

# **Master of Business Administration (MBA)**

## **Akamai University**

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Advanced study in business administration provides an effective path to advancement for working executives, nonprofit managers, and professional businessmen and businesswomen. Akamai University has committed to the development of business professionals and assembled the essentials of business knowledge within a tremendously vital series of program elements. In addition to basic principles, the program presents business specializations in a wide array of major concentrations, permitting participants to personalize their overall program of study.

Business leaders can no longer afford to continue doing business without the critical skills necessary for success. To address this challenge, the program teaches the fundamentals of business, emphasizing practical skills important to the "real world" of corporate and business administration in a manner that is applicable to the regional and business challenges of the participant. In an increasingly competitive global environment, organizations need to develop managers capable of dealing with complexity and change. This MBA Program delivers the dynamic frameworks that enable NGO, business and corporate leaders to quickly adapt to changing conditions and seize new opportunities as they emerge.

Please join us in this international adventure in learning. I assure you, you will not be disappointed.

Regards,

Premkumar Rajagopal, Ph.D.  
Program Director  
Business Administration Program

### **ENTRY REQUIREMENTS**

As prerequisites for acceptance to the Master of Business Administration, participants should have completed the equivalent of a recognized Bachelor's degree in an appropriate field of study and have several years of meaningful and increasingly responsible experience in the field of business and industry. The Bachelor's degree requirement is never waived. However, on occasion, well qualified applicants are accepted to the Master of Business Administration lacking elements of preparation. Under these conditions, participants are required to add the missing competencies at the onset of their program, at their own expense. Participants should be proficient in collegiate English language skills, have access to a computer, email, and the Internet, and business journals and library resources to support study and research.

## **DEGREE REQUIREMENTS**

Students in the Master of Business Administration complete a minimum of 40 credits above the Bachelor's level including a Business Project. The coursework requirements include core academic studies, a major concentration, a business practicum, and a business research project conducted by mentored distance learning at Akamai University. Participants in the Master of Business Administration complete the following required program elements.

### Master of Business Administration (MBA) Degree Requirements (Minimum Requirement: 40 credits)

- Core Academic Studies (18 credits)
- Specializations in Business Administration (9 credits)
- Research Preparation (3 credits)
- Comprehensive Review (2 credits)
- Business Research Proposal (2 credits)
- Business Project (4 credits)
- Oral Review of Business Project (2 credits)

### **Core Academic Studies (Required: 18 credits)**

These course modules are the foundational competencies in theories, principles, and practices, and the historical, philosophical, and social-cultural implications of the discipline. These courses represent the essential elements, which define your field of business administration and establish the underlying foundations upon which participants base their advanced professional development. Core coursework examines the details of marketing management, organizational behavior, human resource management, strategic management, financial management, and logistics and supply chain management. NOTE: Alternative core studies can be negotiated by the student with senior faculty in charge of the program.

Participants complete core foundational studies, as outlined below:

Required: Each of the following modules:

- BUS 501: Marketing Management (3 credits)
- BUS 502: Organizational Behavior (3 credits)
- BUS 503: Human Resource Management (3 credits)
- BUS 504: Strategic Management (3 credits)
- BUS 505: Financial Management (3 credits)
- BUS 506: Logistics and Supply Chain Management (3 credits)

### **Major Concentration (Required: 9 credits)**

Requirements for this part of the program include completion of three modules in a specialization in business administration, including a business practicum and two modules exploring a business concentration.

