost-volume-profit relationships to facilitate managerial decisions. | 2.1 Apply cost classification and behavior analysis techniques. 2.2 Evaluate cost-volume-profit (CVP) analysis for decision making. | <ul style="list-style-type: none"> • Types of costs: fixed, variable, and mixed costs • Cost behavior analysis and impact on business decisions • Break-even analysis and contribution margin approach • Operating leverage and its implications |

| | | |
|---|--|---|
| 3. Prepare and interpret budgeting and standard costing systems for effective management control. | 3.1 Develop various budgets including master budgets and flexible budgets. 3.2 Calculate and analyze standard costs and variances. | Budgeting process and types of budgets <ul style="list-style-type: none"> • Standard costing and variance analysis • Types of variances: materials, labor, overhead • Using variances for control and decision making |
| 4. Apply managerial decision-making tools for planning and control. | 4.1 Evaluate relevant costs and revenues for short-term decisions. 4.2 Use techniques such as relevant costing, differential analysis, and what-if scenarios. | <ul style="list-style-type: none"> • Make or buy decisions • Special order decisions • Pricing decisions and product mix • Relevant costs versus sunk costs |
| 5. Understand and implement performance measurement and responsibility accounting systems. | 5.1 Explain the principles of responsibility accounting. 5.2 Design performance measurement systems like KPI dashboards and balanced scorecards. | <ul style="list-style-type: none"> • Responsibility centers: cost, profit, and investment centers • Financial and non-financial performance indicators • Introduction to the balanced scorecard • Financial ratio analysis for managerial control |
| 6. Analyze investment appraisal techniques to evaluate capital expenditure proposals. | 6.1 Apply investment appraisal methods such as NPV, IRR, and Payback period. 6.2 Assess risks associated with investment decisions. | <ul style="list-style-type: none"> • Capital budgeting process • Discounted cash flow techniques • Risk analysis in capital investments |

Assessment

To achieve a 'pass' for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

| Learning Outcomes to be met | Assessment criteria to be covered | Type of assessment | Word count |
|-----------------------------|-----------------------------------|--------------------|------------|
| All 1 to 6 | All Acs under LO 1 to 6 | Essay Assignment | 3500-4000 |

11.8. Financial and HR Analysis Using Tableau and PowerBI

| | |
|----------------------------|---|
| Course Code | CBT008 |
| Course Title | Financial and HR Analysis Using Tableau and PowerBI |
| Program | Master of Business Administration |
| Level | 7 |
| Number of Credits | 20 |
| Last Revision Date | 10 July 2025 |
| Course Trainer Name | |
| Course Trainer Email | |
| Course Trainer Mobile | |
| Course Trainer Office Hour | |

Unit Aims

Learning Outcomes, Assessment Criteria and Indicative Contents

| Learning Outcomes – the learner will: | Assessment Criteria – the learner can: | Indicative contents |
|--|---|---|
| 1. Utilize Tableau and PowerBI to perform comprehensive financial and human resources data analysis. | 1.1. Import, clean, and prepare financial and HR datasets for analysis. 1.2. Create meaningful dashboards and visualizations that highlight key insights. 1.3. Use Tableau and PowerBI features effectively to enhance data storytelling. | Introduction to data visualization Data sources and preparation Financial data analysis HR data analysis |
| 2. Develop interactive dashboards and visualizations that communicate insights effectively. | 2.1. Analyze visualized data to identify trends, patterns, and anomalies in financial and HR metrics. 2.2. Provide clear and actionable insights based on their analysis. | Dashboard development |

| | | |
|---|--|-----------------------------------|
| 3. Apply analytical techniques to interpret financial and HR datasets, supporting decision-making. | 3.1. Demonstrate proficiency in key functionalities of Tableau and PowerBI, including data connection, calculated fields, filters, and interactivity. 3.2. Export and share reports/dashboards appropriately. | Storytelling & Presentation |
| 4. Demonstrate proficiency in data preparation, integration, and visualization tailored to financial and HR contexts. | 4.1. Critically evaluate the suitability of different visualization techniques for various types of data. 4.1. Discuss the limitations of tools and methods used. | Case studies & practical projects |
| 5. Critically evaluate the strengths and limitations of various visualization tools and methods. | 5.1. Present findings confidently and clearly, adapting communication style to stakeholders. | Tool comparison & limitations |

