

PROGRAM GUIDE

Master of Arts in Transformational Urban Leadership

ABOUT THE PROGRAM

The Master of Arts in Transformational Urban Leadership (MATUL) at IUDI explores the theory and practice of transformational leadership in urban contexts, with a focus on developing the skills and capacities necessary for leaders to effect positive change and sustainable development in their communities. This program draws from interdisciplinary subjects such as business, development, and urban studies. Learners will engage the latest theories and best practices in the key dimensions of transformational leadership, including vision, communication, collaboration.

ABOUT US

IUDI's Vision

IUDI's vision is to be a catalyst for transformational development in Francophone Africa.

IUDI's Mission

IUDI provides accessible and innovative distance education in key areas of development, empowering leaders to address the holistic needs of their communities.

IUDI's Educational Model

IUDI offers fully online education following an asynchronous model, enabling learners to study flexibly and at their own pace. With no rigid class schedules, our approach allows for seamless integration of studies with life, family, and work commitments.

IUDI's Curriculum

At IUDI, we focus our curricula on empowering leaders with all the tools they need for transformational impact. Our carefully crafted programs provide a strong foundation in academic writing, research principles, and development tools. Our coursework is highly engaging and puts you in the driver's seat of your learning journey. Dive into great texts, dissect relevant case studies, and unleash your potential through hands-on capstone projects. Our curricula foster critical thinking, servant leadership, and a vision for transformational development.

Accreditation

IUDI is accredited by the Ministry of Higher Education in Cameroon, a recognition of our commitment to maintaining high academic standards. We collaborate closely with the University of Maroua to ensure that our programs meet rigorous academic requirements. This partnership enables us to leverage our combined expertise and resources, delivering a comprehensive and enriching educational experience for our learners.



ACADEMIC REQUIREMENTS AND POLICIES

IUDI's Credit and Grading System

Our grading system is based on the model from Cameroon's Higher Education Ministry, which is similar to the European Credit Transfer System (ECTS). In this system, each credit equals about 25-30 hours of coursework, including time spent in tutorials, doing practical work, studying by yourself, and preparing for exams. This credit system is flexible and makes it easier for learners to move between universities in Cameroon and other countries.

At IUDI, we grade learners on a 4.0 GPA system. This is a standard grading system used both in Cameroon and abroad. A 4.0 GPA means excellent work, while a 2.0 GPA is usually the minimum grade needed to pass.

Continuous Enrollment

IUDI enrolls learners on a continuous basis. Learners can start their program at any time. With no fixed application deadlines or enrollment cycles, prospective learners have the flexibility to start their educational journey when it suits them best. This approach promotes accessibility, accommodating individuals with diverse schedules and commitments. It also streamlines the admission process, ensuring efficient evaluation and enrollment.

Academic Progress

Learners are expected to make consistent academic progress in their courses. Learners must contact their mentor if they need to make adjustments to their degree plan. If a learner needs to pause their studies for an extended period, they must contact their mentor to put their studies on hold until they are able to restart again.

Financial Policy

At IUDI, we prioritize a financially accessible education. Tuition fees are calculated per credit unit, reflecting the workload and value of each module. This flexible approach empowers learners to manage their financial commitments based on their course load. Payment is expected at the start of each module, ensuring continuous access to course materials. We provide multiple payment options, including online portals, bank transfers, and installment plans. Late payments may result in financial holds impacting resource access and module registration. Our aim is to support learners in their educational journey while maintaining a fair and sustainable financial system.

Note: This policy is subject to periodic review and revision to meet the needs of our learners and institution.

YOUR EXPERIENCE

Technology Requirement

At IUDI, we emphasize the integration of technology in our educational environment, necessitating learners to have a personal computer or laptop meeting basic specifications, as well as a webcam and microphone for online engagement. Furthermore, a stable and reliable internet connection is required for seamless participation in our online learning environment.



Technical Support

At IUDI, we are dedicated to providing timely technical support to assist learners with their technology-related challenges. Our online learning management systems serve as a central hub for accessing course materials, submitting assignments, and engaging in meaningful discussions with instructors and peers. We are committed to creating a technologically inclusive environment that empowers learners to thrive.

Communication

As part of our commitment to fostering effective communication, learners are provided with an IUDI email, exclusively for educational purposes and internal communication within the university community.