International Business Administration  
Human Resource Management

Supply Chain Management  
eCommerce/Information Technology

## Master of Business Administration

Required: Participants complete two academic modules from an area of concentration from one of the following areas of concentration, plus the Business Practicum:

### International Business Administration

BUS 509: Business Practicum (3 credits)

PLUS: Two of the following three modules:

BUS 515: Transformation of Global Markets (3 credits)

BUS 517: Diplomacy and Trade (3 credits)

BUS 518: International Marketing Strategies (3 credits)

BUS 530: Emerging Asian Economies (3 credits)

### Human Resource Management

BUS 509: Business Practicum (3 credits)

PLUS: Two of the following three modules:

BUS 531: Strategic Human Resource Management (3 credits)

BUS 532: Manpower Training and Development (3 credits)

BUS 534: Alternative Dispute Resolution (3 credits)

### Supply Chain Management

BUS 509: Business Practicum (3 credits)

PLUS: Two of the following three modules:

BUS 541: Supply Chain Development and Trends (3 credits)

BUS 543: The Complexities and Challenges of Supply Chain Management (3 credits)

BUS 545: Designing Supply Chain Strategies and Measurement (3 credits)

### eCommerce/Information Technology

BUS 509: Business Practicum (3 credits)

PLUS: Two of the following three modules:

BUS 550: eCommerce Management (3 credits)

BUS 551: Security for Computer Systems (3 credits)

BUS 556: Synchronous & Asynchronous Training Options (3 credits)

### **Research Preparation (Required: 3 credits)**

MBA participants pursue studies providing advanced research knowledge necessary for success in their business projects. At least three credits of research preparation are required, although for particular students, more than one module will be recommended to assure effective readiness to undertake the favored business project proposed by the student.

Preparation might focus upon business research, quantitative-statistical methods, qualitative methods or participatory action research techniques. The focus of the research preparation covers subject selection, project design, and statistical analysis, as appropriate to each participant's final project. Through this requirement, participants learn to effectively define applied problems or theoretical issues and articulate the rationale for the study, implementing quantitative, qualitative or participatory action methods for evaluating business issues.

Required: Select one of the following modules

- RES 520: Business Research (3 credits)
- RES 504: Introductory Research Statistics (3 credits)
- RES 506: Advanced Research Statistics (3 credits)
- RES 508: Qualitative Research (3 credits)
- RES 510: Participatory Action Research (3 credits)

**Comprehensive Review (Required: 2 credits)**

Once the participants complete the subject modules, they are requested to schedule the Comprehensive Review. The Review Committee shall provide directions for the written component of the review. When the Committee has reviewed the participant's written submission, an exchange of communications is conducted to assist the Committee in exploring the details of the written submission.

Required: Complete the following module

- EXM 880: Comprehensive Review (2 credits)

**Business Project Proposal (Required: 2 credits)**

Participants prepare a formal proposal related to the concept for the business project following the guidelines provided by the Review Committee and the University.

Required: Complete the following module

- RES 885: Business Project Proposal (2 credits)

**Business Project (Required: 4 credits)**

Following approval of the MBA business project proposal, participants begin their projects. The business project may be conducted via an established mode of business research or by quantitative, qualitative, or participatory action research methods. The body of the manuscript is to be structured according to a set of approved manuscript guidelines and exceed 50 double spaced, typewritten pages. Participants complete a project that adheres to field their major concentration.

Required: Complete the following module

- RES 890: Business Project (4 credits)

**Review of Business Project (Required: 2 credits)**

Once the participants have prepared the business project manuscript, they schedule the formal review process. The Review Committee will conduct the formal physical review of the thesis manuscript and prepare for the oral review. The physical review of the manuscript usually takes the Review Committee four to six weeks. Each reviewer will prepare questions and commentary relative to the underlying review of the literature, the project methodology, the mechanics of the project, the body of the manuscript, and the presentation of the findings, conclusions and recommendations. The oral review of the project is carried out by approved electronic means and is designed to allow detailed investigation of the project report. The Review Committee will explore issues related to the project including methodology, review of literature, presentation, and interpretation of the findings. One outcome of the review process is

a set of final expectations directing the participant through the remaining tasks for completing the project manuscript. Once the final manuscript is approved, the participant will submit the formal document to an approved bindery and later ship one bound manuscript to University headquarters for permanent archival storage

Required: Complete the following module

EXM 895: Oral Review of Business Project (2 credits)