Assessment

To achieve a 'pass' for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

| Learning Outcomes to be met | Assessment criteria to be covered | Type of assessment | Word count |
|-----------------------------|-----------------------------------|----------------------------|--|
| All 1 to 4 | All Acs under LO 1 to 10 | Dashboard Creation Project | Two dashboard (1 for HR analysis and 1 for Financial Analysis) |

11.9. Doing Business in Myanmar: Opportunities & Challenges

| | |
|---------------------|---|
| Course Code | CBT009 |
| Course Title | Doing Business in Myanmar: Opportunities and Challenges |
| Program | Master of Business Administration |
| Level | 7 |
| Number of Credits | 20 |
| Last Revision Date | 10 July 2025 |
| Course Trainer Name | |

| | |
|----------------------------|--|
| Course Trainer Email | |
| Course Trainer Mobile | |
| Course Trainer Office Hour | |

Unit Aims

Learning Outcomes, Assessment Criteria and Indicative Contents

| Learning Outcomes – the learner will: | Assessment Criteria – the learner can: | Indicative contents |
|--|--|---|
| 1. Understand the economic and geopolitical environment of Myanmar and its impact on doing business. | 1.1 Analyze Myanmar's macroeconomic environment and recent economic developments. 1.2 Evaluate the geopolitical factors influencing business operations in Myanmar. | <ul style="list-style-type: none"> • Overview of Myanmar's economic growth and key sectors • Political landscape and stability assessments • Legal and regulatory framework for business • Regional and international trade relations |
| 2. Identify key opportunities for investment and business expansion in Myanmar. | 2.1 Assess promising sectors and industries for business opportunities. 2.2 Evaluate market potential and consumer behavior in Myanmar. | <ul style="list-style-type: none"> • Key growth industries: agriculture, manufacturing, infrastructure, tourism, and telecom • Market size, demographics, and purchasing power • Government incentives and special economic zones • Trends in consumer demand and preferences |
| 3. Analyze the challenges and risks associated with doing business in Myanmar. | 3.1 Identify political, legal, and socio-cultural risks. 3.2 Evaluate logistical, infrastructural, and financial constraints. | <ul style="list-style-type: none"> • Political uncertainties and regulatory risks • Legal environment, including property rights and corruption issues • Cultural considerations and local business practices • Infrastructure limitations: transportation, power, communication • Currency exchange and banking system challenges |
| 4. Understand the legal and regulatory framework for | 4.1 Explain procedures for registering and establishing a business in Myanmar. | <ul style="list-style-type: none"> • Investment laws and regulations • Licensing, permits, and taxation policies • Foreign ownership restrictions and repatriation policies |

| | | |
|--|--|--|
| foreign investment and operations. | 4.2 Assess compliance requirements and corporate governance standards. | <ul style="list-style-type: none"> Dispute resolution mechanisms Employment laws and labor practices |
| 5. Develop strategies for engaging with local stakeholders and managing cross-cultural relationships. | 5.1 Analyze stakeholder expectations, including government, local communities, and partners. 5.2 Apply culturally sensitive approaches to negotiations and relationship management. | <ul style="list-style-type: none"> Stakeholder analysis and engagement strategies Building trust and long-term partnerships Corporate social responsibility considerations Negotiation and communication styles in Myanmar |
| 6. Assess the role of sustainable practices and corporate social responsibility in Myanmar's business landscape. | 6.1 Evaluate environmental and social impacts of business activities. 6.2 Develop responsible business practices aligned with local and international standards. | <ul style="list-style-type: none"> Sustainability challenges and opportunities CSR initiatives and community involvement Environmental regulations and compliance Ethical considerations and anti-corruption measures |

Assessment

To achieve a 'pass' for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

| Learning Outcomes to be met | Assessment criteria to be covered | Type of assessment | Word count |
|-----------------------------|-----------------------------------|--------------------|------------|
| All 1 to 6 | All Acs under LO 1 to 6 | Essay Assignment | 3500-4000 |

Indicative Reading List

- Horngren, Charles T., Srikant M. Datar, and Madhav V. Rajan. *Cost Accounting: A Managerial Emphasis*. 15th ed., Pearson, 2015.
- Garrison, Ray H., Eric W. Noreen, and Peter C. Brewer. *Managerial Accounting*. 16th ed., McGraw-Hill Education, 2021.
- Drury, Colin. *Management and Cost Accounting*. 10th ed., Cengage Learning, 2018.