Digital Campus

At IUDI, Moodle serves as our digital campus, enabling us to deliver dynamic and interactive online education. It provides a centralized interface for accessing course materials, engaging in discussions, submitting assignments, and interacting with mentors and peers. With Moodle, learners can navigate their courses, track progress, and communicate effortlessly within a secure and supportive virtual environment. To ensure a smooth experience, IUDI offers a comprehensive orientation on how to effectively use Moodle, empowering learners to maximize their online learning potential.

Transferability of Prior Coursework

At this time IUDI does not accept coursework or credit transfers.

Module Progression

At IUDI, our learning modules are thoughtfully designed groups of courses that provide a comprehensive educational experience. Learners can start with any course within the module and must complete all courses to unlock the next module with a new set of courses. Completion of a module prompts payment for the subsequent module, ensuring a seamless progression through the program. Each module focuses on a specific area of study, fostering critical thinking and practical skills under the guidance of our dedicated faculty.

DEGREE REQUIREMENTS

The following is an outline of the courses required for the Master of Arts in Transformational Urban Leadership degree program. IUDI retains the right to change or modify its curriculum as needed.



MASTER OF ARTS IN TRANSFORMATIONAL URBAN DEVELOPMENT DEGREE PROGRAM

Modules	Courses	Credit Units	Total Credit Units
Orientation	Orientation	0	0
Foundations	Introduction to Online Studies	3	
	Survey of Post-Colonial Africa	5	
	Introduction to Critical Thinking	5	
	Introduction to Development	4	17
Academic Writing	Academic French or Academic English	5	
	Citation Styles and Formatting	5	10
Core	Ethical Leadership	3	
	Effective Communication	3	
	Business Math	5	
	Managing People and Organizations	4	
	Urban Geography	4	19
Advanced	Entrepreneurship	5	
	Global Economics	5	
	Understanding Poverty	5	
	Introduction to Public Policy and Administration	5	
	Conflict and Peacemaking	5	25
Application	Decision Making Strategies	4	
	Transformational Development	5	9
Academic Research	Ethical Research	5	
	Research Methods	5	10
Capstone	Thesis or Practicum	30	30
			120



COURSE DESCRIPTIONS

MODULE 1: ORIENTATION

Orientation

Course Description:

This orientation seminar introduces learners to the central values, mission, and tenets of IUDI education. Learners will gain tools to use IUDI's online platforms, learning systems, and resources effectively.

Course Objectives:

- Understand IUDI's mission, vision, and history.
- Demonstrate proficiency in using IUDI's online platforms, learning systems, and resources.
- Understand IUDI's university policies.

MODULE 2: FOUNDATIONS

Introduction to Online Studies

Course Description:

This course prepares learners for success at online, asynchronous education. Learners will gain vital study skills, mobilize technological tools, and apply communication skills to online platforms to equip them for their studies. Furthermore, learners will develop a personalized learning plan and set goals for educational success.

Course Objectives:

- Define online learning and explain its benefits and challenges.
- Select and use appropriate technologies and resources for online learning.
- Understand online safety and ethics.
- Develop effective strategies for time management and staying motivated in online studies.
- Apply communication skills in online settings, such as email and discussion platforms.
- Develop a personalized learning plan.
- Reflect on personal goals and dreams for education and beyond.

Survey of Post-Colonial Africa

Course Description:

This course dives deep into understanding the concept of colonialism, its profound impact on Africa, and its enduring legacy shaping the socio-political and cultural landscape of the continent. Learners will engage in critical analysis of the political, economic, and social challenges in post-colonial Africa, influenced by colonial rule. The course fosters a deeper comprehension of the complex interplay between colonialism, African culture, identity, and the pathways towards sustainable growth and development in Africa's future.

Course Objectives:

- Define colonialism and explain its impact on Africa.
- Understand the nature and legacy of colonialism in Africa.



- Analyze the political, economic, and social challenges and opportunities facing post-colonial Africa.
- Evaluate strategies for sustainable development in post-colonial Africa.
- Reflect on the impact of colonialism on African culture and identity.

Introduction to Critical Thinking

Course Description:

This course empowers learners with robust critical thinking skills, enhancing their ability to identify, analyze, and evaluate information effectively. It delves into the fundamental role of critical thinking across an array of personal and professional settings. The course fosters lifelong learning and the ability to evaluate information with a thoughtful and informed manner.