## **PROGRAM FACULTY**

Premkumar Rajagopal, DipMan, BBA,  
MBA, Ph.D.  
Program Director  
Executive Training and Business  
Administration

Harvey Menden, Ph.D.  
Organizational Behavior and Corporate  
Training

Mirjana Radovic, Ph.D.  
Entrepreneurship for Women

Niranjan Ray, Ph.D.  
IT and eCommerce

Seamus Phan, MBA  
Marketing and Promotions

George M. Ackerman, JD, MBA  
International Business Law

Ashok Kumar, LLM (Syd,Aust)  
GCDR(UTS,Aust) CA(Aust) CA(NZ)  
ACIS FTIA AAMINZ  
Business Administration

Daniel Joseph O'Shea, JD  
Business Law and Business  
Administration

Richard K. Tweneboah, Ph.D.  
International Business and Nonprofit  
Management

H. Alan Kesten, Ph.D.  
Business Administration and Nonprofit  
Management

George W. Shippey, Ph.D.  
Human Resources and Organizational  
Behavior

## **PROCESS OF PROGRAM COMPLETION**

### **Step #1: Assignment of Faculty Review Committee**

After the participant's admission and registration, as the first step in the program, the University will assign the participant's Graduate Review Committee, including a Chair and one supportive faculty member. Once the Committee Chair has been assigned, the participant shall begin the preliminary activities of the degree program.

### **Step #2: Study Plan Process**

The first activity of the program is the completion of the Study Plan document, which guides the participant and review committee through the degree process. The Study Plan clarifies the specialization that will be pursued, itemizes the

subject modules, and clarifies the project activities to be completed as expectations for the degree, and includes a preliminary timeline of completion of each of activity.

**Step #3: MBA Core and Foundational Subject Modules**

Participants enter the subject module phase of their program, completing six modules.

**Step #4: Area of Specialization**

Participants complete the subject module phase of their program, completing two modules in a selected area of focus plus the business practicum.

**Step #5: Research Preparation Module**

All participants shall complete at least one three-credit research preparation module related to the type of project they plan to undertake. Research preparation is carried out under Akamai University instruction and coordination. As the primary outcome of this activity, participants produce a brief paper that focuses upon the background and problem statement for the business project and clarify the methods by which they shall undertake their project.

**Step #6: Comprehensive Review**

After completion of the research preparation module, participants complete the Comprehensive Review. The primary assignment for this activity is the preparation of an effective Summary of the findings from the modules with clear reflection upon the theme of the thesis. The Review Committee shall present instructions for completion of the assignment in written format to the participant. Upon review of the participant's written submission, the Review Committee shall conduct an exchange of email dialogue helping the participant perfect the summary. Participants MUST back-up the paper to CD or another media, as this is a required submission.

**Step #7: Business Project Proposal**

Participants submit the business project proposal under the direction of the assigned member of the Akamai faculty. After making the required changes and additions, the proposal is approved. Students MUST back-up the proposal to CD or another media, as this is a required submission.

**Step #8: Business Project**

Participants shall complete the Business Project guided by the approved Business Project Proposal. Referencing of the business literature throughout the manuscript is a vital element of the manuscript, without which it shall not receive University approval. Participants MUST back-up the draft project report to CD or another media, as this is a required submission.

**Step #9: Review of Business Project**

The Review Committee is provided a draft version of the thesis manuscript for physical review. The Committee prepares a listing of concerns and questions to be explored with the participant during the oral review of thesis. Participants are

expected to be able to explore the thesis in detail. The oral component of the review of thesis should be recorded, video or audio. A written version of the Committee's questions and concerns, as well as a brief set of notes from the oral review is provided to the universities for permanent archival record. This is a required submission.

### **Step #10: Final Activities**

Following the review of business project, the Review Committee shall provide the participant with instructions for completing final corrections and modifications to the business report manuscript. Following approval of the final manuscript, the participant then arranges for binding the manuscript, and the document is submitted to both universities, with any remaining quality control materials. The student completion is then acknowledged by both universities.