4. Hilton, Ronald W., and David E. Platt. *Managerial Accounting: Creating Value in a Dynamic Business Environment*. 11th ed., McGraw-Hill Education, 2017.
5. Horngren, Charles T., Srikant M. Datar, and Madhav V. Rajan. *Introduction to Management Accounting*. 8th ed., Pearson, 2019.

11.10. Enterprise Resource Planning

| | |
|----------------------------|-----------------------------------|
| Course Code | CBT010 |
| Course Title | Enterprise Resource Planning |
| Program | Master of Business Administration |
| Level | 7 |
| Number of Credits | 20 |
| Last Revision Date | 10 July 2025 |
| Course Trainer Name | |
| Course Trainer Email | |
| Course Trainer Mobile | |
| Course Trainer Office Hour | |

Unit Aims

Learning Outcomes, Assessment Criteria and Indicative Contents

| Learning Outcomes – the learner will: | Assessment Criteria – the learner can: | Indicative contents |
|---|--|--|
| 1. Understand the fundamental concepts and components of ERP systems. | 1.1 Explain the purpose and scope of ERP systems in modern organizations. 1.2 Identify the main modules and functionalities of ERP systems. | <ul style="list-style-type: none"> • Introduction to ERP systems • Core modules: finance, HR, supply chain, manufacturing, customer relationship management (CRM) • Key features and benefits of ERP implementation |

| | | |
|---|--|--|
| | | <ul style="list-style-type: none"> ERP architecture and technology infrastructure |
| 2. Analyze the process reengineering and data integration required for successful ERP deployment. | 2.1 Describe the steps involved in ERP process analysis and redesign. 2.2 Assess data migration and integration challenges during ERP implementation. | <ul style="list-style-type: none"> Business process mapping and reengineering Data collection, cleansing, and migration techniques Integration of existing systems with ERP solutions Change management strategies |
| 3. Evaluate the implementation challenges, risks, and success factors of ERP projects. | 3.1 Identify common implementation obstacles and risk mitigation strategies. 3.2 Analyze organizational and technical factors influencing ERP success. | <ul style="list-style-type: none"> Planning and selecting ERP vendors Cost, time, and resource management Stakeholder involvement and user training Post-implementation support and continuous improvement |
| 4. Assess the strategic benefits and potential limitations of ERP systems for organizations. | 4.1 Evaluate how ERP supports strategic decision-making and operational efficiency. 4.2 Critically analyze possible limitations and potential pitfalls of ERP adoption. | <ul style="list-style-type: none"> Strategic alignment and performance measurement Benefits such as integration, automation, and data visibility Limitations like high costs, complexity, and resistance to change Future trends in ERP technology, such as cloud computing and AI integration |

Assessment

To achieve a 'pass' for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

| Learning Outcomes to be met | Assessment criteria to be covered | Type of assessment | Word count |
|-----------------------------|-----------------------------------|--------------------|------------|
| All 1 to 4 | All Acs under LO 1 to 4 | Essay Assignment | 3500-4000 |

Indicative Reading List

- Monk, Ellen, and Bret Wagner. *Concepts in Enterprise Resource Planning*. 4th ed., Cengage Learning, 2012.

2. Peng, Shouhong, and Robert Kauffman. *ERP: A Manager's Guide to Implementation*. CRC Press, 2008.
3. Gambhire, Deepak. *Enterprise Resource Planning (ERP): Fundamentals and Practice*. Wiley India, 2010.
4. Dutta, Soumitra, and Alex Pal. *Understanding ERP Systems: Effective Use of ERP Systems*. Springer, 2015.
5. McCarthy, Paul. *Enterprise Resource Planning: Systems, Life Cycles and Best Practices*. 4th ed., Routledge, 2014.