Course Objectives:

- Define critical thinking and explain its importance in work, research, and daily life.
- Understand the impact of biases and fallacies in thinking processes.
- Apply critical thinking skills to a variety of tasks, including reading, writing, and problem solving.
- Evaluate the quality of information and arguments.
- Communicate ideas clearly and effectively.

Introduction to Development

Course Description:

This course is designed to introduce the key principles and theories of international development. Learners will explore the historical evolution of development work, evaluate strategies used by various entities, and examine the impact of development on social factors. This course will provide learners with the knowledge and skills they need to make a difference in the world.

Course Objectives:

- Define the key principles and theories of international development, including development economics, globalization, poverty reduction, and sustainability.
- Understand the historical evolution of the concept and practice of development.
- Evaluate the strategies and approaches used by various entities (nations, NGOs, international bodies) in promoting development.
- Analyze the impact of development on social factors and the role of technology in development work.
- Reflect on the ethical considerations in development work and the future trajectories of development in light of current global trends and challenges.

MODULE 3: ACADEMIC WRITING

Academic French*

Course Description:

This course equips learners to gain proficiency in reading, writing, and speaking French. Learners will also focus on academic writing skills for graduate studies, mastering the writing process. Learners will leave this course well prepared for the writing assignments at IUDI.



Course Objectives:

- Demonstrate proficiency in French grammar, vocabulary, and writing mechanics.
- Read and understand French texts.
- Write and speak French fluently.
- Understand the academic writing process of outlining, summarizing, drafting, and editing.
- Reflect on personal learning experiences in French.

Academic English*

Course Description:

This course equips learners to gain proficiency in reading, writing, and speaking English. Learners will also focus on academic writing skills for graduate studies, mastering the writing process. Learners will leave this course well prepared for the writing assignments at IUDI.

Course Objectives:

- Demonstrate proficiency in English grammar, vocabulary, and writing mechanics.
- Read and understand English texts.
- Write and speak English fluently.
- Understand the academic writing process of outlining, summarizing, drafting, and editing.
- Reflect on personal learning experiences in English.

*Students will choose to take one of these courses.

Citation Styles and Formatting

Course Description:

This course provides a comprehensive understanding of various citation styles and formatting methods. Through hands-on exercises, learners will apply citation rules accurately and consistently in their academic writing. By the end of the course, learners will emerge proficient in applying citation styles and formatting rules accurately to their academic papers.

Course Objectives:

- Understand rules and conventions of the Chicago (Turabian) citation style and apply them appropriately and consistently in academic writing.
- Explore citation management tools and software and use how to use them responsibly.
- Define and recognize plagiarism and understand how to avoid it.
- Problem-solve common citation and formatting scenarios.

MODULE 4: CORE

Ethical Leadership

Course Description:

This course equips learners with actionable insights in the practice of ethical leadership. It intertwines the theoretical and the practical, allowing learners to explore key principles of moral philosophy and ethics and apply them directly to leadership contexts. The curriculum emphasizes the transformational impact of ethical leadership on



organizational culture, behavior, and decision-making, while imparting strategies to navigate complex ethical dilemmas and intercultural dynamics. The course will hone communication skills, enabling learners to effectively convey ethical considerations and leadership strategies.

Course Objectives:

- Define ethical leadership and articulate its importance in shaping organizational culture, influencing behavior, and guiding decision-making processes.
- Understand and apply key principles and theories of moral philosophy and ethics in leadership.
- Evaluate and respond to ethical dilemmas in leadership, considering multiple perspectives, communication styles, and intercultural dynamics.
- Communicate effectively about ethical issues and leadership strategies.
- Reflect on personal leadership styles and practices, identifying areas for growth and self-awareness in ethical decision-making.

Effective Communication

Course Description:

In this course, learners will delve into the world of communication, discovering its importance in personal and professional settings. The course covers the essentials of verbal, non-verbal, written, and digital communication, preparing learners for a range of communication situations. The course focuses on active listening, empathy, and cultural sensitivity as well as conflict resolution and negotiation skills. The course encourages learners to improve their communication style and grow in self-awareness.