## **COURSE MODULE DESCRIPTIONS**

### **Core Academic Studies**

#### **BUS 501: Marketing Management (3 credits)**

Topics include studies in marketing and the marketing environment including marketing segmentation, product, distribution and price issues, buyer behavior and market information, marketing communications, and international marketing issues and strategic market planning. Participants also explore industrial production marketing and services marketing. . Participants participate in seminar activities, complete assigned readings, answer short essay questions and prepare a brief scholarly paper or project.

#### **BUS 502: Organizational Behavior (3 credits)**

Participants examine the importance of management and organizational behavior to the overall success of the business firm. Topics include study of individual behavior and motivation, group behavior, organizational politics, organizational design and effectiveness, organizational process, leadership, communication and decision making. Participants participate in seminar activities, complete assigned readings, answer short essay questions and prepare a brief scholarly paper or project.

#### **BUS 503: Human Resource Management (3 credits)**

Participants review essential elements of HRM, including trends in the changing HRM environment. Topics include study of the impact of new management practices, discriminatory personnel management practices, employee resourcing, employee development, and employee relations.

#### **BUS 504: Strategic Management (3 credits)**

This course examines the strategic management process. Participants receive instruction in effectively establishing company direction, completing industry analyses, evaluation of company resources and competitive capabilities, strategic competitive advantages and strategic implementation. Topics examine business models and strategies, building resource strengths and organizational capabilities for the information age

**BUS 505: Financial Management (3 credits)**

Participants are provided a financial management overview including accounting, cash management, ratio analysis, cost accounting, pricing ratio, planning and budgeting, and investment appraisal. The course module will also explore financial management issues for international business.

**BUS 506: Logistics and Supply Chain Management (3 credits)**

This course covers the major elements of logistics management including gaining competitive advantages through logistics and supply chain, the customer service dimension of logistics, measuring logistics costs and performance, benchmarking the supply chain, the challenge and trend towards globalization in the supply chain, logistics pipeline management and strategic lead-time management, just-in-time and 'quick response' logistics, developing the logistics organization, managing the supply chain as a network and managing the supply chain of the future.

**Major Concentration Coursework**

**BUS 509: Business Practicum (3 credits)**

Participants investigate core aspects of business and industry within the professional environment through close contact with practitioners and real world situations. Students may pursue practicum through a supervised practice, apprenticeship, professional practice, advanced field study or other external exploration under the direction of a qualified mentor and an approved field site sponsor. Students participate in the practicum for a minimum of 50 contact hours. The field placement is expected to afford students appropriate practical hands on experience and in-depth knowledge of a specific area of business. Students complete a daily journal and prepare a scholarly paper summarizing their findings for the practicum.

**BUS 515: Transformation of Global Markets (3 credits)**

This course explores the global business environment, and investigates the elements of building the global organization, managing strategic alliances, organizational transformation and change, managing across cultures, communicating in multicultural teams and global organization in the networked digital economy. Topics also include techniques for organizational transformation, new Internet-enabled business models, E-business, building and managing global brands, and global supply chain management.

**BUS 517: Diplomacy and Trade (3 credits)**

This course addresses diplomacy and trade from the perspective of contemporary international politics. Topics evaluate international law and environmental law policies, public management and policy, and development of diplomats, and the importance of international development organizations.

**BUS 518: International Marketing Strategies (3 credits)**

Students examine strategies for marketing products and services across the global community. Topics review the political, legal and cultural factors across the international arena including understanding the international marketing environment,

conducting international market research and carrying out business transactions across national borders.

**BUS 521: Theory and Practice of Nonprofit Organizations (3 credits)**

This course examines the theoretical foundations, structures, and processes of nonprofit organizations. Topics explore historical development and impact, and the social, political, legal, and economic environment in which nonprofit organizations exist. Students will also study the complexities of organizational governance confronted by volunteer and professional administrators.