11.11. Strategic Financial Management

| | |
|----------------------------|-----------------------------------|
| Course Code | CBT011 |
| Course Title | Strategic Financial Management |
| Program | Master of Business Administration |
| Level | 7 |
| Number of Credits | 20 |
| Last Revision Date | 10 July 2025 |
| Course Trainer Name | |
| Course Trainer Email | |
| Course Trainer Mobile | |
| Course Trainer Office Hour | |

Unit Aims

The aim of this unit is to develop learners' understanding of planning and managing the use of an organisation's financial resources. Learners will understand the importance of attaining business objectives and maximizing shareholder return. Learners will gain a working knowledge of business strategy design and the production of comprehensive business plans.

Learning Outcomes, Assessment Criteria and Indicative Contents

| Learning Outcomes – the learner will: | Assessment Criteria – the learner can: | Indicative contents |
|---|--|--|
| 1. Understand the significance of strategic management and decision making to the performance of a business organisation. | 1.1 Apply relevant academic theories to demonstrate an understanding of various internal and external organisational factors. 1.2 Evaluate business resources used | <ul style="list-style-type: none"> • Strategic analysis of the external environment, internal strategic capability and stakeholder expectations including: <ul style="list-style-type: none"> - PESTEL - Five Forces Framework - RBV - Core Competences - o Value Chain |
| 2. Understand key financial theories. | 2.1 Evaluate key financial theories. 2.2 Assess strategic implementation techniques using balanced scorecard and portfolio management tools | <ul style="list-style-type: none"> • Finance theories and their application to financial decision making. <ul style="list-style-type: none"> - Strategic implementation techniques - Portfolio management tools. - Models of Strategic Management - Objective setting - Definition of the balanced scorecard – a strategic planning and management system that is used extensively in business to align business activities to the vision and strategy of the organisation, to improve internal and external communications and to monitor organisation performance against strategic goals. • Portfolio theory and risk |
| 3. Be able to apply takeholder analysis and corporate | 3.1 Analyse the significance of stakeholder analysis. 3.2 Analyse business expansion methods and their impact on stakeholders. 3.3 Apply stakeholder analysis to a named business organisation. 3.4 Prepare return and risk computations. | <ul style="list-style-type: none"> • Organisational culture, including <ul style="list-style-type: none"> - Shared beliefs - Norms and Values - Roles of culture • Change management process • Managing strategic change. • Concept of value, including: <ul style="list-style-type: none"> - EVA - MVA |

| | | |
|---|--|--|
| | 3.5 Explain the concepts of corporate and business valuation techniques. | <ul style="list-style-type: none"> - SVA • Dividend policy, including: <ul style="list-style-type: none"> - relevance and irrelevance - signalling - clientele effects • Corporate valuations, including: <ul style="list-style-type: none"> - asset values - stock market - cashflow - o dividend valuation |
| 4. Understand the role of culture in strategic decision making. | 4.1 Explain the role of culture in creating a strategy. 4.2 Analyse the role of change management. 4.3 Analyse the role and effect of culture on change management. | <ul style="list-style-type: none"> • Stakeholder analysis – key project management skill for classifying people who have influence over the business • Shareholder and stakeholder perspectives • Impacts and management of stakeholder analysis • Mergers and Acquisitions, including: <ul style="list-style-type: none"> - Motivations - Wealth effects - Regulation • The impact on shareholders and stakeholders due to the mergers and acquisition |
| 5. Understand performance measurement systems. | 5.1 Evaluate performance measurement systems. 5.2 Explain financial analysis techniques. 5.3 Apply financial analysis systems and techniques to practical business problems. | <ul style="list-style-type: none"> • Investment appraisal techniques, including: <ul style="list-style-type: none"> - Payback - Discounted Payback - Accounting Rate of Return - Net Present Value - Internal Rate of Return - Risk Appraisal - Project Risk. • Sources of long term finance, including <ul style="list-style-type: none"> - Shares - Borrowing |

| | | |
|--|--|---|
| | | <ul style="list-style-type: none"> - Leases - Collateral / Security - Hire Purchase - Grants. • Ratio Analysis, including: <ul style="list-style-type: none"> - Liquidity ratios - Profitability ratios - Investor ratios - Efficiency ratios - o Performance ratios |
|--|--|---|