Course Objectives:

- Define effective communication and articulate its importance in various contexts.
- Understand and apply key principles of verbal, non-verbal, written, and digital communication.
- Understand and apply conflict resolution and negotiation skills.
- Demonstrate active listening skills, empathy, and cultural sensitivity in communication scenarios.
- Reflect on personal communication styles and practices, identifying areas for improvement.

Business Math

Course Description:

This course will equip learners to confidently apply mathematical skills for effective business operations. Learners will leverage statistical techniques for data collection, analysis, interpretation, and presentation, bolstering data-driven decision-making in the face of risk and uncertainty. The course introduces tools to assist with the creation of predictive models for business forecasting and enhances the understanding of economic principles and their influence on business strategy. Learners will gain tools in responsible and informed decision-making, laying the foundations for success in business.

Course Objectives:

- Identify, understand, and use key mathematical concepts and techniques used in business.



- Apply mathematical principles to analyze and solve problems related to financial management, such as interest rates, annuities, investments, and risk assessment.
- Apply statistical techniques used to collect, analyze, interpret, and present business data in support of data-driven decision making.
- Use mathematical tools to create predictive models for forecasting future business trends and outcomes.
- Reflect on the ethical implications and responsibilities associated with using mathematical techniques in business decision-making.

Managing People and Organizations

Course Description:

This course explores the key theories and concepts of organizational management. It examines varied leadership styles and motivational theories, as well as the intricacies of organizational behavior. The course equips learners with real-world skills in human resource management, performance optimization, organizational design, and change management, laying a robust foundation for successful leadership. Learners will be prepared to face ethical considerations and responsibilities in the management of people and organizations, promoting responsible and informed decision-making.

Course Objectives:

- Understand the key theories, principles, and concepts related to managing people and organizations, including leadership styles, motivational theories, and organizational behavior.
- Understand and apply the principles and techniques of human resource management, performance management, organizational behavior, organizational design, and change management.
- Develop effective leadership skills, including decision-making, communication, conflict resolution, and team building.
- Analyze real-world business scenarios and make ethically informed managerial decisions.
- Reflect on the ethical considerations of managing people and organizations.

Urban Geography

Course Description:

This course explores the social, economic, political, and environmental factors that shape urban development. Learners will examine the relationships between urban areas and their surrounding regions, considering urban-rural linkages, regional development, and governance. Examining social and cultural landscapes within cities, learners will investigate issues of segregation, multiculturalism, and urban identity. Learners will discuss issues like sustainable planning, resilience, housing, health, and social justice to actively engage in urban issues today.

Course Objectives:

- Develop a comprehensive understanding of the fundamental concepts, theories, and frameworks in urban geography.
- Analyze the social, economic, political, and environmental factors shaping urban development and transformation.
- Study the spatial patterns and characteristics of urban landscapes.



- Examine the relationships between urban areas and their surrounding regions.
- Investigate the diverse social and cultural landscapes within cities.
- Assess the impacts of globalization, migration, and technological advancements on urban areas.
- Reflect on contemporary issues in urban geography, such as sustainable urban planning, resilience, housing affordability, urban health, and social justice.

MODULE 5: ADVANCED

Entrepreneurship

Course Description:

This course examines key concepts, theories, and principles in entrepreneurship, innovation, value creation, and risk management. Learners will develop skills in identifying opportunities, creating business plans, and implementing effective marketing strategies. This course will enhance networking, collaboration, and effective communication skills for compelling pitches and presentations. Real-world entrepreneurial scenarios will be analyzed to evaluate opportunities, develop viable business plans, and foster an innovative mindset.

Course Objectives:

- Understand key concepts, theories, and principles related to entrepreneurship, innovation, value creation, and risk management.
- Understand entrepreneurial leadership, effective resource management, financial aspects of entrepreneurship, and securing funding for startups.
- Develop skills to identify entrepreneurial opportunities, generate business ideas, and create comprehensive business plans.
- Foster an innovative mindset, develop marketing and sales strategies, and create plans for branding, market segmentation, pricing, and customer acquisition.
- Identify and manage risks associated with entrepreneurship, while understanding the ethical responsibilities of entrepreneurs.
- Develop networking skills, collaborate effectively, and communicate business ideas through compelling pitches and presentations.
- Apply acquired knowledge and skills to analyze real-world entrepreneurial scenarios, evaluate opportunities, and develop viable business plans.