**BUS 524: Resources and Development in Nonprofit Administration (3 credits)**

This course reviews the principles and practices of fundraising and development for nonprofit organizations. Topics examine planning the campaign and successful strategies; identifying sources of support, promotional campaigns and public relations, and management issues including recruiting and managing volunteers. Students investigate proper procedures in acquisition and maintenance of resources.

**BUS 528: Legal Issues in the Nonprofit Sector (3 credits)**

This course analyzes the principal legal issues affecting nonprofit organizations. Topics include liability, contracts, procedures related to boards of directors and members, employment law, incorporation and bylaws, tax exemption and reporting requirements, and political advocacy. Principal relations between nonprofit organizations and federal, state, and local government, and relationships with funding sources are studied.

**BUS 530: Emerging Asian Economies (3 credits)**

This course module is a comprehensive study of the varying levels of success in transitioning Asian economies. Topics explore the economies of Japan, South Korea, Taiwan, Hong Kong and Singapore, Malaysia, Thailand, China, Philippines, and Vietnam. Topics examine macro and microeconomic factors including influences of government, business and labor, problems of economic development, agricultural development, and problems in industrialization, foreign trade and the process of regional integration. Smaller Asian economies are also examined.

**BUS 531: Strategic Human Resource Management (3 credits)**

This course examines the strategic contribution of human resource management to successful organizations. Topics address the attainment of competitive advantage by application of effective people skills, the human resources cycle (selection, performance appraisal, rewards, and development); mental mastery (systems thinking, mental modeling, shared vision, and team learning); trust; empowerment; corporate governance; and the role of transformational leadership.

**BUS 532: Manpower Training and Development (3 credits)**

This course examines formal and informal approaches to manpower training and development. Topics explore the history of human capital development, the effectiveness of varying industry and government approaches to manpower development.

**BUS 534: Alternative Dispute Resolution (3 credits)**

This course presents business uses of alternative dispute resolution including mediation in business and civil disputes, arbitration, and the art of negotiation.

**BUS 541: Supply Chain Development and Trends (3 credits)**

Participants will understand how successful supply chain management adds value to their organizations and learn how to develop a supply chain strategy that aligns corporate strategy.

**BUS 543: The Complexities & Challenges of Supply Chain Management (3 credits)**

This module describes the key interdependencies and complexities that exist within the supply chain.

**BUS 545: Designing Supply Chain Strategies and Measurement (3 credits)**

This module shall assist the participants in aligning the supply chain strategies to meet industry and market needs. Participants shall understand the innovative technologies enabling channel relationship and global visibility and will learn to develop the supply chain initiatives and measurement to achieve efficiency and responsiveness.

**BUS 550: eCommerce Management (3 credits)**

This advanced unit will explore the current practices and the fundamental theories pertaining to electronic commerce. The subject examines the ramifications of electronic commerce and how it is best managed within the modern organization.

**BUS 551: Security for Computer Systems (3 credits)**

This course explores the principles and techniques of network security and management. Topics investigate security attacks, security policies, auditing, intrusion detection, key management, network security, and database security. Topics might also include encryption, public-key cryptology, cryptographic algorithms, and authentication and digital signatures and typical network security applications.

**BUS 556: Synchronous & Asynchronous Training Options (3 credits)**

This course is an examination of distance technologies available for educational and training. Students are introduced to automation systems for delivering synchronous (near-real time) and static (non-real time) distance learning techniques. Students may explore and apply delivery modes that allow dynamic student-instructor interaction including text-only, voice and video teleconferences over the Internet. Topics may also cover application of static delivery modes including Internet pages, email, newsgroups and list servers and a variety of other electronic venues. Students should be able to assess the training needs of a specific population of learners and plan the appropriate delivery model.

**BUS 570: Women Entrepreneurs and New Venture Formation (3 credits)**

This course is an intensive study of concepts, tools, methods, and theories of research in women entrepreneurship and new venture formation. Topics cover major aspects of small business management from starting a business through financing, marketing, and managing.