Assessment

To achieve a 'pass' for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

| Learning Outcomes to be met | Assessment criteria to be covered | Type of assessment | Word count |
|-----------------------------|-----------------------------------|--------------------|------------|
| All 1 to 5 | All Acs under LO 1 to 5 | Business Report | 3500-4000 |

Indicative Reading Lists

Cheng, L. (2002) *Advances in Investment Analysis and Portfolio Management*. 9th Edition. USA: Thomson One

Graham, M. (2013) *Accounting for Non-accountants: A Manual for Managers and Students*. 9th Edition. Kogan Page: London

Hill, C. and Jones, G. (2012) *Strategic Management: An Integrated Approach*. 10th Edition. USA: South-Western.

Reilly, F. and Brown, K. (2009) *Investment Analysis & Portfolio Management*. 10th Edition. USA: Thomson One

Woods, M., Kajuter, P. and Linsley, P. (2008) *International Risk Management. Systems, Internal Control,& Corporate Governance*. Oxford: CIMA Publishing.

11.12. Business Research Methods

| | |
|----------------------------|-----------------------------------|
| Course Code | CBT012 |
| Course Title | Business Research Methods |
| Program | Master of Business Administration |
| Level | 7 |
| Number of Credits | 20 |
| Last Revision Date | 10 July 2025 |
| Course Trainer Name | |
| Course Trainer Email | |
| Course Trainer Mobile | |
| Course Trainer Office Hour | |

Unit Aims

The aim of this unit is to develop learners' understanding of research principles including the formulation of research proposals, literature reviews, referencing, data collection using interviews and surveys, questionnaire design, statistical analysing using either Excel, SPSS, TABLEAU or POWERBI, qualitative data, and methods for drawing conclusions from the analysed data.

Learning Outcomes, Assessment Criteria and Indicative Contents

| Learning Outcomes – the learner will: | Assessment Criteria – the learner can: | Indicative contents |
|---|--|--|
| 1. Be able to identify research problems and formulate research objectives. | 1.1 Appraise research problems. 1.2 Develop appropriate research objectives and justify their choice. | Understanding the research context; research problem identification for investigation; research topic identification; the conceptualisation of a research problem; developing insights; and feasibility and possibilities. |
| 2. Understand how to review the literature on a research topic. | 2.1 Evaluate literature relevant to a research problem. 2.2 Critically analyse different theoretical | Definition, features and ways to do literature review; the generic selection of literature; spotting the sources of literature; justification of an |

| | | |
|---|--|--|
| | | appropriate selection of literature; : the selection of appropriate theories for the research; conceptualisation of the research phenomenon; including relevant theories and the justification of choices; the strength and credentials of relevant theoretical framework; the understanding and interpretation; and developing the theoretical framework. |
| 3. Be able to design appropriate business research methodologies. | 3.1 Critically evaluate appropriate research methodologies in terms of research objectives. 3.2 Design an appropriate methodology in terms of research objectives. 3.3 Justify a selected methodology in terms of research objectives. | Designing a research using the most appropriate method; research question or hypothesis test; reliability and validity test; ethical issues consideration; quantitative methodology; questionnaire design and distribution; conducting interviews; surveys; qualitative methodology; interviews; observation; and case studies. |
| 4. Be able to develop a research proposal. | 4.1 Propose techniques for use with quantitative and qualitative data. 4.2 Create a research question, literature review and methodology. | Writing a research report for professional audiences; following a criteria sequence as rationale of the research, formatting, editing, critical analysis, discussions of evidences and findings. |
| 5. Be able to analyze and visualize statistical data using either Excel, Tableau, PowerBI or SPSS | 5.1. Analyze statistical data using either Tableau, PowerBI or SPSS 5.2. Visualize statistical data using either Tableau, PowerBI or SPSS | Produce a professional analytic paper consisting of literature review, methods and methodology, finding and analysis accompany by different visual elements, and recommendation |

Assessment

To achieve a 'pass' for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

| Learning Outcomes to be met | Assessment criteria to be covered | Type of assessment | Word count |
|-----------------------------|-----------------------------------|-----------------------------------|------------|
| All 1 to 5 | All Acs under LO 1 to 5 | Research Proposal | 1500 |
| | | Research Report using sample data | 3000 |