Global Economics

Course Description:

This course dives into the fundamental economic concepts relevant to the global context, exploring the theories, principles, and mechanisms of international trade and investment. It introduces learners to global financial markets, by evaluating risks associated with global economic activities. It equips learners to analyze global economic systems and assess the impact of economic policies on international business and economies. Learners will apply macroeconomic analysis to interpret global economic trends and their effects on business environments.

Course Objectives:

- Understand and explain fundamental economic concepts relevant to global economics.



- Understand global financial markets and evaluate risks associated with global economic activities.
- Analyze global economic systems and evaluate the impact of economic policies on international business and economies.
- Assess theories, principles, and mechanisms of international trade and investment.
- Apply macroeconomic analysis to interpret global economic trends and their impact on business environments.
- Consider ethical considerations and sustainability goals in global economics.

Understanding Poverty

Course Description:

This course examines the multi-dimensional nature of poverty by analyzing its root causes and effects on individuals, families, and communities. Learners will evaluate diverse theoretical perspectives to address poverty and will assess the poverty alleviation strategies and policies implemented by various actors. Learners will also have the opportunity to propose innovative and contextually appropriate interventions for poverty reduction.

Course Objectives:

- Understand the nature of poverty, including its social, economic, political, and cultural dimensions.
- Understand the impact of poverty on individuals, families, and communities, including its implications for health, education, employment, housing, and social well-being.
- Analyze the root causes of poverty at individual, community, and systemic levels, considering factors such as income inequality, access to resources, social exclusion, and structural barriers.
- Evaluate different theoretical frameworks used to understand poverty.
- Assess poverty alleviation strategies and policies implemented by governments, international organizations, NGOs, and community-based initiatives.
- Reflect on innovative and contextually appropriate interventions and strategies for poverty reduction.

Introduction to Public Policy and Administration

Course Description:

This course is tailored to equip learners with a comprehensive understanding of the multi-faceted world of public administration and policy formulation. Spanning the intricacies of political systems at national, state, and local levels, this course delves deep into the nuances of policy design, analysis, delivery, and evaluation. With a focus on the vital tenets of administration and governance, learners will study the crucial processes of directive contextualization, stakeholder management, and the pivotal role of public services. The course culminates by bringing theory into practice, exploring the practical facets of implementing policies across various sectors, including health, education, security, labor, housing, and economic development.

Course Objectives:

- Understand public administration, its significance, and the overarching role of public policy within various political systems.



- Understand the lifecycle of a policy from its design and analysis to its delivery, monitoring, and evaluation.
- Understand how directives are contextualized, how stakeholders are managed, and the importance of public opinion and advocacy in governance.
- Understand the principles of public budgeting and resource allocation and management.
- Apply theoretical knowledge to practical scenarios across vital sectors.
- Critically analyze policies, identifying potential challenges in delivery, and suggest innovative solutions.
- Identify and manage key stakeholders, aligning policy objectives with stakeholder needs and expectations.
- Reflect on the importance of integrity, transparency, and accountability in public administration.

Conflict and Peacemaking

Course Description:

This course provides an in-depth examination of the nature of conflict and the various approaches to peacemaking. The course will examine the key theories, principles, and practices of conflict resolution, as well as the challenges and opportunities associated with peacemaking efforts. The course will draw on interdisciplinary approaches, including psychology, political science, sociology, and peace studies, to develop a comprehensive understanding of the complex dynamics of conflict and peacemaking.

Course Objectives:

- Understand the nature, causes, and dynamics of conflict at different levels.
- Analyze and apply different conflict resolution approaches and assess their strengths and limitations.
- Acquire essential skills for effective negotiation and mediation, including communication and problem-solving.
- Understand and apply the principles and processes of peacebuilding, post-conflict reconciliation and community engagement.
- Consider ethical considerations and cultural sensitivity in conflict resolution and peacemaking efforts.

MODULE 6: APPLICATION

Decision Making Strategies

Course Description:

This course fosters understanding of decision-making models in business contexts. Learners will apply a range of tools and techniques to analyze complex situations and make well-informed decisions. This course spotlights the evaluation of data and decision quality, considering factors such as goals, information accuracy, risk assessment, ethics, and long-term implications. Learners will also develop the ability to identify and mitigate common decision-making biases. The course focuses on cultivating strategic decision-making skills and facilitating collaborative decision-making in diverse team settings.