**BUS 571: Women in Leadership (3 credits)**

The course examines issues of women in leadership within the general business and social environments. Topics stress the new role of women in leadership, the emergence of the new business and organizational culture. Students examine research revealing the favorable contributions of women in business leadership and success of the contemporary business culture.

**BUS 576: Addressing Workplace Diversity (3 credits)**

Students address the complexities of increasing diversity in the workplace and the challenges facing business managers. Topics examine the foundations and demographics of differing cultural groups, and the contemporary legislation shaping the work environment.

**BUS 582: Economics of Sustainable Development (3 credits)**

This course addresses the sustainability of current development paths. Topics evaluate the importance of natural resources, social-cultural influences, new technologies, and policy directions for sustainable development. Students examine mathematical growth models, fundamental principles of development, policy issues relative to the growth performance in developing countries.

**BUS 584: Poverty Reduction Models (3 credits)**

This course addresses principles of banking and finance, the economics of poverty and community development. Topics review socio-economic aspects of poverty and the application of micro-finance models in poverty reduction. Students investigate the role of the state and alternative strategies and paradigms of development.

**BUS 585: Facilitating Development Projects (3 credits)**

This course explores planning and managerial issues in economic development projects. Topics focus upon evaluating project environments, selecting appropriate team members, and managing the project. Students cover the project cycle from identification, feasibility and design, to appraisal, financing and budgeting, through implementation, monitoring and evaluation, paying special attention to the need to be sensitive to local circumstances and needs.

**Research Preparation**

**RES 520: Business Research (3 credits)**

Participants will examine research tools, techniques, and resources used to development analytical ability and techniques to gather and present data in viable forms of business communication.

**RES 504: Introductory Research Statistics (3 credits)**

This course covers the basic statistical concepts, theory and methods in statistical research. Topics include variables, graphs, frequency distributions, measures of central tendency, measures of dispersion, probability theory, binomial, normal and Poisson distributions, statistical sampling theory, and statistical decision theory.

**RES 506: Advanced Research Statistics (3 credits)**

This course covers parametric and nonparametric hypothesis testing. Topics include

sampling theory, Chi-square test, least squares regression, correlation theory, non-linear regression, analysis of variance, Student's t-test, and various methods in nonparametric analyses.

**RES 508: Qualitative Research (3 credits)**

This course provides detailed study of qualitative research methods. Topics survey historical and theoretical foundations of qualitative research, explore major qualitative research strategies, and build an understanding of the art and science of collecting, analyzing, and interpreting qualitative information. The course provides background on applied qualitative research, the politics and ethics of qualitative inquiry, and the major paradigms that inform and influence qualitative research.

**RES 510: Participatory Action Research (3 credits)**

This course provides the foundational principles of participatory action research. Topics survey theoretical foundations of action research, the methodology and applications of PAR in contemporary culture. Students assess the rigor and usefulness of participatory action research in addressing major world problems.

**Finishing Activities**

**EXM 880: MBA Comprehensive Review (2 credits)**

Masters participants complete this comprehensive examination as a required element of their academic program, prior to undertaking the thesis. The examination usually includes both written and oral components and is confined to the programs of studies completed by the participant.

**RES 885: MBA Business Project Proposal (4 credits)**

This course is required of all Master's participants designed to guide them through the formal research proposal process for their final projects, including the development of the research method, data gathering device and data analysis techniques. Participants also prepare annotated bibliographies of the major scholarly works underlying their project.

**RES 890: MBA Business Project (8 credits)**

This course governs the conduct of the thesis project for the Master's level participant. The Master's thesis is the demonstration of the mastery of a body of knowledge in a given field and is presented in a manuscript usually 50 or more pages in length. The final project may take any of several forms, depending upon the field of study and the expectations of faculty. This may be quantitative or qualitative research, participatory action research, or a major project demonstrating excellence. Master's participants may re-enroll for this course for no-credit, as needed.

**EXM 895: Oral Review of MBA Business Project (2 credits)**

This examination is an oral review of the business project thesis conducted by the graduate committee.