Course Objectives:

- Understand different decision-making models used in business contexts.



- Apply various decision-making tools and techniques to analyze complex business situations and make informed decisions.
- Assess data and decision quality by considering factors such as goals, information accuracy, risk assessment, ethics, and long-term implications.
- Identify and mitigate common decision-making biases in order to make more objective decisions.
- Develop strategic decision-making skills and facilitate collaborative decision making in diverse team settings.
- Employ strategies to manage risk and uncertainty in decision making processes.
- Analyze the ethical dimensions and implications of decisions in business contexts.

Transformational Development

Course Description:

This course equips learners with a holistic understanding of the theoretical foundations, historical context, and key principles of transformational development. Learners will evaluate the wide-ranging social, economic, and environmental impacts of transformational development efforts, addressing crucial issues such as poverty alleviation, social justice, gender equality, inclusive growth, environmental sustainability, and resilience. Practical application of tools and methodologies for planning, implementing, and monitoring transformational development projects, including participatory approaches, systems thinking, and progress indicators, will be emphasized. Through hands-on exercises, learners will gain the skills to design evidence-based strategies and interventions for transformative change, considering context-specific challenges, stakeholder engagement, and long-term sustainability.

Course Objectives:

- Understand the theoretical foundations, historical context, and key principles of transformational development.
- Analyze different approaches and models of transformational development, and implications for social, economic, and environmental change.
- Examine the role of various actors driving transformational development initiatives and fostering sustainable outcomes.
- Evaluate the social, economic, and environmental impacts of transformational development efforts.
- Apply tools and methodologies for planning, implementing, and monitoring transformational development projects, including participatory approaches, systems thinking, and indicators of progress.
- Design evidence-based strategies and interventions for transformative change.

MODULE 7: ACADEMIC RESEARCH

Ethical Research

Course Description:

This course delves into the fundamental principles and guidelines that govern research methodologies across diverse disciplines. Learners will explore complex ethical dilemmas and considerations that arise during the research process. Learners will navigate and resolve challenges encountered in research, enabling them to ethically conduct their own research. By engaging in this course, learners will emerge with the



knowledge, skills, and mindset necessary to uphold ethical standards and integrity in their research practices.

Course Objectives:

- Understand the ethical principles and guidelines governing research methodologies.
- Develop awareness of ethical dilemmas and considerations that arise during the research process.
- Apply ethical decision-making strategies to resolve ethical challenges in research.
- Demonstrate ability to apply ethical guidelines and regulations to real-world research scenarios.
- Exhibit responsible and ethical behavior throughout the research process.
- Reflect on personal values, biases, and assumptions that may impact research.

Research Methods

Course Description:

This course explores various research methodologies to equip learners for successful academic endeavors. This course emphasizes the development of well-structured research proposals, effective data collection techniques, and appropriate analytical techniques. Throughout the course, learners will hone effective oral and written communication skills for presenting research methods and findings. The course prepares learners to make a meaningful impact in their chosen field.

Course Objectives:

- Develop robust research skills and deepen understanding of research methods and applications.
- Formulate well-structured research proposals to address research questions effectively.
- Develop a well-structured research proposal.
- Learn and apply data collection techniques relevant to different research methods.
- Analyze and interpret research data using appropriate analytical techniques.
- Enhance oral and written communication skills for presenting research methods and findings.

MODULE 8: CAPSTONE

Thesis or Practicum

Course Description:

The capstone is the culminating course in the Master of Arts program. Learners will complete a significant paper or project that demonstrates mastery of theological concepts and applies them to a specific problem. Learners may choose to write a final thesis or complete a practicum. Learners will work with a professor to design a research project, paper, or internship experience.

Course Objectives:

- Propose a research paper or project, demonstrating the ability to apply research methodologies and ethical considerations.



- Prepare a scholarly paper that demonstrates deep understanding of the topic.
- Reflect on the contribution of the research paper or project on one's field of study and how it addresses societal challenges.

For More Information

IUDI's team is dedicated exclusively to helping you achieve your academic goals. We are committed to excellence service and continuous improvement. If you have inquiries or concerns, please email us at support@iudi.org.